

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: Yeoman Room - The Corn Exchange, Market Place, Devizes,
SN10 1HS
Date: Thursday 16 June 2016
Time: 2.30 pm

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

Membership:

Cllr Junab Ali - Swindon Borough Council
Cllr Abdul Amin - Swindon Borough Council
Cllr Alan Bishop - Swindon Borough Council
Cllr Richard Britton - Wiltshire Council
Cllr Chris Caswill - Wiltshire Council
Cllr Trevor Carbin - Wiltshire Council
Cindy Creasy - Co-Opted Independent Member
Chris Henwood - Co-Opted Independent Member
Cllr Peter Hutton - Wiltshire Council
Cllr Julian Johnson - Wiltshire Council
Cllr Gordon King - Wiltshire Council
Cllr John Smale – Wiltshire Council
Cllr Caryl Sydney-Smith - Swindon Borough Council

Substitutes:

Cllr Glenis Ansell – Wiltshire Council
Cllr Chuck Berry - Wiltshire Council
Cllr Ernie Clark - Wiltshire Council
Cllr Brian Dalton - Wiltshire Council
Cllr Sue Evans - Wiltshire Council
Cllr Nick Fogg MBE - Wiltshire Council
Cllr Charles Howard - Wiltshire Council
Cllr Linda Packard - Wiltshire Council
Cllr Maureen Penny - Swindon Borough Council
Cllr Ian Thorn - Wiltshire Council
Cllr Anthony Trotman - Wiltshire Council

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AGENDA

Part I

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

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

Election of the Chairman

- To elect a Chairman for the forthcoming year.

Election of the Vice Chairman

- To elect a Vice Chairman for the forthcoming year.

2 **Apologies for Absence**

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

To confirm the minutes of the meeting held on 3 March 2016.

4 **Declarations of interest**

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

5 **Chairman's Announcements**

- Welcome to the new members of the panel.

6 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm on Friday 10 June 2016**. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

7 **Review of the Community Policing Pilot**

Chief Constable Mike Veale to present the outcomes of the final review.
(Attending 3-4pm)

8 **PCC Annual Report 2015-16** (*Pages 13 - 32*)

Annual review of progress on the police and crime plan. PCP members are invited to comment before publication of the report.

9 **Quarterly data (Q4)- Risk / Performance / Finance / Complaints - including drugs information** (*Pages 33 - 86*)

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

- Risk Register
- Performance Report
- Budget Monitoring Statement
- Complaints

10 **Strategic alliance with Avon & Somerset**

A verbal update on the progress of the Strategic Alliance.

11 **Police Reform Bill - key points and potential impacts** (*Pages 87 - 94*)

12 **Task Group Updates** (*Pages 95 - 98*)

- Strategic Alliance Task Group

- Update on Specials Task Group

13 **PCC Diary report** (*Pages 99 - 118*)

The Commissioner to present the PCC Diary report.

14 **Forward Work Plan**

To note the forward work plan.

15 **Future meeting dates**

- Thursday 1 September 2016 – City Hall, Salisbury.
- Thursday 1 December 2016 – Swindon Borough Council Offices.

Part II

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

None

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WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 3 MARCH 2016 AT WESSEX ROOM - THE CORN EXCHANGE, MARKET PLACE, DEVIZES, SN10 1HS.

Present:

Cllr Abdul Amin, Alan Bishop, Cllr Richard Britton (Chairman), Cllr Trevor Carbin, Cllr Chris Caswill, Cindy Creasy, Cllr Charles Howard, Cllr Julian Johnson, Cllr Teresa Page and Cllr John Smale

Also Present:

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Chris McMullen – OPCC
Carolyn Filmore - OPCC
Emily Higson – Wiltshire Council
Kevin Fielding – Wiltshire Council

1 Apologies for Absence

Apologies were received from Cllr Andrew Bennett, Cllr Peter Hutton and Mr Chris Henwood.

2 Minutes and matters arising

Decision:

- **The minutes of the meeting held on Thursday 4 February 2016 were signed as the correct record.**
- **It was noted that Cllr Teresa Page had attended the meeting held on Thursday 4 February 2016.**

3 **Declarations of interest**

There were no declarations of interest.

4 **Chairman's Announcements**

The Chairman welcomed new panel Member Cllr John Smale, and Cllr Sue Evans who was attending the meeting as an observer.

5 **Public Participation**

There was no public participation.

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

The Commissioner introduced a report setting out his quarterly performance data – Quarter Three 2015 - 16 (1 April to 31 December 2015).

Points made included:

- Recorded Crime - Within Wiltshire this had increased by 8.8%. This equated to 2,830 crimes with a total of 34,959 recorded.

The main volume driver behind the increase was violence against the person (VAP) which represents an increase of 1,841 crimes. This was explained by improved recording practices following the crime data integrity inspection by Her Majesty's Inspectorate of Constabulary (HMIC) of which the results are reflected in the national research commissioned by Chief Constable Habgood.

- Satisfaction with Visibility - Within the most recent survey, 51 per cent (± 2.1 per cent) of respondents say they were satisfied with the level of police visibility. This proportion had been stable since autumn 2012. However the most recent wave saw a significant decrease in satisfaction with visibility.

Wiltshire police officers were now using shared offices more and more. The public do have a perception that they don't see the police on the streets anymore. More time than ever was in fact being spent on the beat.

- Outcome Rate - The outcome rate for the 12 months to December 2015 was 21.1 per cent. This remained significantly below the average of our peer group.

When comparing to other forces within the region, however, the outcome rate has a much closer distribution.

Cllr Caswill made the point that it wasn't likely to improve with the news that Chippenham Magistrate's Court was to close. Members felt that the Panel should support keeping the Chippenham Magistrate's Court open until the courts at Swindon had been refurbished.

Deep Dive - Putting victims and witnesses at the heart of everything we do

Naji Darwish presented the report.

The Panel requested that they receive an annual Horizon update report. It was agreed that would form part of the February 2017 agenda.

The Panel requested that they receive a report outlining Wiltshire Police's Stop & Search Scheme for the next PCP meeting.

The report was reviewed in detail and noted by the Panel.

Note: Cllr Caswill did not wish to note the report due to his concerns about issues raised in it.

Risk Register - The register was noted.

Note: Cllr Britton raised his displeasure that the Community Policing update had been pulled from the agenda at the OPCCs request because evaluation was still pending whilst the risk register appeared to indicate that an evaluation had already been carried out.

7 Strategic alliance with Avon & Somerset

Kieran Kilgallen gave a brief verbal update on progress made since the previous PCP meeting on the 4 February 2016.

Points made included:

- That the new Chief Constable of Avon & Somerset was yet to meet representatives of Wiltshire at the Strategic Alliance Board.

The Chairman requested that the PCP were informed of any outcomes of meetings with new Chief Constable of Avon & Somerset and representatives of Wiltshire at the Strategic Alliance Board.

The Chairman thanked Kieran Kilgallen for his update.

8 **Task Group Updates**

Strategic Alliance Task Group – That Cllr Richard Britton and Cllr Julian Johnson were due to meet with Julian Moss to discuss the strategy. A third panel member was sought to sit on this task group.

PCC Commissioning Strategy Task Group – That Cllr Richard Britton and Cindy Creasy had met with Naji Darwish to discuss a first draft.

Call Centre Task Group – Following his meeting with WC's cabinet member and Swindon's Leader, Cllr Richard Britton discovered that Wiltshire Council had signed a contract some 18 months ago which would mean that there was little point in a task group working on this topic. It was AGREED not to take this further.

Special Constables Task Group - Cllr Richard Britton advised that he would like to revisit the first report on this topic. It was agreed that Cllr Britton and Cindy Creasy would look at this.

9 **PCC Diary report**

The PCC Diary report was noted.

10 **Forward Work Plan**

The Forward Work Plan was noted.

The Panel requested that a report on drug use and enforcement across the county form part of a future deep dive report in the quarterly reporting.

The Panel requested that the OPCC provide them with information re the Police Reform Bill. Kieran Kilgallen advised that briefing material was available on this topic, and that OPCC would ensure that the panel members received this.

11 **Future meeting dates**

Future meeting dates:

- Thursday 16 June 2016 - Corn Exchange, Devizes.
- Thursday 1 September 2016 – City Hall, Salisbury.
- Wednesday 30 November 2016 – Swindon Borough Council Offices.

(Duration of meeting: 10:00am – 12:20pm)

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 NO:

Police and Crime Panel 16 June 2016

WILTSHIRE AND SWINDON ANNUAL REPORT 2015-16 – CONSIDERATION OF THE DRAFT ANNUAL REPORT

1. Purpose of Report

- 1.1. To provide the Police and Crime Panel (PCP) with the draft PCC's Annual Report 2015-16.
- 1.2. To seek comments on the draft annual report.

2. Background and Main Considerations for the Panel

- 2.1. As required by the Police Reform and Responsibility Act 2011, the PCC is required to produce an annual report on the performance against his Police and Crime Plan (P&C Plan). This includes annual financial information and aspects of his statutory functions.
- 2.2. It identifies the highlights of the year, areas to improve, progress against his plan and future challenges and opportunities. The annual report reflects the changes to performance reporting to the PCC and PCP during 2015-16.
- 2.3. This report is the first of the revised Police and Crime Plan 2016-18 and the final report of the 1st term of PCCs.
- 2.4. The PCP is asked to note this draft annual report and to provide comments on the annual report.

3. Structure

- 3.1. This annual report is aimed at a public audience and captures the highlights of the year and the Commissioner's assessment of progress against his plan. The document has three distinct sections which is a development from last year's report.
- 3.2. Section one provides the PCC's overall assessment of policing and community safety in Wiltshire incorporating the learning from inspections by Her Majesty's Inspectorate of Constabulary (HMIC), engagement with victims and local communities. This should be balanced and a transparency assessment given, highlighting both the achievements and areas to improve.
- 3.3. Section two identifies the strategic future challenges and opportunities in the coming years. Section three updates on the progress in delivering the P&C Plan by each

priority and the future challenges and opportunities. The final section three provides an overview of financial information from 2015-16.

3.4. The report aims to be concise and provide a high level assessment. Other strategies and reports will provide the detail.

3.5. This annual report has been produced using existing information drawing together, information in performance reports, delivery plan reports, press releases and PCP performance reports.

4. Next steps

4.1. Below are the high level milestones that provide a summary of the project plan.

- 16 June – Draft annual report to PCP
- Comments from PCP considered and response returned
- Design work completed – w/c 4 July
- Anticipated publication early July

5. Recommendations

5.1. To provide the Police and Crime Panel (PCP) with the draft PCC's Annual Report 2015-16.

5.2. To seek comments on the draft PCC's Annual Report 2015-16.



DOCUMENT CONTROL SHEET

Name of document:	Annual Report 2015-16
Version:	1.1
Status:	DRAFT
Classification:	Protect - Policy
Owner:	Angus Macpherson
Date of this version:	07/06/16
Produced by:	Naji Darwish
Synopsis and outcomes of consultation undertaken:	Annual report covering 2015/16 including assessment of OPCC work, police performance and delivery
Approved by:	DRAFT
Date ratified:	
Copyholders:	CMB, ACPO, PCP for comment
Next review due:	
Enquiries to:	Naji.darwish@wiltshire.pcc.pnn.gov.uk

The Commissioner's Annual Report 2015-16

1. Foreword

It is with great pleasure that I present the final annual report from my first term as your Police and Crime Commissioner (PCC). As PCC my role is to ensure that Wiltshire and Swindon is kept safe. I make sure; that the police and justice system meets the needs of Wiltshire and Swindon; and that Wiltshire Police is held to account for delivering an efficient, effective and trusted service.

My first term as your PCC has been an exciting challenge. The election of PCCs has provided more transparency and public accountability to policing. I am pleased that the profile of PCC has been raised and that the level understanding of a PCC's role and responsibilities is increasing.

This must continue as all our communities need to understand that as PCC I represent the legitimate demands and aspirations for policing of all our communities. I will seek to ensure that I maintain a high level of visibility and engagement during my second term so that I can properly understand the concerns of the public.

You hold me to account for the policing services you receive and I hold the Chief Constable and other organisations (from which I commission services) to account for delivering services that meets your needs in an effective and efficient way.

During my first term I have established a collaborative approach with the Chief Constable Mike Veale, partners, the community and voluntary sectors. I believe this approach is the best way to drive improvements efficiently and keep bureaucracy to a minimum. This will continue but our communities also need to have confidence that an integrated approach does not restrict my ability to represent their views and challenge services to be more effective and efficient.

This annual report provides evidence of my robust and challenging assessment of the progress made in achieving my Police and Crime Plan 2015-17 (P&C Plan), the overall performance of Wiltshire Police and my views on the challenges and opportunities in the future.

Section one provides my overall assessment of policing and community safety incorporating the learning from inspections by Her Majesty's Inspectorate of Constabulary (HMIC), engagement with victims and local communities.

Section two identifies the strategic future challenges and opportunities in the coming years. Section three updates on the progress in delivering the P&C plan by each priority and the future challenges and opportunities. The final section three provides an overview of financial information from 2015-16. The P&C plan sets the priorities and improvements that will help keep Wiltshire and Swindon safe.

- Priority 1. Prevent crime and anti-social behaviour
- Priority 2. Protect the most vulnerable in society
- Priority 3. Put victims and witnesses at the heart of everything we do
- Priority 4. Secure high quality, efficient and trusted services

Within my P&C plan, I outlined the step change away from a perverse target-driven culture towards a more ethical and mature approach to managing performance. This does not mean removing numerical measures but recognition that a single piece of information cannot provide an answer to how well the police and the criminal justice service are doing.

2. State of Policing and Community Safety in Wiltshire and Swindon

Since my previous annual report I have continued to be positive about the state of policing and community safety in Wiltshire and Swindon. All public services are continuing to undergo rapid change and policing is no exception. The changing and increasingly complex demand on services, the need for better care for vulnerable victims and continued financial restrictions present a real challenge for how services are resourced, structured and delivered.

Wiltshire is safe and has a good police service that has a well-developed understanding of crime, is effective at preventing crime and carries out investigations which are generally good quality. There is a good balance in tackling complex criminality, protecting vulnerable people and providing a visible and responsive community policing service. Overall I believe we are making good progress in delivering my P&C plan and beginning to make improvements to the criminal justice system in Wiltshire and Swindon.

At the end of 2014 Wiltshire police have made a step change towards an ethical performance culture. Following significant national criticism of public sector target culture and a lack of credibility of police recorded crime figures; the Curtis Review into police performance was completed in August 2015. Prior to this review in Nov 2014, the Chief Constable and I agreed that arbitrary targets introduced perverse incentives and distrust of police services. During 2015-16 the Chief Constable and I have implemented a performance culture overhaul.

The police must record all crime as accurately as possible. It is fundamental to their understanding and responding to crime. I want all victims of all crime to have confidence that the police will listen and record crimes accurately.

Policing is complex, so the way we understand and assess performance needs to reflect this. I have assessed a range of information, not just police recorded crime, to determine levels of crime. My annual report uses a range of information including internal measures, external inspections and scrutiny by HMIC, and your views and experiences of services. Wiltshire has already implemented the most of recommendations made in the Curtis Review of police targets in August 2015.

Part of this process is for PCCs to have a more sophisticated communication with the public on what successful policing looks like. Police recorded crimes are important but we need to be able to trust that they reflect what is going on in our communities. I believe Wiltshire Police are well on that journey and I will continue to assure myself that recording compliance is improving.

In 2015-16 crimes recorded to Wiltshire Police has increased by 19.2% or 6,122 offences, which is the fifth highest increase in police recorded crime in the country. Recorded crime is rising in 39 / 43 forces across the country and many are around this level. Despite this increase Wiltshire's crime rate remains in line with force areas similar to Wiltshire. The overall rise is driven by increases in large volume crime types of violence without injury of 75.3 percent, shoplifting of 17 percent and 156.1% increase public order offences.

After extensive analysis, I am confident the rise in police recorded crime is predominately caused by more ethical police recording practices. The British Crime Survey (BCS), which asks people about their experiences of a range of crimes in the past year, is stable. I believe that recorded crime should converge with the BCS level as police recording standards improve. The rise in recorded crime is set against a corresponding 18% fall (3,959 incidents) in ASB incidents reported. Whilst it is difficult to separate out the excellent ASB and crime prevention work, this level of decrease indicates a recording change with previously recorded ASB incidents now correctly recorded as violence without injury and public order offences.

There has been no significant increase in the calls and demand for police services over 2015-16, which continues to be stable. All crime rates in Wiltshire are in line with national averages with exceptionally low rates of serious violence and arson.

I anticipate that crimes recorded by the police will continue to rise but at a slower rate during 2016-17 as HO compliance rates continue to improve. The HO compliance rates have risen significantly over the last 19 months and currently stand at 93 per cent. This continues to be a priority for the Chief Constable Mike Veale and further improvements to the compliance rate are expected. I anticipate that improved crime recording will continue to be affect police recorded crime during 2016-17 but at a reduced rate.

Detailed analysis is available within my quarterly performance reports with my full assessment of the increases in police recorded crime.

The increase in sexual offences of 14.1 percent is partially due to the need to increase confidence in reporting and police services. The improved quality of crime recording has influenced the recording of sexual offences. The increased awareness and confidence to report following the Jimmy Savile scandal, numerous public inquiries and shocking evidence of child sexual exploitation (CSE) in Rochdale and Oxford has also empowered more victims to come forward.

Outcome rates demonstrate the level of a positive conclusion to a crime, be that a charge, caution or community resolution. At its most simple level, this indicates how many offenders are held responsible in some form for the crimes they commit. Nationally this is a performance area where targets have driven perverse behaviours and distorted police behaviors.

22.1 per cent for all crime has a positive outcome which is in line with national average. After examination of the information, outcome rates in Wiltshire for certain crime types are not at the level I expect.

Wiltshire is a significant outlier in its dwelling burglary outcome rate. In 2015-16 the outcome rate was 6.1 per cent which equates to 80 in 1,318 crimes. This is significantly lower than the peer average of 13.8 per cent and lower than the national rate of 9.5 per cent. Using targets to increase outcomes rates have led to incorrect crime recording, inappropriate use of community resolutions and inappropriate police targeting of crime types. I have asked the Chief Constable Mike Veale to review this area and bring forward improvements that improve outcome rates without affecting the distorting performance.

The impact on policing and community safety of the changes in other public services continues to pose difficult questions for Wiltshire and Swindon. National research indicates that up to 75 per cent of requests for service to the police are not related to traditional crimes. This shift reflects the changing demand from the public and the changing focus for policing. It is crucial that we continue to build on existing efforts with our partners and local communities to prevent crime and ASB, and protect communities from being victims or repeated victims.

During 2015-16 we have seen excellent collaborative work between the police, local authorities, NHS and criminal justice agencies. They are working together to identify and protect those most vulnerable in our society. Services and specialisms are being brought together to protect those at risk of CSE, working with families and individuals who need most support and helping those in mental health crisis.

During the summer of 2014, Chief Constable Mike Veale briefed me in relation to potential police misconduct regarding the way the Force allegedly dealt with information about Sir Edward Heath received in the 1990s. The matter was referred to the Independent Police Complaints Commission (IPCC) for investigation. Nothing reached the public domain until the IPCC put out a press release on Monday 3 August 2015 which named the former Prime Minister. Once the IPCC had decided to put Sir

Edward's name in the public domain, a decision was taken by Wiltshire Police to make a witness appeal, and an investigation ensued. The conduct of any police investigation sits squarely within the operational independence of the Chief Constable. As an elected commissioner, I have scrupulously avoided any suggestion that I am using my office to influence the investigation. Whilst I set police priorities and allocate resources, this does not impinge on the operational independence of the chief constable in the investigation of offences.

Communities in Wiltshire and Swindon recognise that they have a key part to play in making their communities safer. I am delighted that this happens in a wide variety of ways. From being actively aware of issues in their communities and signing up to community messaging and "watch" schemes or dedicating time in volunteer roles, community speed watch or by becoming special constables or police cadets. I will continue to explore more such opportunities and support individuals who want to play a more active role.

Wiltshire Police must do more to reflect the community it serves. Failure to do so undermines the Peelian principles of British policing and the ability to police by consent. As such I have approved investment to deliver a range of improvements to recruitment, policy and staff training and development. The Chief Constable is working with staff associations and independents experts to ensure that police policies, procedures and culture support this aim.

The best use of stop and search (BUSS) scheme aims to provide greater transparency and community involvement in the use of stop and search powers. The scheme includes detailed data recording, policy to allow lay observation, a community trigger process and a reduction in section 60 non suspicious searches. The HMIC identified that Wiltshire Police were compliant in only one area in the BUSS scheme. As a result they were suspended from the BUSS scheme. Since this suspension rapid improvement has taken place to address non-compliance. This includes a new form to ensure the correct information is collected and reported, a new lay observation policy and community trigger procedure is now in place and increased transparency on the Wiltshire Police website.

Our work regionally with other police forces has meant that specialist police services such as forensics, major crime and organised crime teams are delivered collaboratively. These complex functions are working more efficiently together to share intelligence, maintain specialist skills and meet national threats. Efforts will continue to address a backlog in retrieving evidence from smartphones, tablets and other devices. I will continue to ensure that Wiltshire receives a proportionate level of specialist services in any collaborative arrangements.

During the last year we have successfully began a community policing pilot to trial a more decentralised and collaborative policing model. This remodeling returns policing to our communities and brings together police community support officers (PCSOs), neighbourhood officers, response officers and local crime investigators in one team. This community team is responsible for managing crime in that community from beginning to end. Initial results are encouraging with evidence of it streamlining police response to crime, providing continuity for the public with fewer handovers between departments and increases in staff morale and productivity. This model will continue to be refined to make sure that we are listening to your views and that the policy is tailored it to the needs of local communities, both urban and rural.

I believe Wiltshire Police is in a good financial position with strong financial management. It has met its savings requirements under the spending review for 2014-2015 and has a balanced budget for 2015-2016 that has identified its savings requirement and is well on the way to achieving this. I took the decision to increase the police precept by 1.9 per cent and allocate £315,000 from my commissioning budget to protect local policing. Financial pressures will continue and I will be working closely with the Chief Constable Mike Veale to meet these challenges.

My assessment of Wiltshire Police is supported by HMIC's PEEL inspection (police efficiency, effectiveness and legitimacy). Wiltshire Police has been rated as 'good' in every area of policing for the second year in a row.

This strong external and independent validation of the quality of services supports my own assessment that Wiltshire Police are well-led organisation. The 2015-16 PEEL assessment has complimented the Force for the changes it has made and has recognised that the leadership of the organisation comes from the Chief Constable, the senior management team and across all levels of officers and staff.

However we cannot be complacent, there are still areas that require improvement. The HMIC and I have highlighted areas where Wiltshire Police and its partners can improve, including protecting vulnerable and missing children, BUSS scheme compliance, ensuring the Force meets its public expectations and ensuring that Wiltshire and Swindon has a police service that reflects the community it serves. Policing needs to develop a more systematic dialogue with the public to help shape the delivery of services. This includes expanding the ways we engage with local communities, increase transparency in our decision-making and in how Wiltshire and Swindon is policed.

I want Wiltshire Police and our partnerships to respond to these challenges through innovation and effective leadership and by ensuring we are making decisions for the benefit of the public, victims and witnesses. This requires a values-led organisation, with inspirational leadership that creates a culture in which there is a quest for continuous improvement.

I would like to thank the Mr Veale and all his officers and staff for their efforts which have delivered this strong overall performance which is ensuring that Wiltshire and Swindon remains a safe place in which to live and work. This hard work and dedication from front line and support staff, coupled with strong support from partner agencies and the public, has turned my P&C plan into reality. I am inspired and humbled by the commitment of Wiltshire Police officers and staff to public service and the risks they take to protect our communities.

3. Future challenges and opportunities for policing and community safety in Wiltshire and Swindon

Following the May 2016 election I am required to revise my P&C Plan by the end of 2016-17. Using the assessments within the report, the advice from the Chief Constable, partner agencies and feedback from the public I will refine my existing plan to reflect the new challenges and opportunities presented.

Throughout my first term, I was focused on increasing the public understanding of the Office of Police and Crime Commissioner (OPCC). Increases in turnout in the May 2016 election are positive but it is clear that more needs to be done to increase public understanding of the role of the PCC.

The threats from crime and criminality are changing and Wiltshire Police needs to balance the complex demands that are placed on it. Protecting people from fraud, violence and cybercrime is presenting new challenges in how public agencies prevent, investigate and prosecute. I need to be assured that my priorities and resources are matched against the threats and risks we face. During 2016-17 when I refresh my P&C plan I will take advice from the Chief Constable on the priorities that require focus and I will balance resources accordingly.

Wiltshire receives the second lowest share of Home Office funding for police per head of population. This is unfair and is reinforced by a police funding formula that does not recognise that areas with low crime still require adequate resource to police. The formula is due to be reviewed in 2016-17, I will be lobbying MPs and ministers to address this unfairness, and for a more reliable funding that takes the needs of Wiltshire and Swindon into account.

The Community Policing Pilot began in the Trowbridge and Warminster areas. It combines the officers and staff in the separate Neighbourhood Policing and Response teams, so that communities have a “One Team” approach to policing. It also brings together staff and officers from other departments, such as local crime investigators, our 101 and 999 call-takers, and our officers from the Special Constabulary, so crimes are investigated effectively and efficiently from the moment they are reported to us. The Chief Constable Mike Veale and I have decided to roll out this way of working across Wiltshire and Swindon.

I am excited by the evaluation results as it brings an opportunity to improve the services whilst making them more efficient. CPT builds on neighbourhood policing, the significant investment in mobile technology and provides the public with a single point of contact should they become victims of crime. CPT will continue to evolve as it is rolled out and I am keen to receive feedback from the public about how Community Policing is working for them.

I have made a £1m investment to recruit hundreds of special constables over the next two years and wish to increase the scope and number of police volunteers in general. I believe in the Peelian principles of policing that the police are the public and the public are the police. Recruiting a more diverse range of officers and staff into Wiltshire Police is key to it being representative, understanding the problems and challenges faced by communities and providing a rewarding and satisfying career for the individual. This opportunity requires a culture that values and supports those who want to make their communities safer.

4. Progress in delivering my Police and Crime Plan 2015-17

This report provides an overview of the progress against the four priorities within my P&C plan. Under each priority I provide a brief assessment of the progress, followed by a selection of achievements and challenges. If you require more detail please consult the full quarterly performance reports available on my website. [INSERT HYPERLINK TO REPORTS](#)

Priority One: Prevent crime and anti-social behaviour

Everyone in Wiltshire and Swindon should be able to live without the fear of crime and anti-social behaviour. If you are a victim you should have the confidence to report the crime to the police, knowing that you will be listened to, and that the crime will be properly investigated.

As outlined on page 3-4 progress is being made in increasing the accuracy of police recorded crime. Increased compliance with Home Office crime recording rules should continue to increase. I anticipate that police recorded crime will begin to reduce over 2016-17 as a true baseline of crime and anti-social behaviour for Wiltshire is reached.

Highlights in 2015-16 include:

- Crimes recorded to Wiltshire Police have increased by 19.2% or 6,122 offences, which is the fifth highest increase in police recorded crime in the country. Recorded crime is rising in 39 / 43 forces across the country and many are around this level
- The overall rise is driven by increases in large volume crime types of violence without injury of 75.3 percent, shoplifting of 17 percent and 156.1% increase public order offences.
- The volume of demand from the public has been static and below anticipated levels
- 93% of crime recording meets Home Office compliance rules
- Worked with partners to implement new ASB tools and powers including public space protection orders in Trowbridge and Lydiard Park, Swindon
- Jointly funded Youth Offending teams who work with young people who are at risk of or have offended
- 7,800 people are signed up to community messaging to receive targeted community safety messages to their mobiles and emails.
- Community Speed Watch has grown from 250 members in 2013 to 750 members across 138 sites in Wiltshire and Swindon
- A range of campaigns and interventions to improve road safety have been delivered, including drug and drink drive campaigns, working with the Ministry of Defence and serving personnel and enforcement campaigns with special constables and Community Speed Watch
- With regional partners delivered second and third phases of forensics collaboration and welcomed the Home Secretary to our collaborative firearms training centre
- Widened the major crime and incident collaboration with Avon and Somerset to include Gloucestershire Constabulary

- With the National Probation Service and Community Rehabilitation Company, we continued to develop the Integrated Offender Management programme, where police, probation and other services work together to focus on persistent offenders. This team proactively monitors and supports persistent offenders to steer them away from repeat offending

Challenges and opportunities

- HMIC will be making unannounced inspections to assess the quality and efficacy of police crime recording and systems to get it right first time
- Continued financial austerity will place pressure on my budgets and those of other public sector partners. As service levels are reduced, the potential impact on crime and community safety is increased with a greater expectation on police to resolve issues. We will need to continue to identify areas for greater efficiency and collaboration and ensure they are delivered in a way that preserves frontline services
- A revised volunteer strategy that values and supports volunteers was agreed during 2015-16. I want to see an increase in the range and use of volunteers who are valued and appreciated for helping to keep their communities safe
- I have made a £1m investment to recruit hundreds of special constables in 2016-17. I expect this process to be delivered in over the next two years
- Wiltshire Police needs to ensure that it supports the national requirement for firearms officers to tackle terrorism

Priority Two: Protecting the most vulnerable in society

There has been a significant focus on this priority by all public services. There is a collective duty to ensure that we protect the most vulnerable in society. Successive national reports and inspections have uncovered significant organisational failures and hidden harm to vulnerable people, particularly children and young people.

I believe that services in Wiltshire are reasonable and are improving. The focus, leadership and additional investment by me and by local authorities and others is making a difference. Innovative services are in place, or are being implemented that break down organisational barriers, sharing information and developing joint responses to protect the public.

I welcome the HMIC inspection on vulnerability. It recognised the positive improvements and leadership but did identify areas for improvement notably improving the consistency of assessing vulnerability, training of domestic abuse investigators and the protection of missing children.

Highlights in 2015-16 include:

- £172,000 of additional investment into the multi-agency safeguarding hub to protect children at risk of harm. I was encouraged by the positive comments within the HMIC inspection about this service and how the police, Wiltshire Council and Swindon Borough Council are working together
- Joint investment of £250,000 with Wiltshire Council, the Home Office and Swindon Borough Council for specialist social workers to help identify and support victims of CSE
- Commissioning the charity Missing people to conduct 292 return home interviews with missing children. This has helped identify causes of children who go missing and to chronicle their experiences whilst away
- Commissioning pilot projects to provide Independent domestic violence advocacy in settings as part of the wider service commissioned by Swindon Borough Council
- Jointly commissioned with Wiltshire Council a service for victims at high risk of domestic Swindon
- Working with Wiltshire and Swindon clinical commissioning group and Avon and Wiltshire Mental Health Trust to pilot mental health professionals working in the crime communication centre (CCC) to advice police officers in supporting those in mental health crisis
- Contributing £170,000 to the treatment services for people with substance misuse problems who are at risk of offending

Challenges and opportunities

- I will be holding the Chief Constable to account for addressing in the improvement the areas identified by HMIC inspection on vulnerability. Immediate work has already taken place and I look forward to further inspections to ensure that we protect the most vulnerable in society
- Protecting the vulnerable requires a range of public services to work together and we need to ensure that resources are made available to do this, even within the challenging financial

environment. I want to build on the integration of services and provide multi-disciplinary response support by early intervention and problem solving

- During 2016-18 my office will be working with Swindon Borough Council to recommission domestic abuse services in Swindon
- Wiltshire Police is developing a vulnerability strategy which will provide an organisational approach and under which all policies will be reviewed to ensure we are protecting the most vulnerable
- I want to be assured that there are enough resources to meet this priority, particularly as the confidence of victims and agencies to report crime increases. I will take advice from the Chief Constable when I review my P&C plan during 2016-17
- Single view of the customer is a project involving Wiltshire Council, the NHS, the fire and rescue service and police which draws together public sector data. It aims to make public services more efficient and to allow organisations to meet the needs of vulnerable individuals. It is expected to be delivered in 2016-17 and should provide an exciting catalyst to reimagine how the public sector can deliver services together

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Priority Three: Putting victims and witnesses at the heart of everything we do

Victims of crime have been through a challenging and often traumatic experience. I believe that great strides have been made in improving the focus on victims and witnesses. Since taking the responsibility for supporting victims in April 2015, I am proud of the progress that has been made. I have invested more money into services for victims of crime and ASB, helping them cope and recover from its impact.

Horizon Victim and Witness Care has been operating for since March 2015 and provides a single point of contact for vulnerable victims. Working alongside the police, Horizon is updating, supporting and signposting victims and witnesses. Victim Support is providing practical and emotional help for victims who desire further help. I also commission more specialist services for the most vulnerable particularly victims of sexual offences or domestic abuse.

Further work is required to improve the journey of victims and witnesses through the criminal justice system. I am encouraged by the determination of criminal justice partners to improve the criminal justice system and support victims and witnesses.

Highlights in 2015-16 include:

- Horizon Victim and Witness Care has been operating successfully since March 2015
- Horizon supported 2,950 vulnerable victims of crimes and ASB with 75% of victims under the age of 25
- Horizon now makes sure victims entitled to enhanced services due to vulnerability, intimidation or seriousness of offences receive the necessary offers of support
- Over 1,600 people were referred to Victim Support over 2015-16 to support them to cope and recover from crime and ASB
- I have commissioned specialist support from the Intercom Trust for victims of hate crime
- With NHS, local authorities and Wiltshire Police I commission Sexual Assault Referral Centres where specialist care and support is provided to victims of sexual offences
- Horizon staff have worked hard to support witnesses during the transition to Citizens Advice providing support services in courts
- 85 per cent of victims are satisfied, with 70 per cent “very satisfied” or “completely satisfied”
- Live court links are now in use, enabling evidence to be given away from court. This will support vulnerable victims and be more efficient for officers presenting evidence
- Wiltshire is in line with the national average with 22.1 percent of all crimes has a positive outcome rate

Challenges and opportunities

- I want to build on the success of Horizon and expand the victims that can access the enhanced service, including victims of dwelling burglary and fraud.
- With the wealth of information generated by Horizon I want to ensure that the right level of services meet the needs of victims and witnesses
- I want to work with the newly invigorated Wiltshire Criminal Justice Board to develop the culture of collective responsibility and ownership for the entire victim journey and the performance of the entire system
- Wiltshire is a significant outlier in its dwelling burglary outcome rate. In 2015-16 the outcome rate was 6.1 per cent which equates to 80 in 1,318 crimes. This is significantly lower than the peer average of 13.8 per cent and lower than the national rate of 9.5 per cent. Using targets to increase outcomes rates have led to incorrect crime recording, inappropriate use of community resolutions and inappropriate police targeting of crime types. I have asked the Chief Constable Mike Veale to review this area and bring forward improvements that improve outcome rates without affecting the distorting performance.
- Work is being finalised on a restorative justice (RJ) strategy that co-ordinates the use of RJ practices in Wiltshire and Swindon. RJ can provide swift and immediate justice for victim and offender in ASB and some minor crime. I want to increase the use of restorative practices and recruit volunteers to help deliver these community solutions.

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Priority Four: Secure high quality, efficient and trusted services

Police and criminal justice services should be accessible to everyone, professional and of the highest standard. I believe that Wiltshire Police delivers a high quality and efficient service. The “good” HMIC PEEL inspection provides a platform that the Chief Constable and his team are already building on to drive more improvements.

Efficiencies of £17.7m have been made since 2011, which has required changes to the way we deliver services. I wholeheartedly support the Chief Constable’s values-based leadership and his work to empower officers and staff throughout the organisation. The work is receiving national attention and shows that we are thinking differently about how services are delivered, not only in the police but jointly with other public services in order to address the causes and impact of crime.

Highlights in 2015-16 include:

- Invested an additional £315,000 from my commissioning fund to maintain local front line services
- Achieved a rating of “good” in all areas of HMIC PEEL inspection
- 84 per cent of the public have confidence in Wiltshire Police
- 77 per cent of people believe that Wiltshire Police deal with things that matter to the community
- 93 per cent of victims felt they were treated with respect by Wiltshire Police
- 94 percent of 999 calls were answered within ten seconds
- Successfully began the community policing pilot to trial a more decentralised, streamline the police response to crime and remove bureaucracy. Initial findings show that new model is improving the speed and quality of service to the public, increasing staff productivity and improving crime prevention. A decision was taken in May 2016 to roll out this model following the completed evaluation.
- Wiltshire policing area has the third lowest spend on police per head of population in the county.
- Police officers are now leading prosecutions for low-level traffic offences with a conviction rate of over 90 per cent
- Completed the rollout of laptops, tablets or smartphones to all staff who can work flexibly in our communities
- Continue to share office accommodation with Swindon Borough Council and Wiltshire Council.
- Continued to collaborate with other regional police forces to identify opportunities to share operational support services
- We revised the front counter opening hours and trialled an integrated front counter service with Swindon Borough Council. This was responding to low demand but recognising that it is an important service

- The annual report of “Professional standards, integrity and complain appeals” produced by the independent complaints adjudicator provides me with a detailed assessment of performance in this area. This report is available [INSERT HYPERLINK](#)
- Independent Custody Visiting (ICVs) uses volunteers to check on the treatment of detainees and the conditions in which they are held and that their rights and entitlements are being observed. We have 24 ICVs with 9 recruited in 2015-16. In 2015 – 16, there were 10,356 detainees in custody. A total of 108 visits were made to the custody suites, 68 at Melksham and 40 at Swindon. This scheme is working well as noted by the HMIC's report following an unannounced inspection in Dec 2015.

Challenges and opportunities

- Wiltshire Police attend within the immediate response agreed time of 15 minutes in urban and 20 minutes in rural areas 88 per cent of the time
- The majority of priority responses to non life-threatening incidents are managed within 60 minutes, with an average response time of 45 minutes. There is a trend of slowing response over time means this average is getting longer. Whilst I am reassured that 95 percent of priority responses are within 100 minutes this is more than 60 minute expectation. I have challenged the Chief Constable on performance levels and following analysis no single cause has been identified. The improvement plan addresses a range operational issues that may contribute to this such as the increased time required to assess and support vulnerable victims, additional training needs identified in CCC and fleet maintenance procedures. You need the police to attend promptly but you also need the service to be of high quality. I have asked the Chief Constable Mike Veale to assess the balance of a 60 minute response standard for non life-threatening incidents and ensuring that our response service is delivering a better service.
- The BUSS scheme aims to provide greater transparency and community involvement in the use of stop and search powers. The scheme includes detailed data recording, policy to allow lay observation, a community trigger process and a reduction in section 60 non suspicious searches. The HMIC identified that Wiltshire Police were compliant in only one area in the BUSS scheme. As a result they were suspended from the BUSS scheme. Since this suspension rapid improvement has taken place to address non-compliance. This includes a new form to ensure the correct information is collected and reported, a new lay observation policy and community trigger procedure is now in place and increased transparency on the Wiltshire Police website.
- There is a need to remodel and rationalise the police estate. My significant investment in technology means officers increasingly work in community spaces and in shared facilities with local authorities. My estate is in need of modernisation and under used. In 2016-17 I anticipate a new estates strategy and masterplan to continue to rationalise the estate and make the retained estate fit for policing in the 21st Century
- Technology presents opportunities to make policing more efficient. It also presents new threats to our communities and changes the expectations of the public when they need to contact the police. During 2016-17 improvements ranging from providing all uniformed officers with body worn cameras, implementing the digital strategy and regional ICT collaborations will improve service efficiency
- The digital evidence management system was not delivered as anticipated by April 2016. This national innovation project continues to be developed, with a revised project plan due to slippages in development. It is anticipated to be completed by the end of 2016-17

5. Summary of financial performance

During 2015-16, my determination to protect frontline services and local policing has continued. To reduce the projected funding gap of £2.6m in 2016-17 I took the decision to raise the police and crime element of council tax by 1.9 per cent. This increase reduced the gap by £760,000 and has meant that the savings have been reduced. This has allowed me to direct this money to protect frontline and local policing. As a result police officer numbers and PCSOs will be retained at the same levels for 2016-17.

Most people I speak to share my view that this is worth the increase of £3.12 per year for a Band D property. The key highlights have been:

- Delivering a balanced budget for 2015-16
- Continue to have the lowest policing precept in the South West
- Income of £105.4m with £63.4m (60 per cent) from the Home Office, £42m (40 per cent) from local police precept
- Allocate the Chief Constable Mike Veale £103m to delivering policing services
- Delivering £2M of efficiencies in 2015-16 and £17.7m efficiency savings since 2011
- Investing an additional £315,000 from the PCCs commissioning fund to maintain frontline services

In 2015-16 the Allocation of money for policing was as follows

INSERT PIE CHART FOR SPEND – AWAITING FIGURES – EXPECTED JULY

I am responsible for commissioning services other than policing to deliver my P&C plan. This is funded by direct grants from central government or by money I determine from the total budget.

Commissioning Fund 2015-16

This fund represents resources to help deliver my P&C plan objectives and meet my obligations to support services. The vast majority of these resources support collaborative and statutory arrangements between public sector organisations.

Service / project	2015/16 spend (£)	Police and Crime Plan Priority
Contribution to substance misuse services in Swindon	69,380	1
Contribution to substance misuse services in Wiltshire	105,922	1
Supporting Swindon Community Safety Partnership	70,000	1
Contribution to Wiltshire and Swindon Youth Offending Teams	212,190	1
Contribution to Wiltshire and Swindon Safeguarding Children Boards	33,448	2
Diversions activity for young people with Fresh Moves / SPLASH	100,750	1
Contribution to running costs of Junior Good Citizen	2,810	1
Contribution to multi agency public protection arrangements	32,500	2
Community Messaging	89,060	1

Community Speedwatch	54,153	1
Volunteers Officer and volunteer setup costs	67115	1
Victim Support ASB Advocacy Service	32,702	3
Independent appeals adjudicator	14,946	4
Contribution to Independent Domestic Violence Advocacy	29,000	2
One-off support Swindon Town CCTV	10,000	1
ICE Cards scheme with Victim Support	3,486	2
Commissioning support	74,951	4
TOTAL	986,414	

Victims Fund 2015-16

This is a specific allocation by the Ministry of Justice for victim services and restorative justice services was £768,893. This helps me to commission services to meet priority two within the P&C plan.

Victim Services spend	2015/16 spend (£)
Victims' Services Commissioning / Provision	394,417
Services for victims of sexual violence and domestic abuse	157,754
Restorative Justice Services	10,199
Building capacity and capability in the voluntary and community sector	146,438
Associated costs of commissioning	60,084
TOTAL	768,893

For further details on financial information please consult the medium term financial plan, the draft statement of accounts 2015-16 and commissioning papers available on my website <http://www.wiltshire-pcc.gov.uk/Home.aspx>

6. Engagement

As PCC I am elected to represent your legitimate demands and desires for policing. Being available to talk and listen to you as individuals and communities is core to how I fulfil my role. I spend time in our attending events and meeting people to discuss and understand the views and desires for policing. During 2015-16 these have included:

- Market engagement days
- Emergency Services Show
- Swindon Pride
- Takeover challenge
- Community Speedwatch events
- Neighbourhood Watch
- Out on the beat with police officers and staff
- Swindon locality groups
- Bengali new year celebrations
- Meeting with the National Union of Farmers
- HMIC
- Youth Parliament
- * Armed forces day
- * Volunteer and specials constable events
- * Women's Institute
- * Chamber of Commerce
- * WOMAD
- * Solstice
- * Wiltshire area boards
- * Salisbury Spectacular
- * Downtown Cookoo Fair
- * Meetings with MPs
- * Independent Police Complaints Commission
- * Safe Places





To lead and help delivery my P&C plan and support our communities I am an active member of a range of boards and partnerships.








- Association of Police and Crime Commissioners
- Complaints review group
- Drug and alcohol commissioning partnerships
- Hate crime multi agency groups
- One Swindon Leadership Board
- Police and Crime Panel
- Restorative Justice scrutiny group
- Regional Commissioning Board
- Swindon and Wiltshire Health and Wellbeing Boards
- Wiltshire Criminal Justice Board
- Wiltshire Public Service Board
- Wiltshire and Swindon Community Safety Partnerships
- Youth Offending Management Board

















For information about the work I am doing please check my blog pages at

www.wiltshire-pcc.gov.uk/About-Us/PCC-Blog/PCC-Blog.aspx













Overall performance dashboard

Priority 1: Prevent crime and ASB			
Measure	Data	Infographic	Context
Crime volume	9,452		Significant increasing trend but in line with peers
ASB volume	3,358		Low and significantly reducing
Crime recording compliance	93%		Improving
Satisfaction with visibility	51%		Significant reduction in Wave 13 (Autumn/Winter 2015)

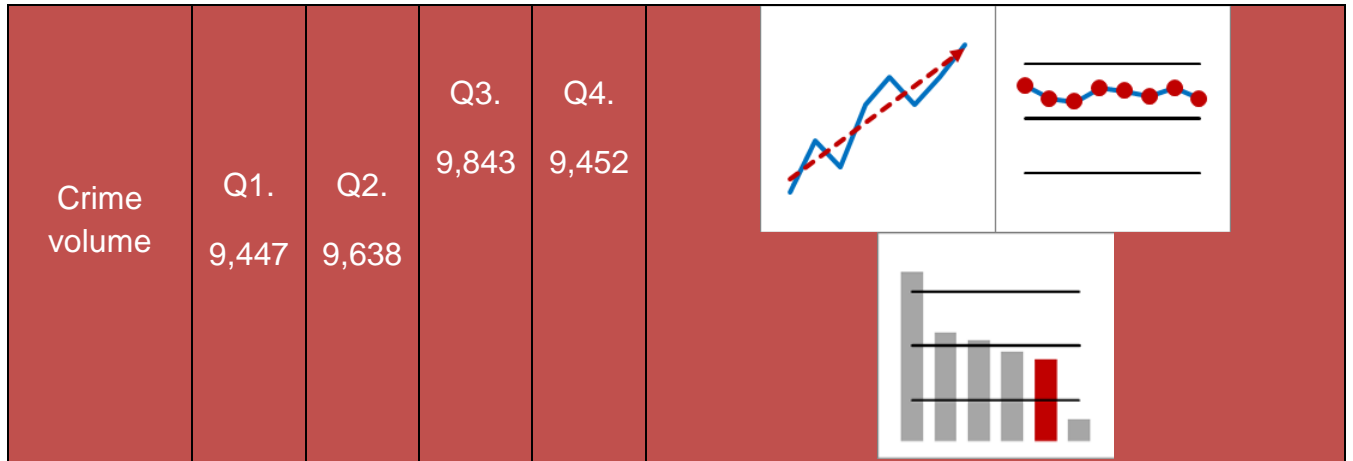
Priority 3: Put victims and witnesses at the heart of everything we do			
Measure	Data	Infographic	Context
Victim Satisfaction	85%		Inline with peers
Satisfaction with investigation	79%		Stable
Satisfaction with being kept informed	80%		Stable trend
Outcome rate	22%		Significantly lower than peers
End to end time			In development through Community Policing pilot
Cracked and ineffective trials	53%		Stable
Cracked and ineffective trials due to prosecution	17%		Consistently within expected bounds

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

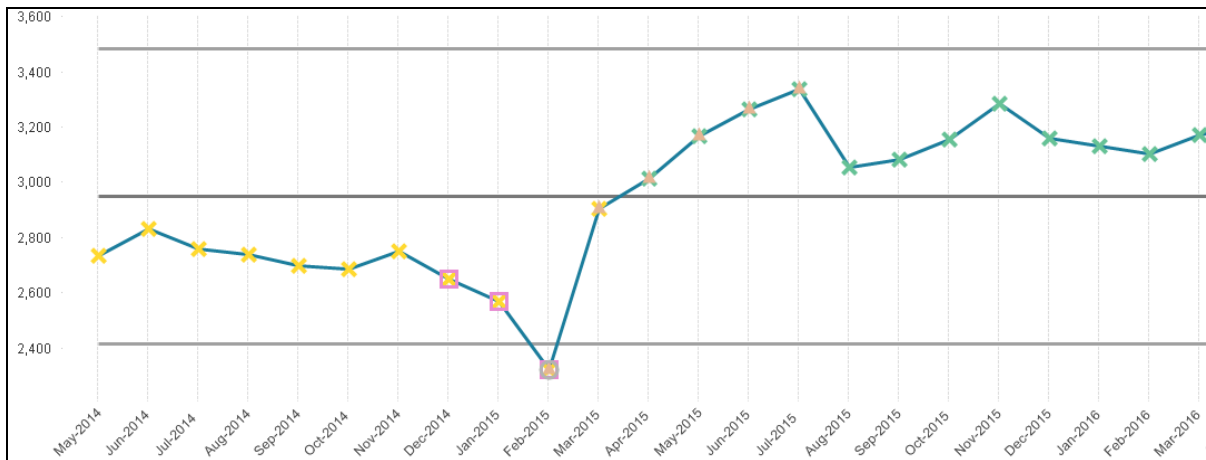
Priority 2: Protect the most vulnerable in society		
Measure	Data	Infographic
Assessment to be provided within the report drawing upon a range of Management Information indicators		

Priority 4: Secure high quality, efficient and trusted services			
Measure	Data	Infographic	Context
Public Confidence	84%		Stable and high
Wiltshire Police deal with things that matter to the community	74%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	66%		Significant decreasing trend
Wiltshire Police treat me with respect	90%		High and stable since Autumn 2012
OCCD compliance rate			See report for details
Response rate	82%		Reducing trend due to taking longer to priority incidents.
999 calls answered within 10 seconds	94%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	98%		Stable and high
Quality of files	NA		In development following Transforming Summary Justice changes
Volume of complaints	213		Stable trend
% of complaints recorded within 10 days	95%		Significantly improved
% of complaint appeals upheld	33%		3 appeals completed with 1 upheld

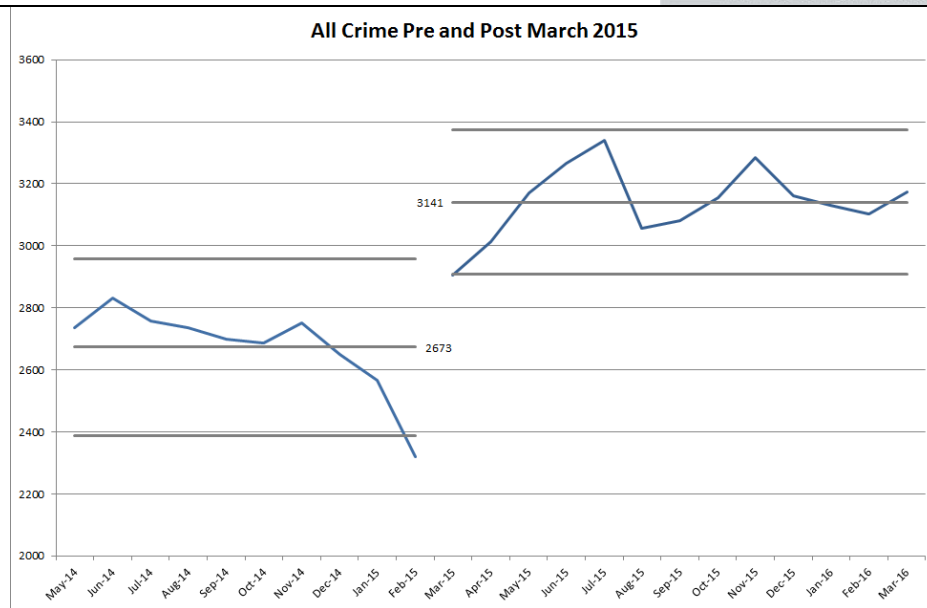
1. Prevent crime and anti-social behaviour



1. 9,452 crimes were recorded during quarter four. The control chart below shows that the monthly volume for the past 12 months has consistently been above the average of the last 24 months.



All crime up to March 2016 – control chart



All crime monthly average comparison

2. Between March 2015 and March 2016, the average monthly recorded crime volume was 3141. This is higher than the previous average of 2673 and clearly shows that a process change has occurred around March 2015.
3. The previous quarter three performance report highlighted that this coincides with a drive towards recording crime within 24 hours (previously within 72 hours) and also the commitment to ethically and accurately record crime.
4. In the 12 months to March 2016, 38,066 crimes were recorded. This represents an increase of 19.2 per cent on the previous 12 months.
5. Nationally, there continues to be an increase in recorded crime, with the latest Crime Survey of England and Wales (CSEW)¹ citing a seven per cent increase in police recorded crime in the 12 months to December 2015.
6. This contradicts the CSEW estimation that there has been a seven per cent decrease in the number of incidents of crime during the same period.
7. This closing of the gap between recorded crime and estimated incidents of crime is

1

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingdecember2015>

perceived nationally as a good indicator of police forces improving their recording practices.

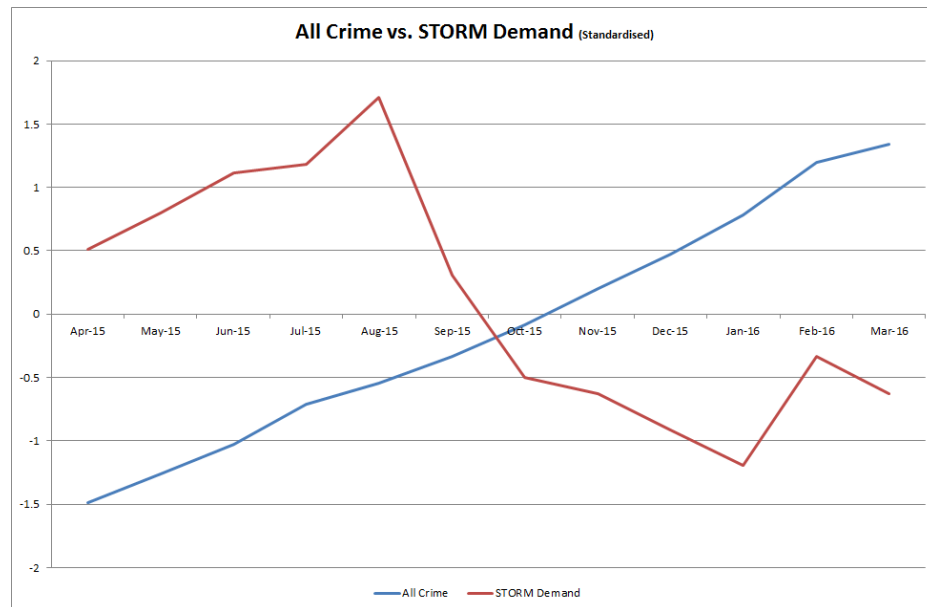
8. Significant time has been spent analysing the increasing crime trend in Wiltshire to ensure the causes are understood and that we do not become complacent.
9. One of the methods used to understand whether the increase is driven by recording practices or actual incidents of crime is to compare recorded crime with the volume of demand coming into the Force from the public.
10. This demand is captured in our command and control system STORM. The demand within this system represents crimes and incidents reported to Wiltshire Police via various methods such as 999, 101 or direct from partner agencies.
11. The control chart below shows that overall demand in terms of reported incidents has been consistently below the expected average for seven consecutive months.



Monthly STORM demand

12. This high level view of incoming demand does not take into account the complexity of the demand, the changing nature of crime or the amount of demand it places on the system to deal with safeguarding and partnership responsibilities.
13. To compare the trends of recorded crime and STORM demand, both datasets have been standardised. This is a process of bringing both data sets on to a single scale.

This has been applied to the rolling 12 months of both data sets to show how the two trends compare.



All crime vs. STORM demand rolling 12 Months - standardised

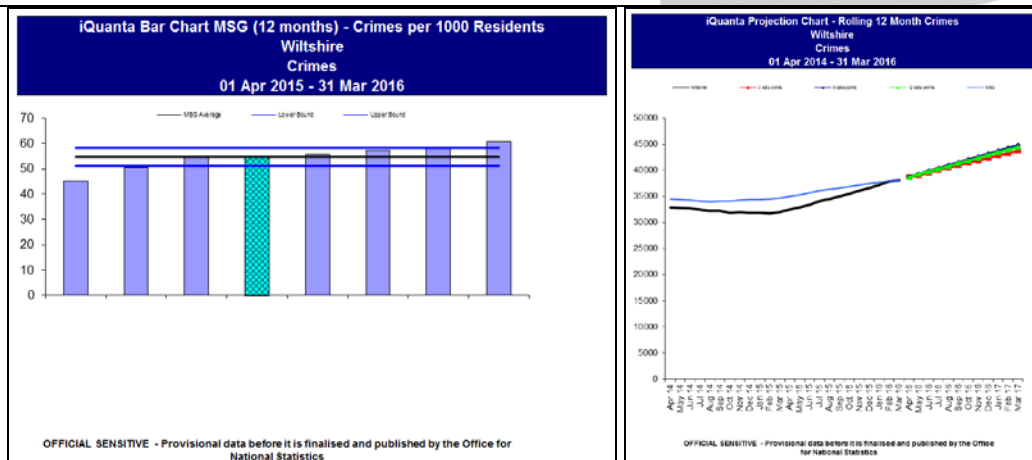
14. What is clear from the chart above is that at a high level, demand is reducing but the volume which is recorded as a crime is increasing. This initially supports the statement that the 19.2 per cent increase in recorded crime is primarily driven by improved crime recording practices.

15. The table below provides regional and peer group context.

Areas	Earlier Period Apr-14 to Mar-15	Later Period Apr-15 to Mar-16	Change	
			Numeric	Percentage
England & Wales	3,534,700	3,845,252	+ 310,552	+ 8.8%
South West Region	275,425	303,377	+ 27,952	+ 10.1%
	97,989	116,783	+ 18,794	+ 19.2%
	80,163	77,074	- 3,089	- 3.9%
	36,082	41,540	+ 5,458	+ 15.1%
	29,247	29,914	+ 667	+ 2.3%
Wiltshire	31,944	38,066	+ 6,122	+ 19.2%
Most Similar Group	371,996	402,689	+ 30,693	+ 8.3%
Wiltshire	31,944	38,066	+ 6,122	+ 19.2%
	80,163	77,074	- 3,089	- 3.9%
	27,294	31,562	+ 4,268	+ 15.6%
	38,000	44,723	+ 6,723	+ 17.7%
	36,428	38,564	+ 2,136	+ 5.9%
	60,763	72,637	+ 11,874	+ 19.5%
	44,175	47,732	+ 3,557	+ 8.1%
	53,229	52,331	- 898	- 1.7%
Number of forces in England & Wales with an increase in this category			39	

All crime regional and peer group comparison

16. Wiltshire's 19.2 per cent is the fifth highest percentage increase in the country.
17. Thirty nine forces are increasing crime at a variable rate, but what is consistent is the drive to improve crime recording processes. Whilst Wiltshire has the fifth highest percentage change, there is a good level of confidence and understanding that the increase is reflective of improved crime recording in Wiltshire.
18. Despite the increases, Wiltshire's crime rate per 1,000 population remains in line with peers.



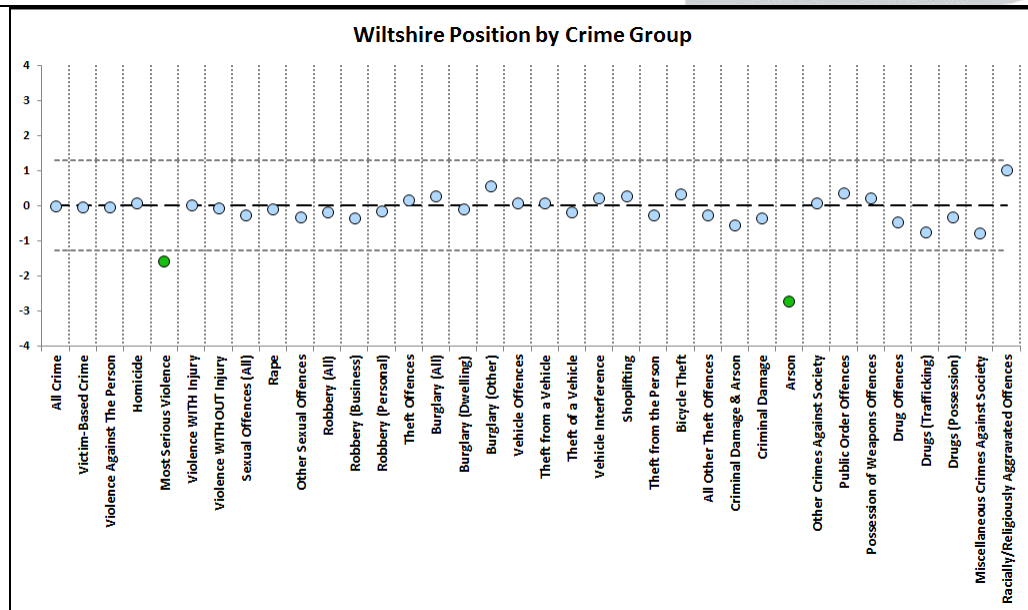
All crime up to March 2016 – most similar group (MSG) position and trend

19. A basic look at the crime group volumes can be seen below.

Crime Category	2015-16	2014-15	Change	Percentage	Context
All crime	38,066	31,944	+ 6,122	+ 19.2%	
Violence without injury	6,095	3,476	+ 2,619	+ 75.3%	Included within the report
Criminal damage & arson	5,574	5,455	+ 119	+ 2.2%	Stable and lower than peers
Violence with injury	4,819	4,176	+ 643	+ 15.4%	Q1 exception, stable and within normal levels for remainder of the year
All other theft offences	4,224	4,426	- 202	- 4.6%	Significant decreasing trend
Shoplifting	3,696	3,160	+ 536	+ 17.0%	Q1 exception, stable and within normal levels for remainder of the year
Vehicle offences	2,670	2,348	+ 322	+ 13.7%	Q2 spike and exceptionally low 2014-15
Non dwelling burglary	2,462	2,462	=	=	No exceptions
Public order offences	2,359	921	+ 1,438	+ 156.1%	Included within the report
Burglary (Dwelling)	1,318	1,154	+ 164	+ 14.2%	November spike
Drug offences	1,300	1,400	- 100	- 7.1%	No exceptions
Sexual offences	1,268	1,111	+ 157	+ 14.1%	2015-16 stable monthly volume at new normal level
Bicycle theft	867	779	+ 88	+ 11.3%	High volume September and October, low volume in Q4
Racially/religiously aggravated offences	362	252	+ 110	+ 43.7%	Driven by increases in recorded assault without injury, harassment and public order
Theft from the person	327	298	+ 29	+ 9.7%	Exceptionally low Q1 and Q2 with spikes in November and March
Possession of weapons offences	249	163	+ 86	+ 52.8%	Included within the report
Robbery	201	166	+ 35	+ 21.1%	Low volumes within normal levels
Most serious violence	117	139	- 22	- 15.8%	Significantly lower than peers
Homicide	5	4	+ 1	+ 25.0%	No trend

2015-16 crime group volume comparison to 2014-15 including context

20. Wiltshire remains in line with national averages across the majority of crime types as shown in the chart below. The chart shows how many standard deviations Wiltshire's crime rate per 1,000 population is from the national average.



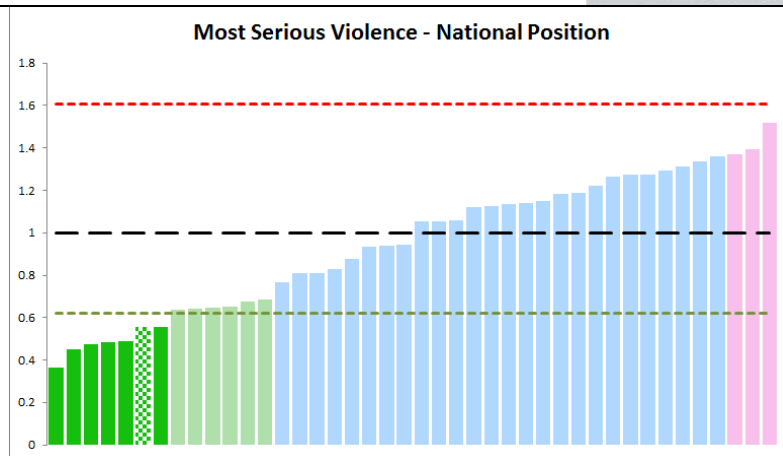
Crime group national position – Z score chart

21. Wiltshire has an exceptionally low volume of “most serious violence” which includes all the crime classifications shown in the table below.

Code	Description
0010	Murder
0020	Attempted Murder
0041	Manslaughter
0042	Infanticide
0043	Intentional Destruction of a Viable Unborn Child
0044	Causing Death by Dangerous Driving
0046	Causing Death by Careless Driving (under influence of drink or drugs)
0048	Causing Death by Careless or Inconsiderate Driving
005D	Assault with Intent to Cause Serious Harm
0371	Causing Death by Aggravated Vehicle Taking

Most serious violence Home Office classification codes

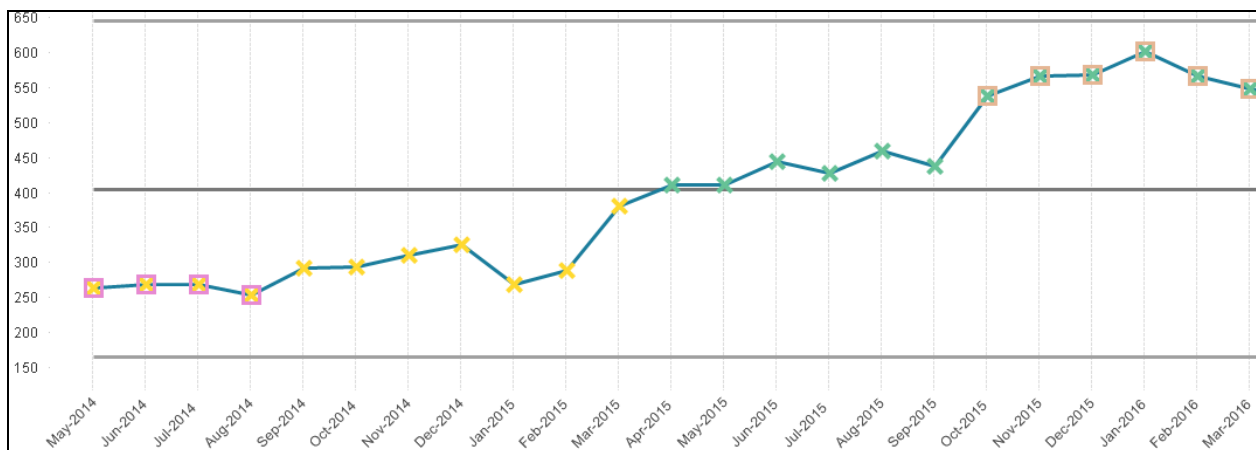
22. Wiltshire has the sixth lowest most serious violence crime rate in the country as shown in the chart below.



Most serious violence national position

23. While Wiltshire remains in line with the national average for the majority of crime groups, exceptions during quarter four have been identified and they predominantly relate to crime groups affected by improved recording practices: violence without injury and public order offences.

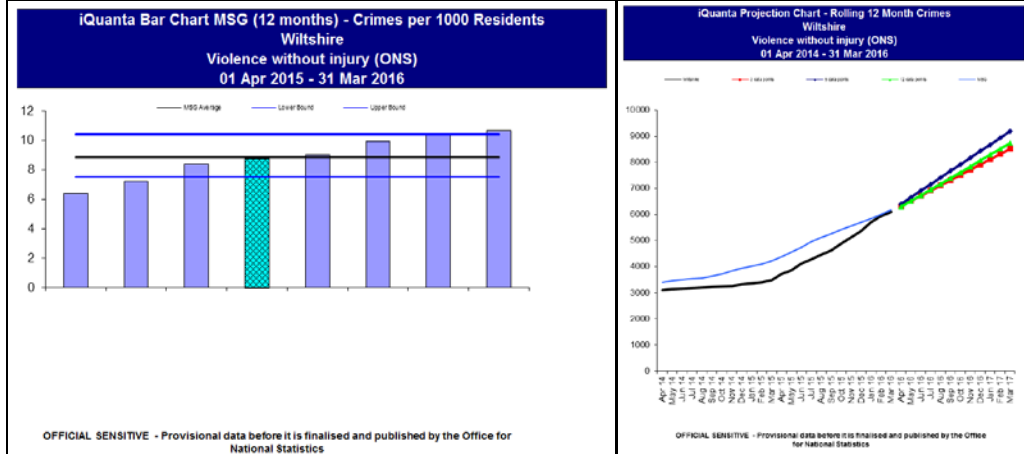
24. Violence without injury consists of offences such as common assault, harassment and threats to kill. Wiltshire recorded 6,095 violence without injury crimes in the 12 months to March 2016 which represents a 75 per cent increase compared to the previous year.



Violence without injury control chart

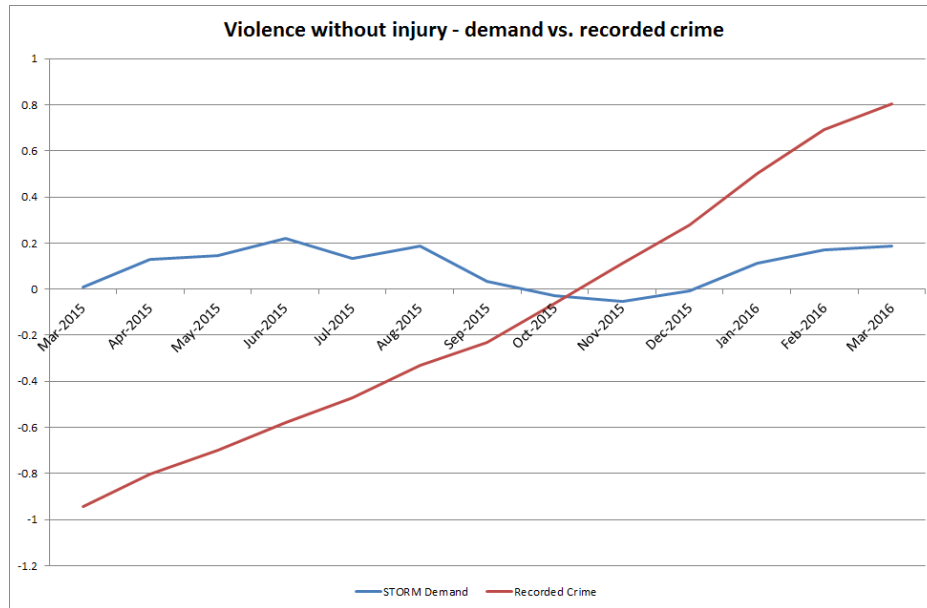
25. This increase of 2,619 recorded crimes is primarily driven by the recording of low level common assaults and accounts for just under half of Wiltshire’s 19.2 per cent

increase in overall crime.



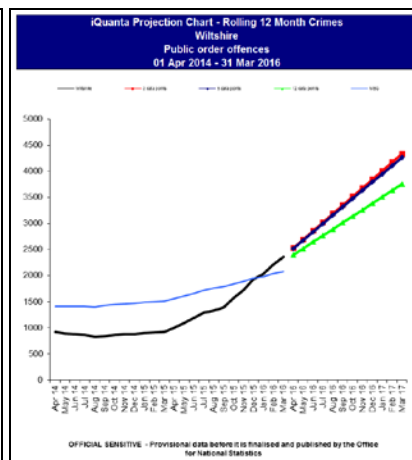
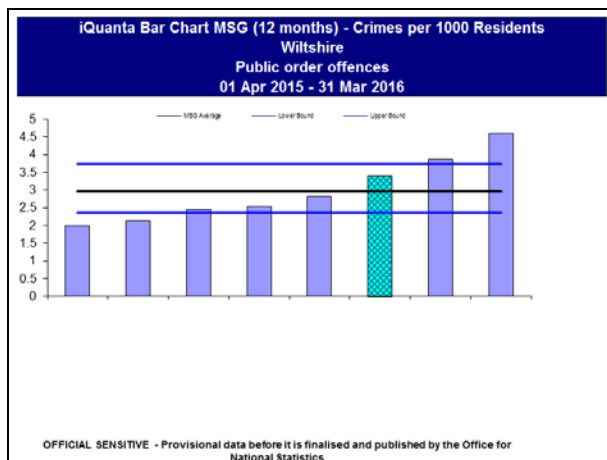
Violence without injury up to March 2016 – most similar group (MSG) position and trend

- 26. Despite a 75 per cent increase, Wiltshire remains in line with peer average and in recent months the Force is consistently tracking in line with the peer group trend.
- 27. The chart below looks at whether the increase in recorded crime is being driven by recording practices or actual incidences of violence.



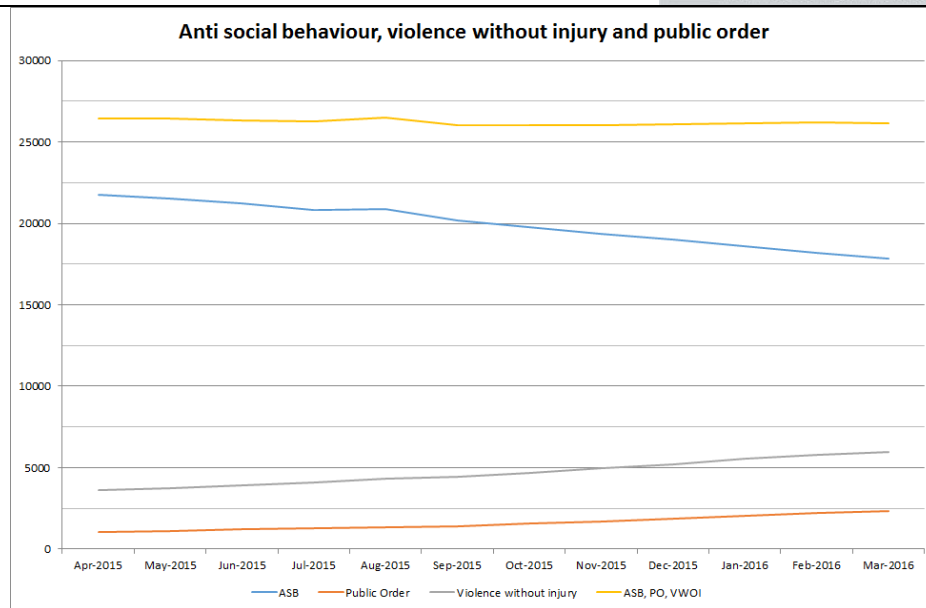
Violence without injury demand vs. recorded crime - standardised

28. STORM demand relating to violence without injury remains stable and totalled 21,609 for the 12 months to end of March 2016. The volume of recorded violence without injury crimes has significantly increased.
29. It is believed that what the Force was once recording as anti-social behaviour (ASB) is now being more accurately identified as a crime. As well as low level common assaults, this affects the recording of public order offences.
30. Wiltshire recorded 2,359 public order offences in the 12 months to March 2016. This represents a 1,565 increase on the previous year. These additional 1,438 crimes represent 24 per cent of the 19.2 per cent increase in overall crime.



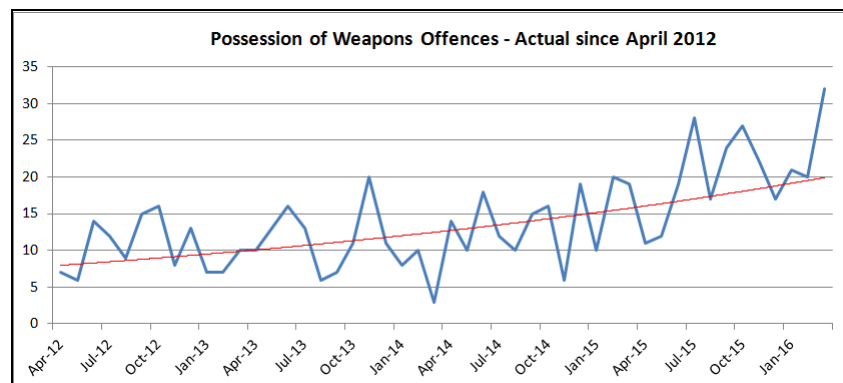
Public order up to March 2016 – most similar group (MSG) position and trend

31. The rate of recorded public order offences is increasing at a greater rate than the peer average.
32. The chart below puts the increase in violence without injury and public order offences in context to the reducing ASB trend.



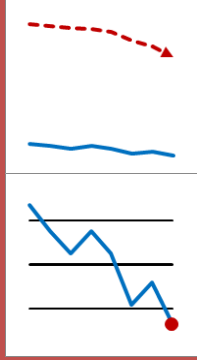
Rolling 12 month comparison – ASB, violence without injury and public order

33. The rolling 12 months ASB volume has decreased by 18 per cent since the start of the 2015-16 financial year (a reduction of 3,959 incidents).
34. This significant reduction correlates with the significant increases in low level violence and public order. When the volumes of ASB, violence without injury and public order are combined, the overall volume has still marginally reduced by one per cent (306 fewer crimes and incidents).
35. There appears to be an emerging trend in the volume of possession of weapons. Whilst volumes are very low, an intelligence problem profile has been completed in order to understand the threat, harm and risk presented by the increase.

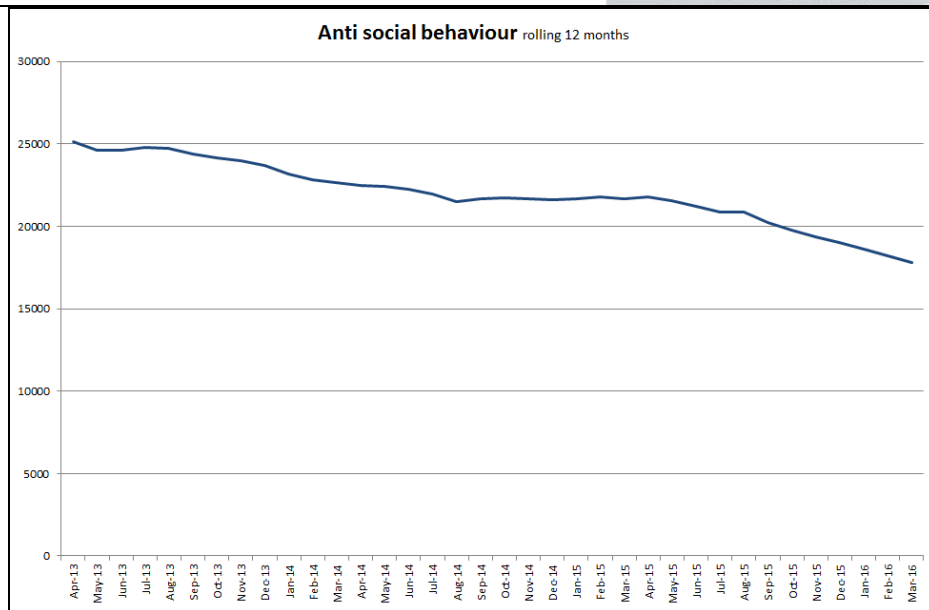


Possession of weapons trend

36. The problem profile looked at a number of factors such as known offenders, their demography and offending locations.
37. The Force already holds youth engagement sessions and is supported by a volunteer who provides firearms and knife education. Schools across Wiltshire have also begun to incorporate the consequences of knife crime within their lesson plans.
38. As a result of this problem profile analysis, the Force will look to participate in an upcoming national operation as part of a co-ordinated attempt to tackle the rise in knife crime.

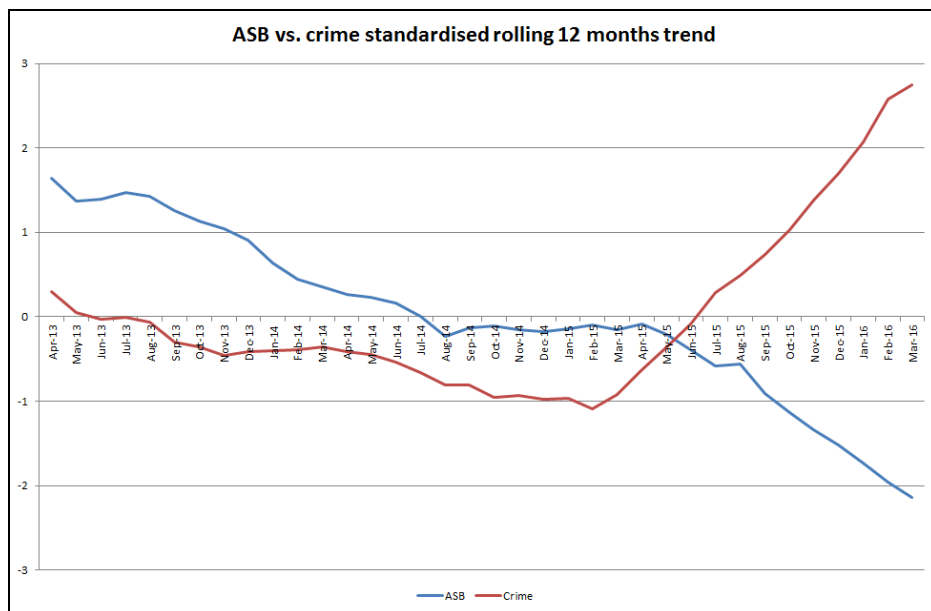
ASB Volume	Q1. 5,250 incidents	Q2 5,491 incidents	Q3 3,718 incidents	Q4 3,358 incidents	
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39. The volume of ASB continues to reduce. There were 3,358 incidents reported during quarter four.
40. There were a total of 17,817 incidents reported during 2015-16 which equates to an 18 per cent reduction on the 21,662 incidents recorded during 2014-15.



ASB up to March 2016 – rolling 12 months

41. The significant decreasing ASB trend correlates with the significant increasing trend in crime as shown in the chart below.



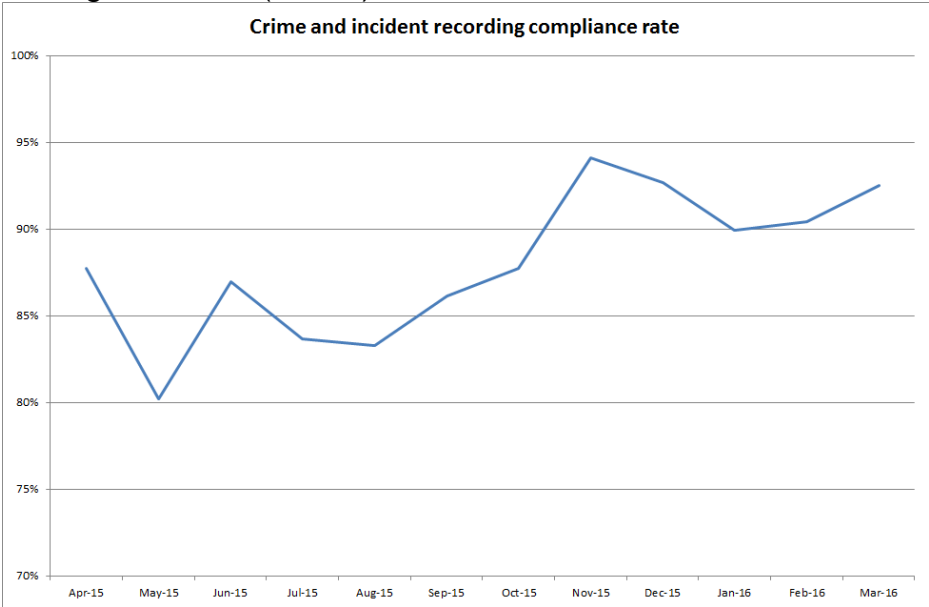
ASB versus crime – standardised rolling 12 months trend comparison

42. The chart above further demonstrates the link between recording anti-social behaviour and crime more accurately.

43. Peer information is not available for ASB and so drawing comparisons against forces of a similar size and demography is not possible.

Crime recording compliance rate	93 per cent as of March 2016	
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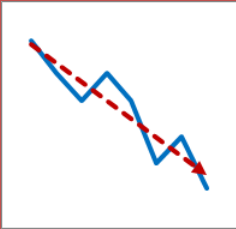
44. The Force conducts a monthly audit into the recording of crime and incidents to ensure they are compliant with the Home Office counting rules (HOCR) and national crime recording standards (NCRS).



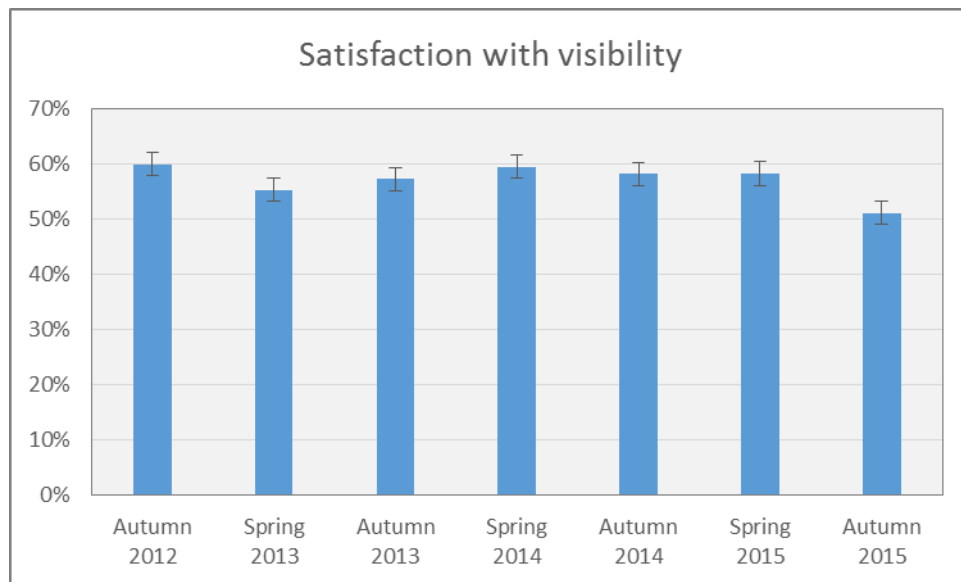
NCRS/HOCR compliance rate up to March 2016

45. There has been an increasing trend since the start of the financial year. The compliance rate has been consistently over 90 per cent since November 2015.

46. Whilst the Force is seeking to continually improve on recent results, the improvements are seen as a result of training for crime recording staff, increased priority and supervisory review and the progression of a local crime recording action plan.

Satisfaction with visibility	51 per cent (±2.1 per cent; Wave 13 Autumn / Winter 2015)	
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47. This information comes from the public opinion survey which I commission twice a year.
48. There has not been another wave of the survey since the quarter three performance report and therefore there is no additional information to report.



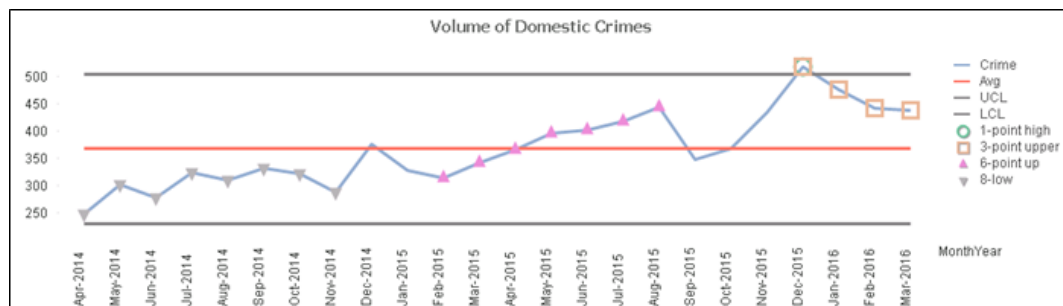
Satisfaction with visibility up to Autumn / Winter 2015

49. My office are engaged with the Force's public service and quality board. This is where we review our approach to engagement with the public and are developing our approach to social media and technology as well as more traditional ways of being visible.

Protect the most vulnerable in society

Management Information

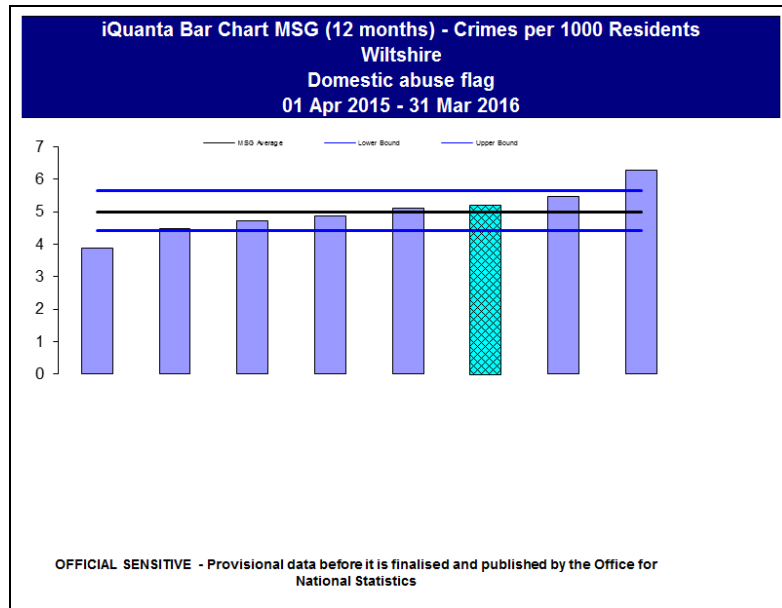
50. It is acknowledged that the nature of vulnerability is wide ranging.
51. There are a number of measures which are used to understand how effective the Force is at protecting the most vulnerable in society.
52. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).
53. The VDB is a board chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight into 19 strands of vulnerability.
54. One of the key exceptions identified has been the 35 per cent increase in the volume of recorded domestic abuse.



Domestic abuse control chart

55. The control chart above shows the steady increase in monthly volume from February 2015. These figures relate to all crimes of a domestic dispute nature in line with NCRS but are mainly related to VAP (ABH, common assault and harassment).
56. Analysis was conducted into this increasing trend in a manner somewhat similar to the VAP increasing trend, in that demand for service and recorded crime were compared.
57. Calls for service relating to domestic disputes have not increased whereas the volume of recorded domestic abuse crime has increased.

58. Recorded domestic abuse peer information is now available through iQuanta. The data does come with a caveat that accurate figures are dependent on the accuracy of individual forces' flagging processes.



Crimes with a domestic abuse flag up to March 2016

59. The chart shows that the volume of recorded crime with a domestic abuse flag in the 12 months to March 2016 is in line with peer average.

Put victims and witnesses at the heart of everything we do

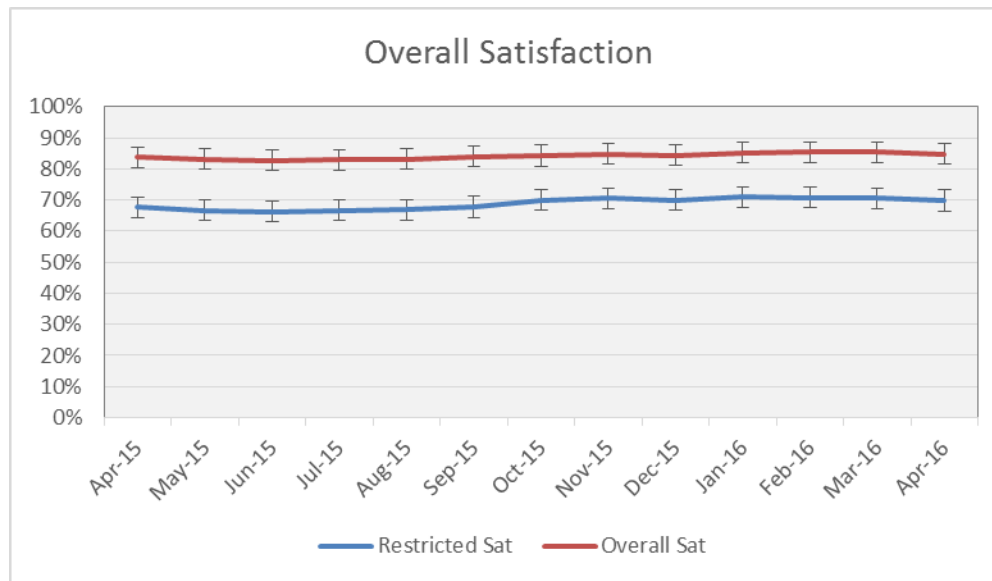
Victim satisfaction	85 per cent (12 months to April 2016)	
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60. I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

61. The survey asks a number of questions but the three shown below are of particular interest in terms of overall satisfaction with the service provided by Wiltshire Police:

- i. How well the victim has been kept up to date with developments
- ii. How well they thought the crime was investigated
- iii. How satisfied they were in general with Wiltshire Police

62. Wiltshire satisfaction levels remain stable, for both the overall satisfaction level and satisfaction using the ‘restricted methodology’ (those who respond ‘very satisfied’ and ‘completely satisfied’). This can be seen in the graph and table below.

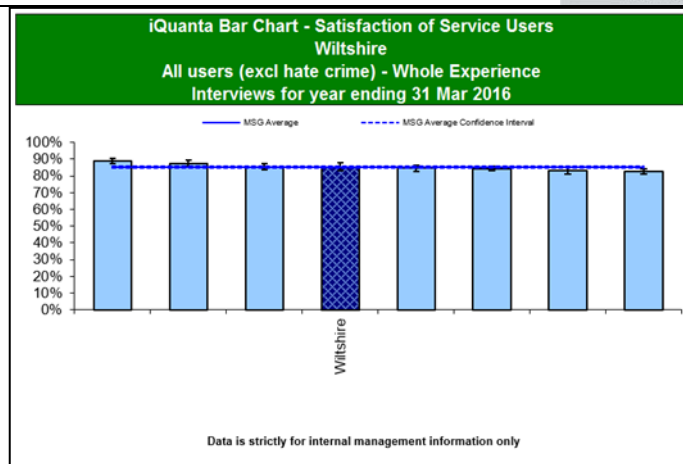


Victim satisfaction rolling 12 month trend – overall and restricted methodology

Year Ending	Restricted Satisfaction		Overall Satisfaction	
	Apr-15	Apr-16	Apr-15	Apr-16
Satisfaction	67.7%	69.8%	83.9%	84.8%
Confidence Interval	3.1%	3.1%	2.4%	2.4%
Range High	70.8%	72.9%	86.2%	87.2%
Range Low	64.6%	66.7%	81.5%	82.4%
Annual Change	2.1%		0.9%	
Comparison	No significant change		No significant change	

Victim satisfaction change comparison – overall and restricted methodology

63. Wiltshire remains in a good place with victim satisfaction, in line with the average of similar forces for the most recently available data (to March 2016).



Overall satisfaction rate within the similar force group

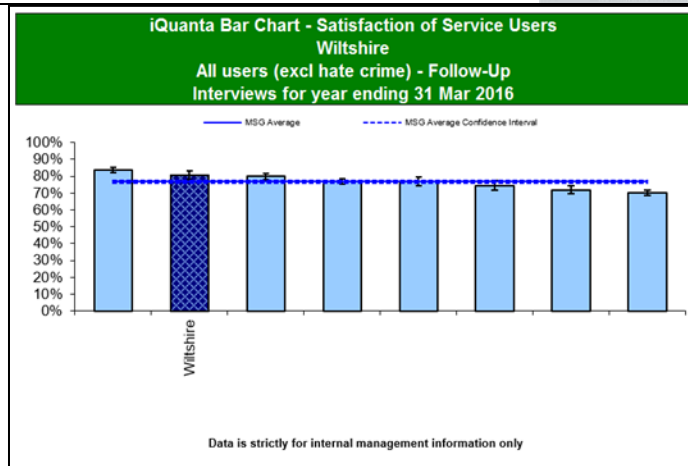
64. The survey is broken down into four sub-groups:

- i. Violent crime
- ii. Vehicle crime
- iii. Burglary
- iv. Hate incidents

65. The most recently available data for the most similar force groups and the national picture (to March 2016) places Wiltshire in line with peers for overall satisfaction as well as in the four sub groups surveyed.

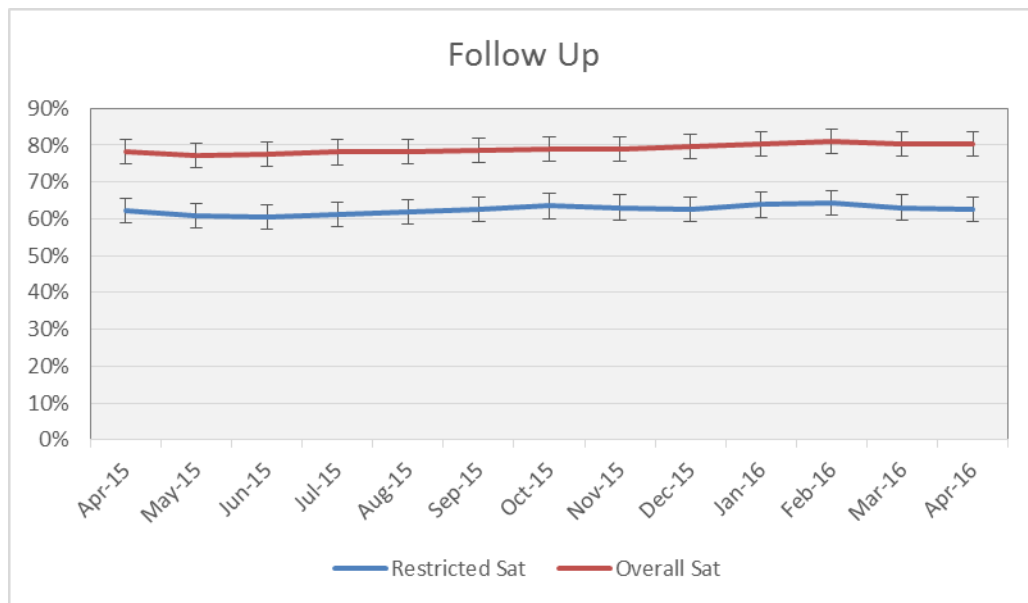
Satisfaction with being kept informed	80 per cent (12 months to April 2016)		
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66. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is above average and remains on the bounds of significantly above its peers. Nationally, Wiltshire is rated seventh out of 43 forces for the same measure (to March 2016). This area can be a significant driver for overall satisfaction and it is therefore important that this measure is monitored.



Satisfaction with being kept informed within the similar force group

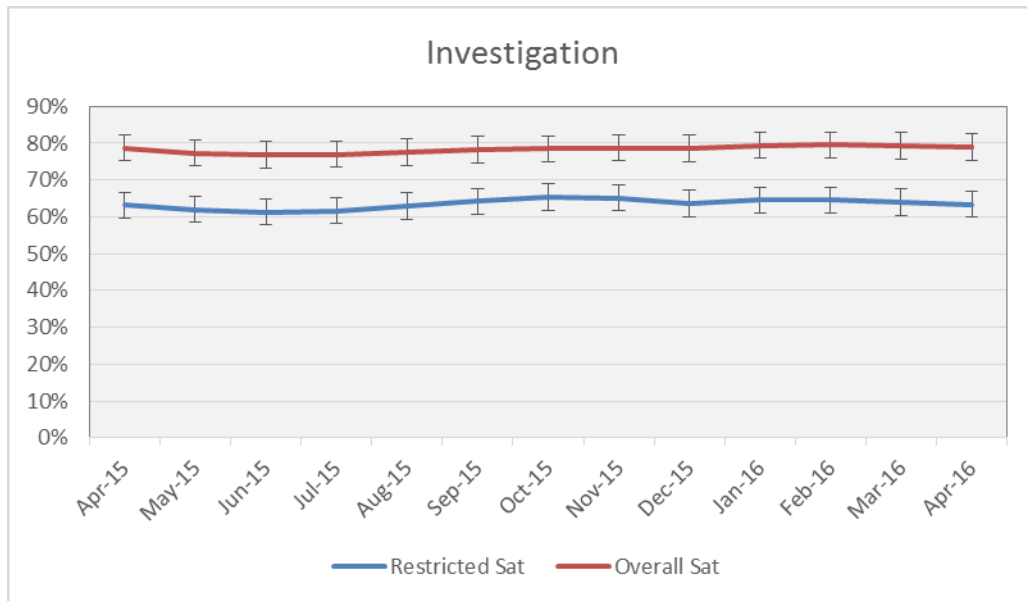
67. The trend at the moment is a stable one for both the overall satisfaction level and restricted method (only those completely and very satisfied).



Satisfaction with being kept informed

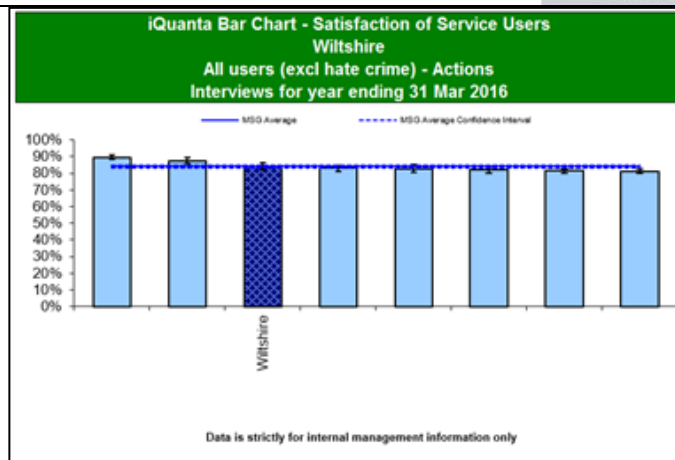
Satisfaction with investigation	79 per cent (12 months to April 2016)		
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68. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a question mandated by the Home Office. The chart below shows how the results have changed over time, showing a stable picture with no significant change.



Satisfaction with investigation

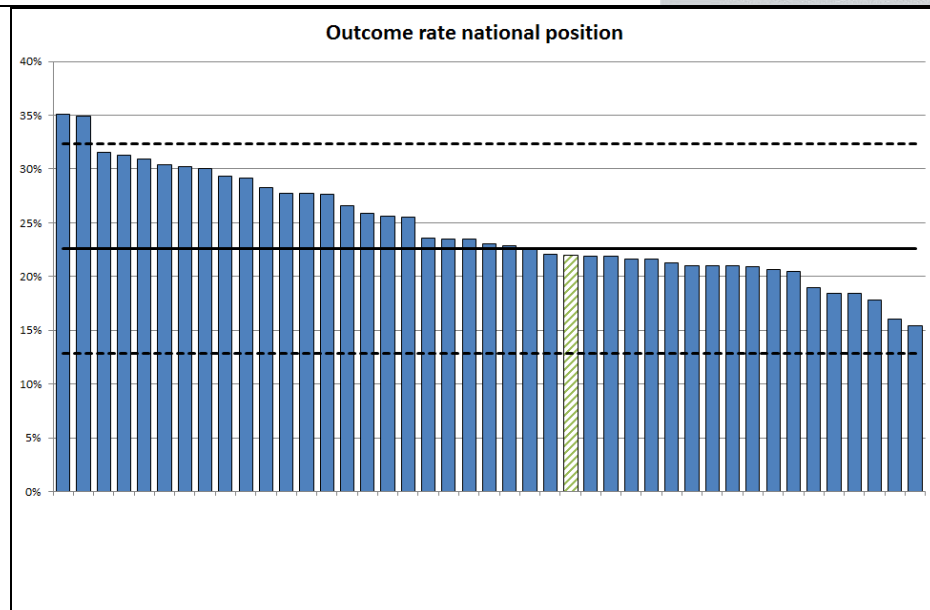
69. The broader theme of 'actions taken' is assessed by the Home Office. Results for this question places the Force in line with peers for data available to March 16.



Overall satisfaction with actions taken within the similar force group

Outcome rate	22.1 per cent (12 months to March 2016)			
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70. The outcome rate for the 12 months to March 2016 was 22.1 per cent. This is in line with the regional rate of 21.2 per cent and national rate of 22.9 per cent.



Wiltshire Police outcome rate national position

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	3,845,252	878,711	22.9%
South West Region	303,377	64,454	21.2%
	116,783	18,412	15.8%
	77,074	21,474	27.9%
	41,540	9,846	23.7%
	29,914	6,310	21.1%
Wiltshire	38,066	8,412	22.1%
Most Similar Group (Average of Component Forces)	402,689	8,412	26.6%
Wiltshire	38,066	8,412	22.1%
	77,074	21,474	27.9%
	31,562	6,504	20.6%
	44,723	11,523	25.8%
	38,564	11,871	30.8%
	72,637	17,103	23.5%
	47,732	14,693	30.8%
	52,331	16,593	31.7%

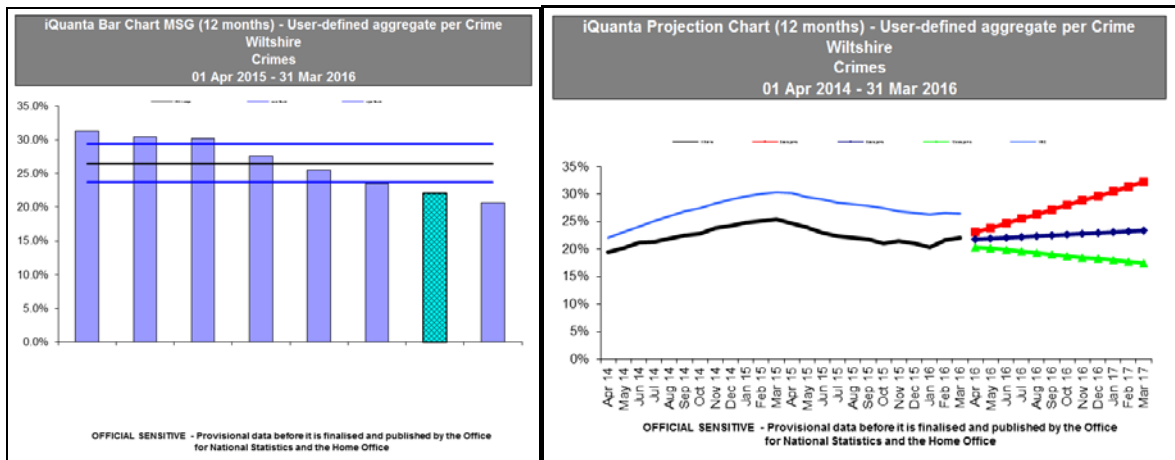
Wiltshire outcome rate compared to the most similar group and south west region

71. The quarter three report identified a backlog with the volume of outcomes held in the system waiting to be filed for submission to the Home Office.

72. The Force put in place an action plan to remove the backlog and this was

successfully cleared before the end of March 2016. This meant the outcome rate increased from 20 per cent to 22 per cent.

73. Removing the backlog has helped close the gap between Wiltshire and the peer group average as shown on the trend chart below. However, the peer group average continues to be skewed by three forces with an exceptionally high rate.



Wiltshire Police outcome rate peer group position trend

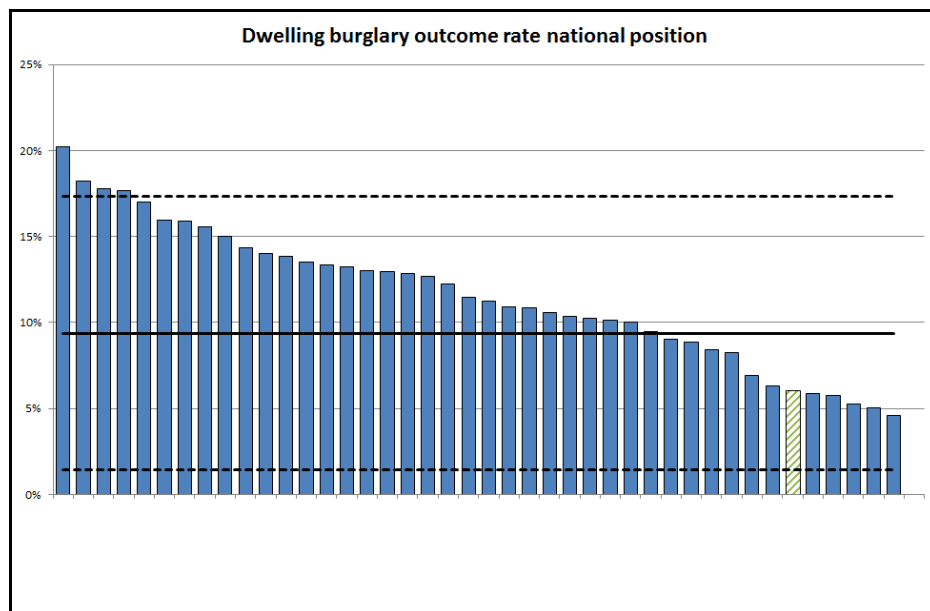
74. Wiltshire is a significant outlier with regards to its dwelling burglary outcome rate. In the 12 months to March 2016, the outcome rate was 6.1 per cent which equates to 80 in 1,318 crimes.

75. This is significantly lower than the peer average of 13.8 per cent and lower than the national rate of 9.5 per cent.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	193,827	18,438	9.5%
South West Region	11,892	1,136	9.6%
	4,607	275	6.0%
	2,370	425	17.9%
	1,585	217	13.7%
	2,012	139	6.9%
Wiltshire	1,318	80	6.1%
Most Similar Group (Average of Component Forces)	14,468		13.8%
Wiltshire	1,318	80	6.1%
	2,370	425	17.9%
	1,549	159	10.3%
	1,431	188	13.1%
	1,342	218	16.2%
	2,916	419	14.4%
	1,504	212	14.1%
	2,038	372	18.3%

Dwelling burglary outcome rate compared to the most similar group and south west region

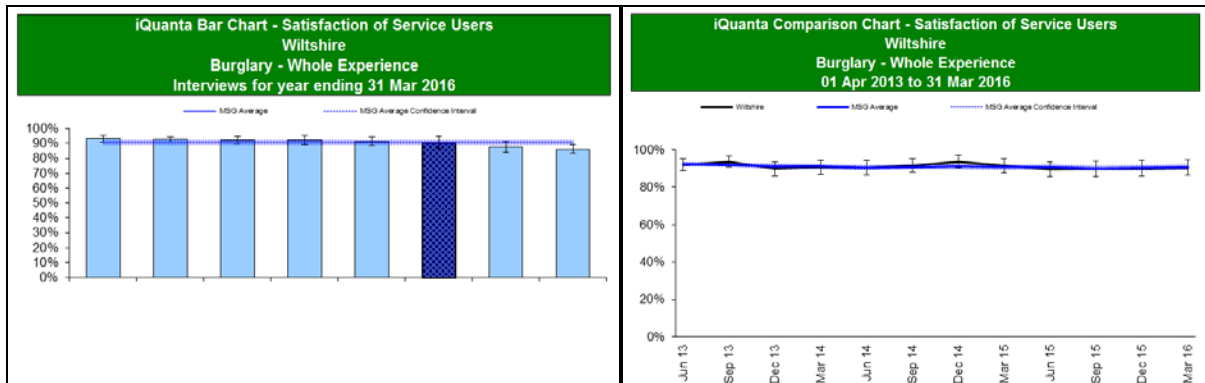
76. Wiltshire remains in the lowest quartile nationally. However, three of the eight lowest forces are within the south west region.



Wiltshire Police dwelling burglary outcome rate national position

77. The Force is required by the home office to survey victims of burglary. The chart below shows that 90.4 per cent (± 4.1) of victims of burglary are satisfied with the

service they receive from Wiltshire Police. This figure is consistent and is in line with peer average.



Wiltshire Police dwelling burglary victim satisfaction rate – peer position and trend

- 78. The Force has realigned superintendent portfolios to provide a single professional lead for outcomes. The lead is a detective superintendent `head of crime` and part of their responsibility is the quality and improvement of the Force’s investigative capability.
- 79. The head of crime is leading a review and improvement planning with the support of the operational hub commanders and was due to report back to the senior command team in May.


End to end time



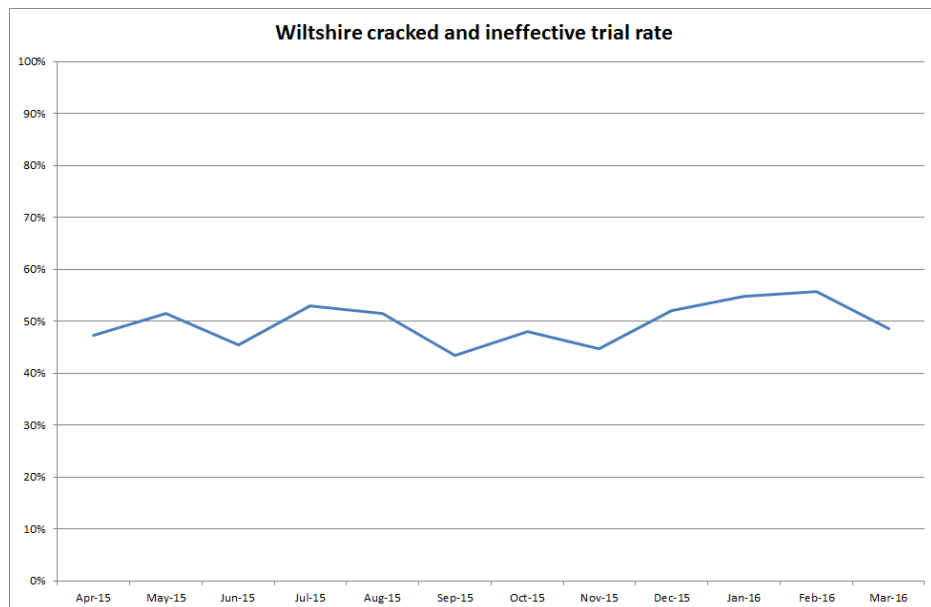


- 80. This is a measure in development through the community policing pilot, which is driven by the systems thinking philosophy. The operating model is designed to remove bureaucracy from the system and improve efficiency.
- 81. The measure assesses how long on average it takes a case to go through the system and can be broken down to particular pinch points within the process where we expect there to be improvements as a result of the new model.

- 82. A second evaluation of the pilot has been completed by the business improvement team.
- 83. The findings of this evaluation have been presented to the senior leadership of the Force and the Office of Police and Crime Commissioner at the commissioners monitoring board (CMB).

Cracked and ineffective trials	Q1	Q2	Q3	Q4	
	43 per cent	49 per cent	48 per cent	53 per cent	

- 84. A total of 291 trials were listed during the fourth quarter 2015-16 of which 154 (53 per cent) were cracked or ineffective.



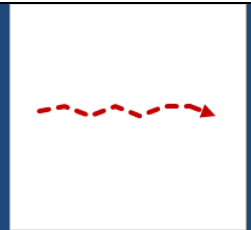
Wiltshire cracked and ineffective trial rate 2015-16

- 85. It is useful for me to be able to monitor this high level measure as it enables me to work with Wiltshire Criminal Justice Board partners to ensure we all play our part in

providing a good service to the victims and witnesses within Wiltshire.

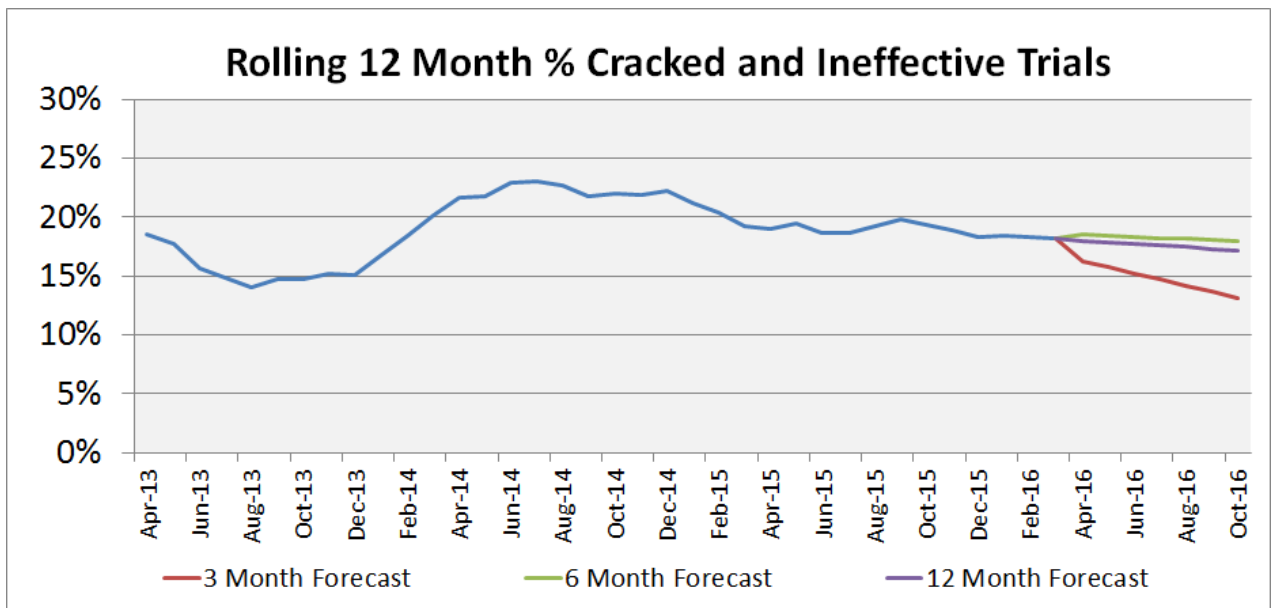
86. The high level cracked and ineffective trial rate remains stable.

Cracked and ineffective trials due to prosecution	Q1	Q2	Q3	Q4
	18 per cent	19 per cent	15 per cent	17 per cent



87. There were 50 trials cracked and ineffective due to prosecution within the fourth quarter which equates to 17 per cent of the total trials listed (291).

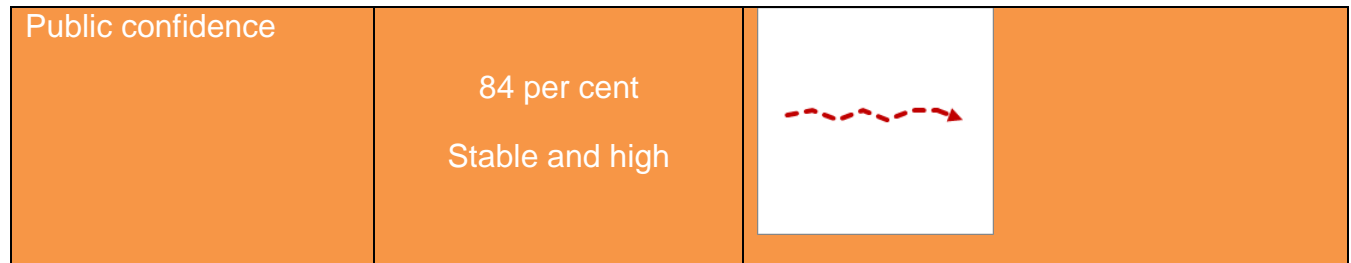
88. Wiltshire continues to perform in line with expectation and the projection suggests the trend will remain stable and potentially reduce further.



Percentage of trials cracked & ineffective due to prosecution – rolling 12 months

89.

4. Secure, high quality, efficient and trusted services



90. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.

91. There has not been another wave of the survey since the quarter three performance report and therefore there is no additional information to report.

Number Surveyed	2067	2341	2112	2167	2149	2114	2117	
Confidence Interval	±2.2%	±2.0%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%	
Measure	Autumn 2012	Spring 2013	Autumn 2013	Spring 2014	Autumn 2014	Spring 2015	Autumn 2015	Average
<i>Feel safe during the day</i>	92%	94%	95%	95%	95%	95%	94%	94%
<i>Feel safe after dark</i>	62%	60%	59%	60%	56%	58%	58%	59%
<i>Satisfaction with visibility</i>	60%	55%	57%	59%	58%	58%	51%	57%
<i>Deal with the things that matter to the community</i>	78%	77%	79%	77%	77%	76%	74%	77%
<i>Relied on to be there when you need them</i>	73%	72%	71%	71%	69%	69%	66%	70%
<i>Overall confidence in the police in this area</i>	85%	85%	84%	84%	83%	84%	83%	84%
<i>Teenagers hanging around</i>	16%	16%	19%	16%	18%	16%	13%	16%

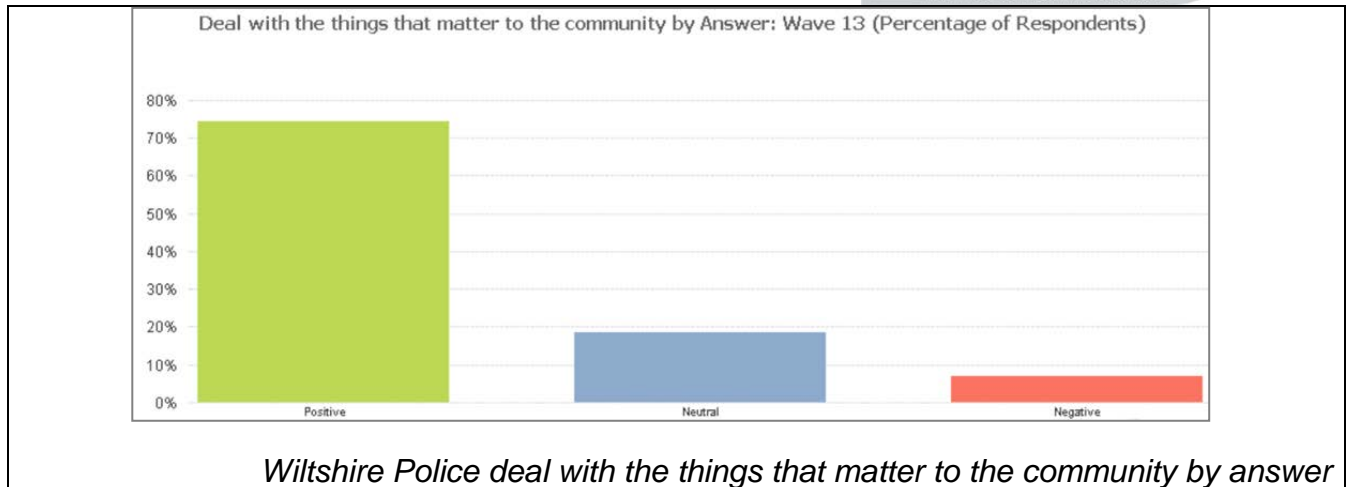
Public opinion survey core measures up to Spring/Summer 2015



92. This measure enables me to understand whether the Force is listening to its communities and dealing with things that matter to them.

93. This information comes from the public opinion survey.

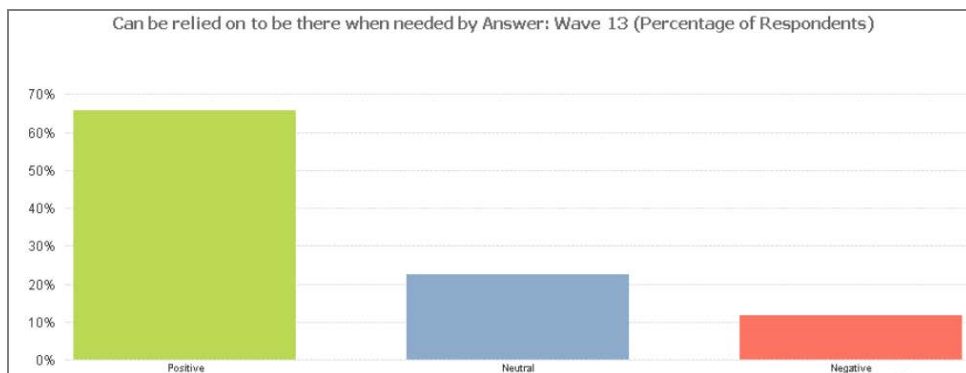
94. There has not been another wave of the survey since the quarter three performance report and therefore there is no additional information to report.



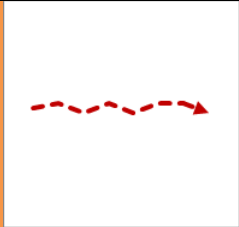
Wiltshire Police can be relied upon to be there when needed	66 per cent Significant decrease	
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95. This information comes from the public opinion survey.

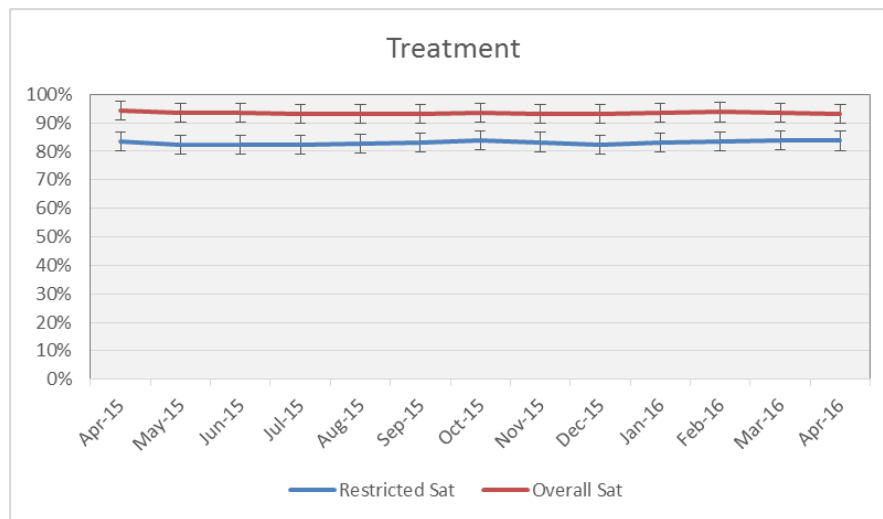
96. There has not been another wave of the survey since the quarter three performance report and therefore there is no additional information to report.



Wiltshire Police can be relied upon to be there when needed - by answer

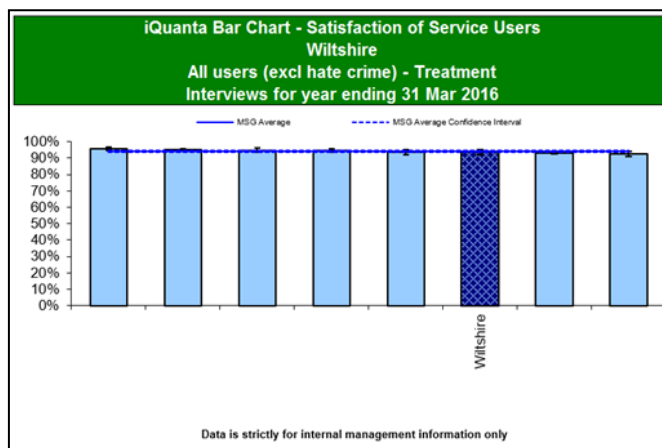
Wiltshire Police treat me with respect	<p>90 per cent - public opinion</p> <p>93 per cent - victim satisfaction</p>	
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97. Responses to this question in the satisfaction survey show that 93 per cent of people believe they were treated with respect by Wiltshire Police when they were a victim of crime.

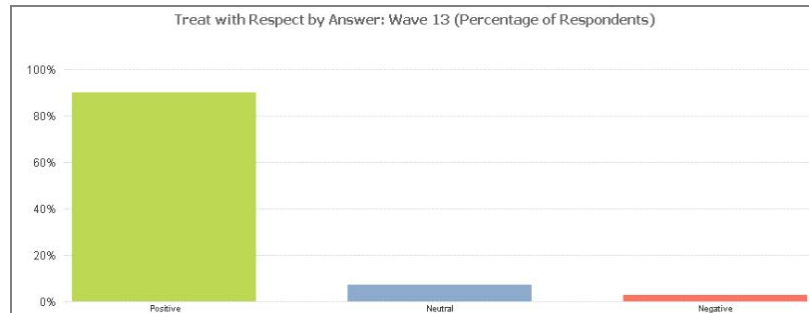


Wiltshire Police treat me with respect – overall and restricted satisfaction

98. Wiltshire remains in line with peers for satisfaction with treatment for data available to March 2016.

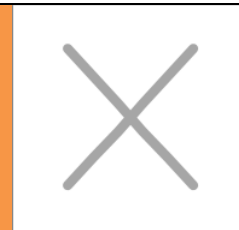


99. Added to this, 90 per cent of those surveyed in the public opinion survey believe that they would be treated with respect. This is stable across all surveys dating back to autumn 2012 and across the different sector areas. Seven per cent of the remaining respondents gave a neutral response, with only three per cent stating that they did not believe that Wiltshire Police would treat them with respect.



Wiltshire Police treat me with respect - by answer

Out of court disposal compliance rate



100. The purpose of this measure is to provide insight as to whether the Force's use of out of court disposals (OoCDs) is accurate and appropriate.

101. The Force has the appropriate resources and processes in place to ensure that all out of court disposals that are held on the system are compliant. The OoCD administrator and manager review all OoCDs before formally recording them on the Force's record management system.

102. Whilst the Force are confident that all OoCDs recorded on the system are compliant, there is no audit capture in place which identifies those that were not accurate or appropriate first time (before administrator and manager review).

103. The backlog in OoCD disposals held on the system has been cleared during quarter

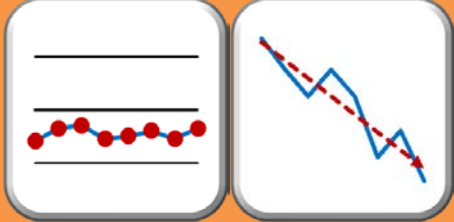
four.

104. Additional to the Force's internal scrutiny of OoCDs, there is also a restorative justice (RJ) scrutiny panel in place. The last RJ scrutiny panel was held on 15th March 2016 where the panel reviewed ten OoCDs and took a deep dive into three records.

105. There were no major concerns from the three records once the appropriate context and joint understanding was reached.

106. There has been a drive to focus on the restorative element of OoCDs and an internal review has shown early indications that the current use of OoCDs is reducing re-offending.

107. As the Force progresses with a partnership restorative justice strategy, this approach and assessment will become further developed.

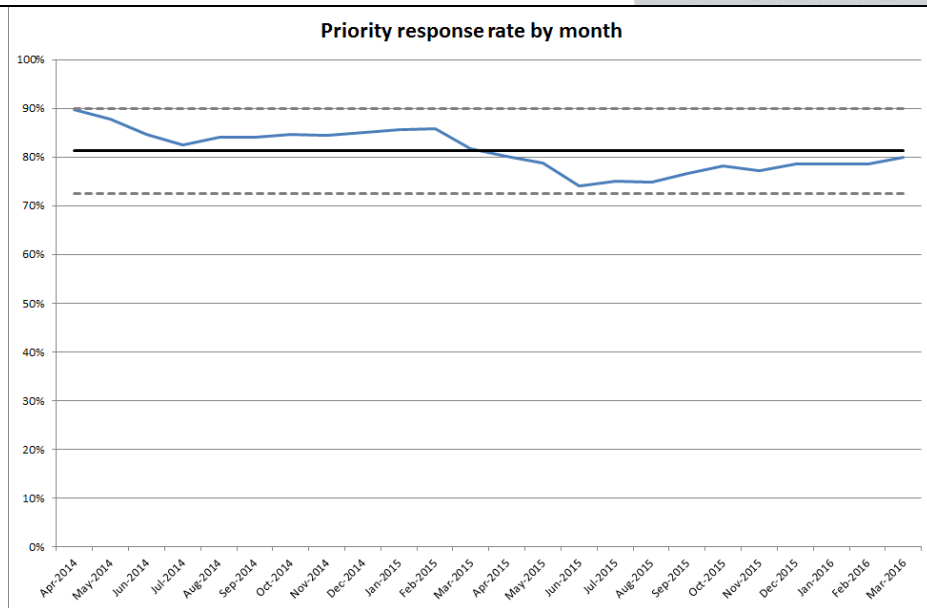
Response rate	Q1 85 per cent	Q2 79 per cent	Q3 81 per cent	Q4 82 per cent	
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108. The response rate measure assesses how frequently Wiltshire Police arrives at emergency and priority incidents within a service level agreement (SLA) of 15 minutes for urban emergencies, 20 minutes for rural emergencies and one hour for priority incidents.

109. The Force attended 12,267 emergency and priority incidents within quarter four, of which 10,056 were within SLA (82 per cent).

110. The emergency response rate for quarter four is 88 per cent with 3,544 of 4,029 incidents attended within SLA.

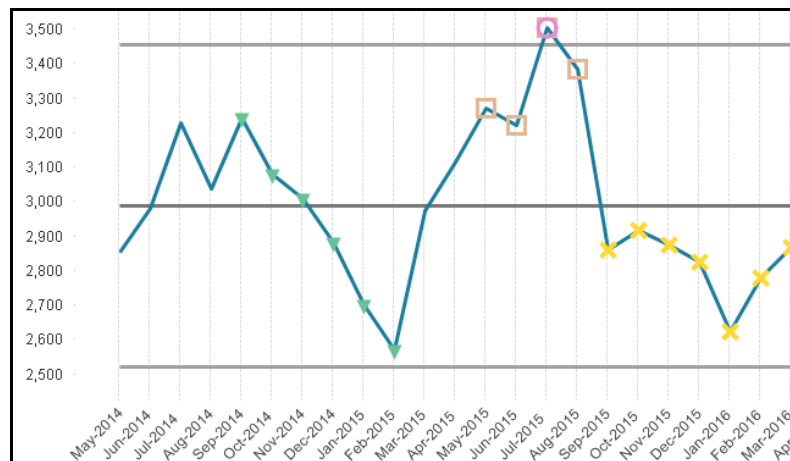
111. The chart below shows the priority response rate remains lower than average and despite seeing a seasonal increase, it forms part of a longer term downward trend.



Priority response rate by month

112. During quarter four, 6,512 incidents were attended within the one hour SLA out of a total of 8,238 incidents. This equates to 79 per cent.

113. The volume of priority response calls has been lower than normal during quarter four.



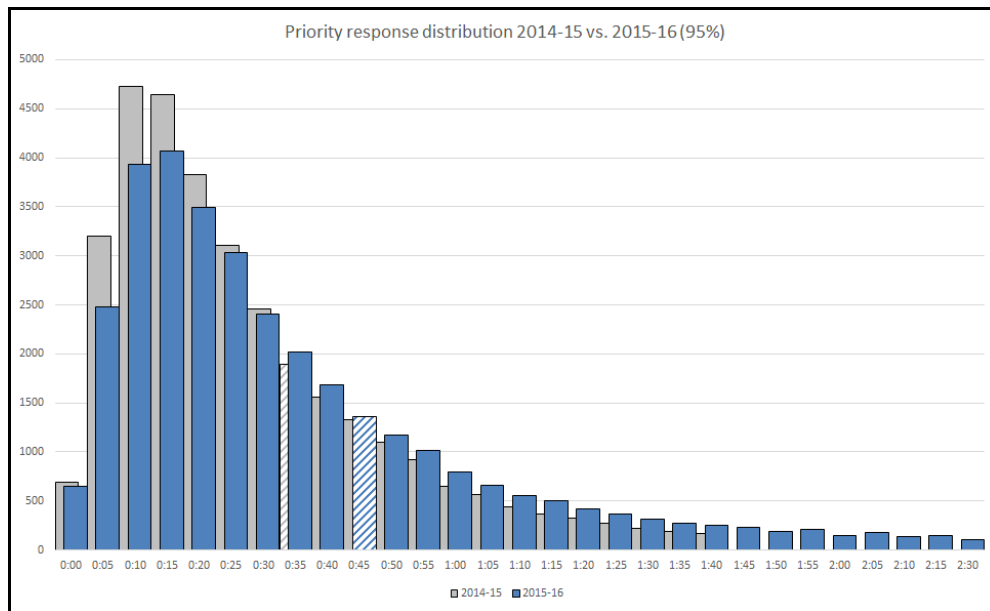
Volume of priority calls per month

114. This is a very high level view of what is attended and does not have the power to show the actual demand on resources to investigate crime and complete appropriate

safeguarding activities.

115. The deterioration in response rate has had no effect on how satisfied victims are with the service Wiltshire Police provides.

116. Response and call handling measures still use some form of standard or target to meet. The Force needs to complete a review of these measures and methods to ensure it enables the appropriate understanding of what is important to victims and witnesses, the quality of the service it provides, if it is efficient, effective and value for money.



Priority response time distribution

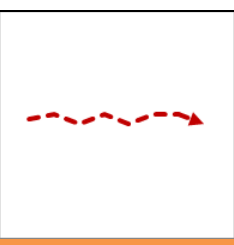
117. The chart above shows the response rate distribution for 95 per cent of all priority incidents between April 2014 and March 2016. The reason five per cent has been excluded is because the majority of these are outliers and a result of administrative errors.

118. What the distribution shows is the 45 minute average arrival time for 2015-16 is ten minutes slower than the previous year.

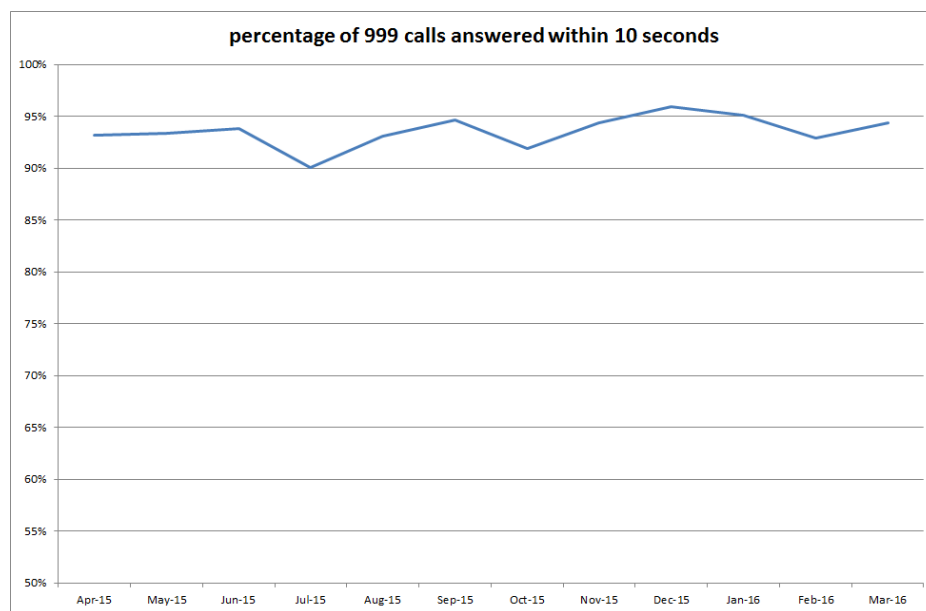
119. During 2014-15, 95 per cent of all incidents were attended within one hour and 40 minutes. In 2015-16, this extends to two hours 30 minutes with four per cent of all priority incidents taking longer than one hour 40 minutes.

120. The Force has developed a detailed response performance action plan which is overseen by a superintendent. Supported by key practitioners, business leads and analysts, this group has conducted a number of scoping and engagement activities.

121. This has led to a number of key actions which are being progressed. These include assessing shift patterns, ensuring staff are suitably trained and working with partners.

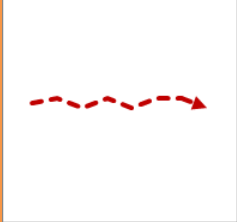
999 calls answered within 10 seconds	Q1 93 per cent	Q2 93 per cent	Q3 97 per cent	Q4 94 per cent	
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122. During quarter four, 94 per cent of all 999 calls received (15,502) were answered within ten seconds.

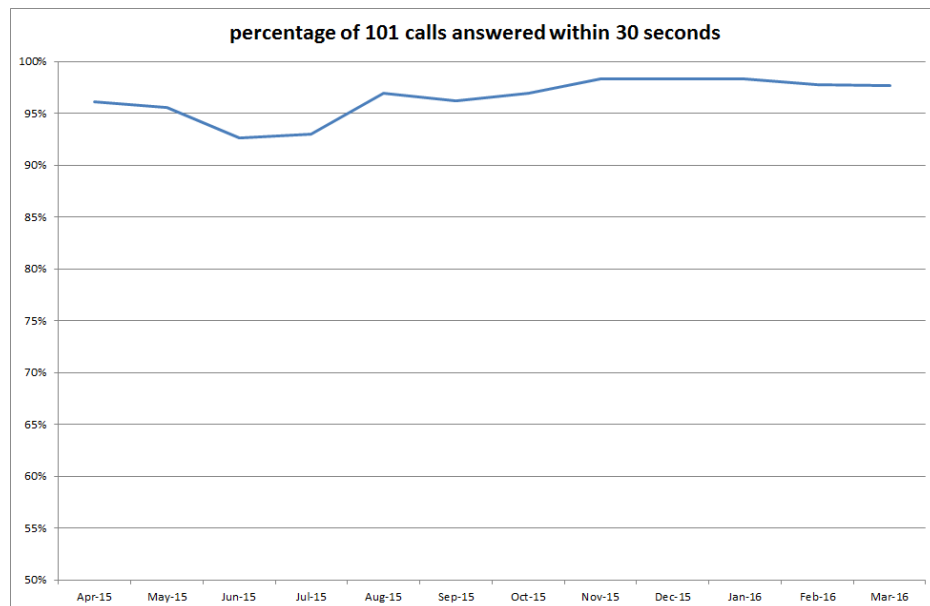


Percentage of 999 calls answered within ten seconds

123. There are no concerns with Wiltshire's capability to answer 999 calls.


101 calls answered within 30 seconds	Q1 95 per cent	Q2 95 per cent	Q3 99 per cent	Q4 98 per cent	
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124. A total of 75,723 101 calls were received by Wiltshire Police during quarter four. Ninety eight per cent were answered within 30 seconds. This figure remains stable and consistently high.



Percentage of 101 calls answered within 30 seconds

125. There are no concerns with Wiltshire’s capability to answer 101 calls.

Quality of files	Q1 96%	Q2 100%	Q3 N/A	Q4 N/A	
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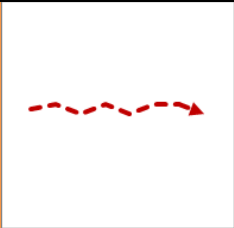
126. This measure relates to an internal assessment of the quality of full files which the Force submits to the Crown Prosecution Service.

127. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.

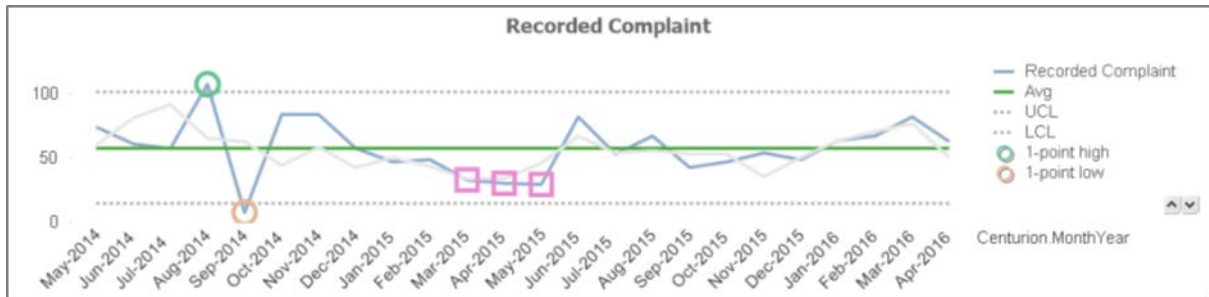
128. The framework which assesses the quality of files is the most comprehensive it has ever been and, judging by the improvements seen, is adding value.

129. As a result of recent changes within transforming summary justice, Wiltshire Police has had to change the way that the Force assesses the quality of files. As a result of these changes, the framework has had to be adapted to ensure it remains an accurate and fit for purpose method of assessing file quality.

130. Information for this area will be made available for quarter one of 2016-17.

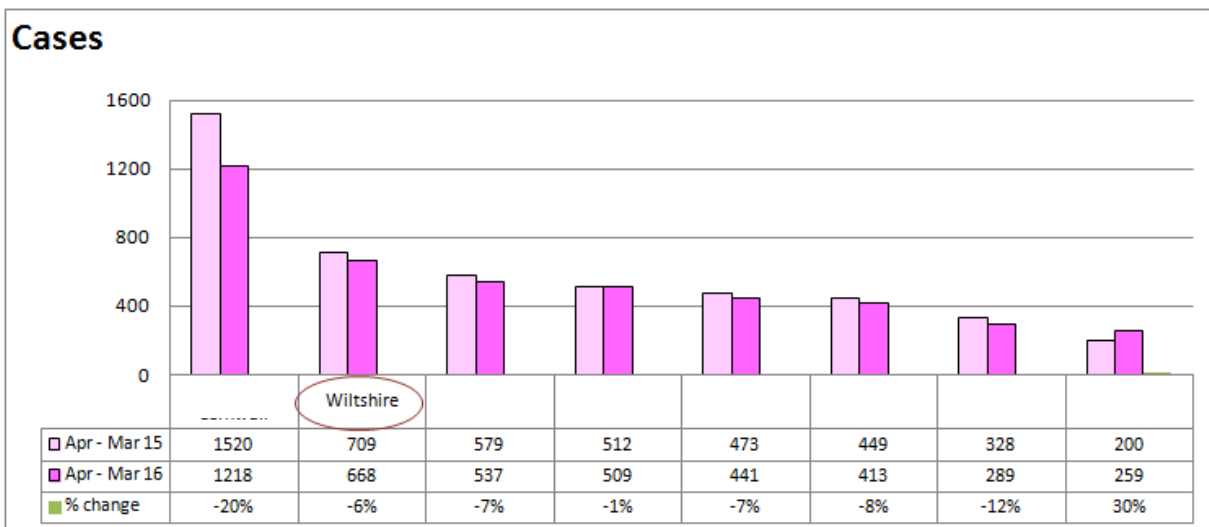
Volume of complaints	Q1	Q2	Q3	Q4	
	143	163	150	213	

131. The volume of complaints recorded remains relatively stable and within expected levels as can be seen in the graph below.



Recorded complaint volume

132. The table below shows how Wiltshire compared to its peers.




Volume of cases recorded up to March 2016 – most similar forces

133. Wiltshire Police is one of seven forces within the most similar forces group that has seen a fall in the number of complaint cases recorded when compared to the previous year.

134. The volume of complaint cases is the total number recorded. This does not take into account the size of the police force; therefore the picture can be skewed depending on the population in the particular force area and/or number of police officers and staff.

135. Since the previous quarter the professional standards department (PSD) has continued to maintain the backlog of complaint cases still showing as either 'live', 'sub judice' or 'in appeal process' with 155 cases currently outstanding. Live cases are being highlighted directly to and monitored by PSD.

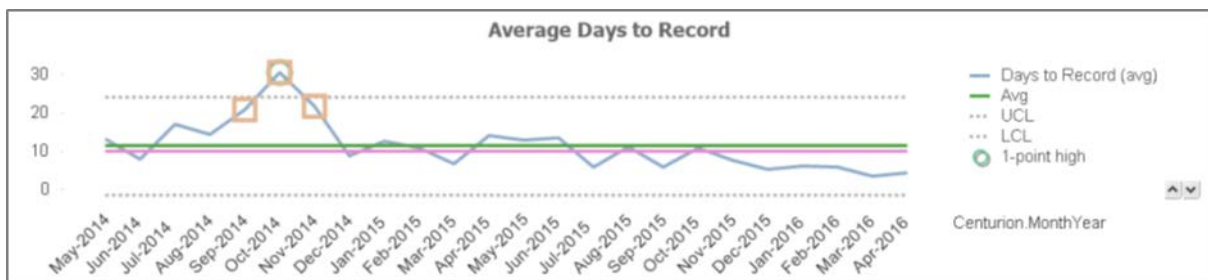
Percentage of complaints recorded within 10 days	Q1 45 per cent	Q2 85 per cent	Q3 83 per cent	Q4 95 per cent	
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136. The performance in this area remains consistent with the previous quarter with the majority (80-90%) of complaints being recorded within ten working days.




Percentage of complaints recorded within ten days

137. In the latest quarter it took eight days on average to record a complaint. This is below the IPCC's ten working days level of expectation.

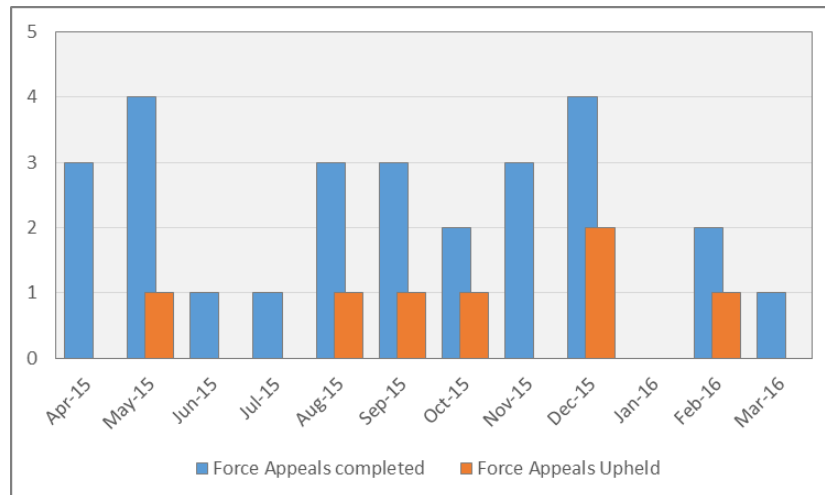


Average number of days to record a complaint

Percentage of complaint appeals upheld	Q1 29 per cent (1 out of 8 appeals)	Q2 29 per cent (2 out of 7 appeals)	Q3 33 per cent (3 out of 9 appeals)	Q4 33 per cent (1 out of 3 appeals)	
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138. 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.

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



Force appeals completed and Force appeals upheld

140. In the last 12 months, there have been 666 complaints recorded. Twenty seven complaints resulted in an appeal and, of those 27 complaints, only seven were upheld (26 per cent).

141. For quarter four, one of the three completed appeals were upheld. This is a low proportion in relation to the total number of complaints recorded and does not raise any cause for concern.



WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2016-17

Last reviewed : 03 May 2016
Risk Appetite is : 30

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	Mitigation Update May 2016	Residual Risk Score				Date reviewed	Update May 16 and notes
											L	C	I	Score		
PUBLIC CONFIDENCE & INTEGRITY																
1	03/06/16	Transformation or service changes are not communicated to public / stakeholders and feedback is not considered	Reduced public satisfaction and confidence in OPCC Community voice not heard Increased resistance to changes Changes undermined Benefits expected are reduced	Reputation Operational delivery	2	3	3	18	Police and Crime plan public and partner consultation Police engage with area / community boards, local communities as service changes are developed Changes built on robust evidence and planning to plan engagement and reflective periods Engage with staff association and partners		1	3	3	9	03/06/16	Maintain
2	03/06/16	Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals.	Failure to deliver statutory duty on behalf of the public Loss of public confidence in PCC which is likely to extend to Wiltshire Police Criticism from government / HMIC and adverse media attention IPCC intervention	Reputation Performance	2	2	4	16	Independent Adjudicator in place to review all appeals of police complaints to provide independence OPCC complaints officer fulfils PCC role and also has ongoing monthly monitoring in place of force complaints Professional standards performance part of PCC management of Wiltshire Police Quarterly reporting of complaints included within PCP Annual report published summarising key themes, issues and areas for improvement - reported to PCP Complaints dip sampling takes place to review how cases handled	Mitigated scores have been reviewed to better reflect impact of mitigation	1	2	4	8	03/06/16	Maintain
3	03/06/16	Loss of integrity of PCC, OPCC staff, and Chief Constable due to inappropriate behaviour	Damage to the reputation of PCC, OPCC and force Loss of public confidence in PCC Criticism from government / HMIC Adverse media attention	Reputation Performance	2	2	4	16	Enhanced Professional Standards regime Police have Standards and Behaviours framework in place PCC Register of Interests and Gifts and Hospitality (published on website) HMIC reports provides inspections covering aspects of legitimacy, standards and behaviours Whistle blowing policy and reporting mechanism in place Ethics and Standards Board established (PCC and CC attend) Robust vetting and employment checking is used as per HR policy	PCC has signed the Committee on Standards in Public Life ethical checklist. Which included explicitly holding the CC to account to implement the College of Policing's code of ethics	1	2	4	8	03/06/16	Maintain
4	03/06/16	Wiltshire Police fail to have internal HR organisational policies and services that meet the duties and aims under the Equality Act 2010.	Do not fulfil legal duty and values of organisation Failure to attract the best talent for the organisations Failure to maximise the skills of workforce Increased risk of HR tribunals and litigation Damage relationship and reputation as an employer	Reputation Operational delivery Performance	3	3	3	27	HR Policies sets out obligations and procedures to meet its duties Recruitment, redeployment and support policies in place Equality and Diversity Charter to be launched Recent ET raised areas for force to improve and increase staff training, PCC receiving regular updates Awaiting Diversity Development Plan due November from Police to address shortfalls	Development plan shared with PCC Included overhaul of training, more targeted recruitment and external support Assessment completed and strategy / action plan being completed. All staff associations part of development process	3	3	3	27	03/06/16	Maintain - review risk score once mitigation is delivered
5	03/06/16	Wiltshire Police fail to have operational policies and services that meet the duties and aims under the Equality Act 2010	Do 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 Damage to public confidence in policing - disproportionate effect in communities Reputational damage to PCC, OPCC and Police	Reputation Operational delivery Performance	2	3	3	18	Wiltshire Police have policies related to Stop and Search Assessment of victims vulnerability, including aspects of diversity Specialist support services in place for ensuring support for a range of diverse groups Work within the P&C Plan looks to increase awareness and training for officers in understanding different needs of communities	HMIC improvement plan is in place and being delivered. Follow up inspection included within PEEL Action plan completed to address BUSS compliance Independent S&S community trigger, policy review and new forms completed to address information gaps Improvement plan progress reported at CMB	2	2	3	12	03/06/16	Maintain
6	03/06/16	PCC and OPCC fail to commission services that meet the duties and aims under the Equality Act 2010	Do not fulfil legal duty and values of organisation Failure to attract most effective solutions and suppliers Failure to consider equality in Police and Crime Plan	Reputation Operational delivery Performance	2	2	3	12	OPCC works within procurement and rules Funding agreements ensures responsibilities are met by third parties Extensive relationship with community and vulnerably sector providers PCC signatory to Wiltshire Compact Innovation fund encouraged community and bids in areas that are hidden P&C Plan identifies areas of underinvestment based on JSA and strategic assessment Commissioning Strategy being developed	Development and review of all commissioning process is underway and will be in place for 2016/17. This includes a Commissioning Strategy, overhaul of all commissioning budgets, prioritisation and planning	2	2	2	8	03/06/16	Maintain
EFFECTIVE GOVERNANCE AND SCRUTINY																
7	03/06/16	Collaboration arrangements have weak governance and accountability including regional, tri-force and enabling services	Service quality disproportionately affecting Wiltshire Satisfaction with policing declines Adverse media criticism Failure to fulfil PCC function PCC not aware of developments and risks Weak governance and accountability of PCC / CC Failure to secure expected services Reduced public confidence in PCC Reduced confidence in OPCC	Performance Financial Reputation Operational delivery	3	3	3	27	Collaboration governance has PCC and CC representation from Wiltshire and Avon and Somerset Programme Director reports to both Wiltshire and ASC SRO Collaborations discussed at every CMB PCCs in South West region meet on a regular basis to maximise collaboration opportunities Governance meeting structure and agenda in place Collaboration protocol agreed by all regional PCCs and Forces Significant collaboration and work with partners ongoing and managed through regional governance arrangements Regional Board governance structure revised March 2016 Regional ACCs in place for tri-force and forensics / organised crime teams Monitoring / performance report is being expanded for regional board to include more detail on finance and risk to provide greater oversight	Revised regional governance system in place Collaboration agreements in place for all service collaborations A number of programme director and team in place for range of two, three or five force collaborations Regional ACC posts now recruited to and operating Regional ACCs report to regional Operations board with force and PCC representation where performance, financial and service issues are managed Development of collaborations are being refined to ensure existing collaborations are as efficient and effective as possible	2	2	3	12	03/06/16	Maintain
8	03/06/16	Collaboration arrangements do not deliver anticipated benefits with weak governance and accountability	Reduced influence of PCC over police Reduced effectiveness of local accountability Weak governance Service quality falls Satisfaction with policing declines Adverse media criticism	Financial Operational delivery Performance	2	2	4	16	PCCs in South West region meet on a regular basis to maximise collaboration opportunities Governance meeting structure and agenda in place Collaboration protocol agreed by all regional PCCs and Forces Regional Programme Board in place and team agreed Significant collaboration and work with partners ongoing and managed through regional governance arrangements New P&C Plan places partnerships and collaboration as way to deliver. Existing partnerships to be maximised Partnership impact and alignment to P&C plan and how this will be delivered is being prepared	Programme team in place Proposal to have one ACC responsible for regional services to solidify accountability and one for Tri-services Review of Tri-force with action plan to continue to embed collaboration and realise all benefits Regional governance proposals include Operations board where regional collaborations will report performance, risk etc.	2	2	4	16	03/06/16	Maintain score in Q2 once ACC regional lead and revised governance is embedded
9	03/06/16	Local Authority strategic partnership do not deliver anticipated benefits with weak governance and accountability	Reduced influence of PCC / CC over service levers Reduced control over operational levers Failure to secure value for money and efficiencies Failure of critical services - IT, estates Missed opportunities to improve services and outcomes Reduced public confidence Adverse media criticism if service quality falls Satisfaction with policing declines	Reputation Performance Legal	2	4	4	32	Wiltshire Council collaboration will be managed through the Joint Transformation Board (PCC, C Exec, Leader of Council, CC, DCC) Lease agreements in place for shared estates Monthly meetings between PCC and Leaders of the two Councils Continuing alignment of campus programme and shared estates with both authorities Wiltshire Council provide strategic relationship for IT and extensive work has been on ongoing to deliver improvements to IT services	Agreement with WC on charging model for estate and ICT agreed and service expectations Future estate sharing part of developing estates strategy and master planning Mobile rollout completed All urgent remedial work is completed and ICT compliance has been achieved Development work and maintenance work part of BAU	2	2	3	12	03/06/16	Reduce - Risk reduced as ICT mobile roll out now completed and ICT infrastructure more stable. Maintenance and development work now BAU service
11	03/06/16	Failure of CC and PCC staff to keep PCC informed of developments or make decisions outside of scheme of delegation	PCC makes decisions without information and assessment of implications PCC prevented from fulfilling statutory duty Officers in breach of scheme of delegation Public voice not heard at during decision making Lower transparency increased negative cultural behaviours	Reputation Operational delivery Performance Legal	2	3	4	24	Scheme of delegation in place OPCC attendance at SCT - Transformation and Delivery PCC receives SCT agenda and minutes Commissioner decision notice requires PCC, CEO, Legal and Finance signature Police performance framework is built around P&C Plan New spends / allocations part of SCT governance at which OPCC is part Internal Audit / external audit reports presented to Audit committee and PCC HMIC efficiency inspections	Governance process working well - joint planning sessions between PCC and CC OPCC / PCC updated on developments through attendance on all strategic service / transformation boards All decisions discussed at CMB	1	3	3	9	03/06/16	Maintain - BAU residual risk
STRATEGY, SERVICE QUALITY & TRANSFORMATION																

12	03/06/16	IT transformation does not deliver benefits on time	Productivity benefits not realised - New ways of Working Missed opportunities of improved technology Affects other P&C Plan deliverables Older equipment limits capability Reduced public confidence Criticism by HMIC	Reputation Operational delivery Performance	4	3	3	36	NWOW strategy being delivered Numerous enabling projects in this area provide linked risk and knock on consequence Strategic Partnership with Wiltshire Council improved capability and delivery Equipment rollout ongoing -with all staff issued with laptops / tablets are required Regular meetings across all aspects of IT between police and Wiltshire Council Project and Programme support provided to all IT projects	Access / permissions with other Police force and Wilts Council resolved Regional agreement that solutions would be identified as part of regional STORM project development NWOW evaluation completed and feeding into future transformation opportunities Collaborations focused on developing more integrated ICT infrastructure to ensure effective service delivery - Review of ICT requirements likely to form part of this work	3	2	3	18	03/06/16	Maintain and continue to mitigate risks
13	03/06/16	Estates masterplan, including provision of custody not developed as required	Reduction of operational effectiveness Impact of overall estates strategy Increases in costs Inefficient and under used estate Adverse media coverage Loss of reputation of PCC and Wiltshire police	Reputation Operational delivery Performance	2	3	3	18	Estate strategy in draft Master planners engaged and supporting development of PCC masterplan CPT and force operational requirements being determined Custody feasibility study underway All operational requirements being reviewed against strategy principles and NWOW	Operational requirements anticipated to be completed Aug 2016 Master planners presenting outline plan to CMB in July 16	2	3	3	18	03/06/16	Maintain - review once plan approved
14	03/06/16	Roll out of community policing model is not managed effectively as a project and is not aligned to priorities in Police and Crime Plan priorities	Anticipated benefits are not delivered Operating model is not sustainable Service quality decreases Loss of reputation of PCC and Wiltshire Police Risks to other elements of P&C plan increase	Reputation Operational delivery Performance	3	3	4	36	Pilot based on two years planning and systems thinking review Evidence based approach to build model from bottom up Project team meeting monthly - includes OPCC Contained pilot area to assess changes and improve failsafe safe plan in place if significant challenges emerge Workforce fully engage and local communities fully informed and engaged in process Process continues to evolve and develop and will need to reflect local communities needs	Evaluation completed and successful pilot presented to CC and PCC PCC has made specific requests to ensure communities are part of rollout and ongoing development of CPT Staggered rollout plans being finalised with ongoing engagement with local communities Finalising rollout requirements such as estates, ICT, HR etc. Ongoing engagement and adapting of model	2	3	3	18	03/06/16	Maintain
15	03/06/16	Failure to maintain effective partnerships with criminal justice agencies	Justice processes become inefficient and not joined up Justice outcomes and victim satisfaction and care declines Lack of confidence in criminal justice process by victims of crime Loss of public confidence in PCC which is likely to extend to Wiltshire Police and Justice partners	Reputation Operational delivery Performance	3	2	3	18	CJS Efficiency Programme will integrate justice services Horizons (Victim and Witness support unit) opens 1st April 2015 Chair Community Safety and Crime Reduction Strategic Board Liaison with Judiciary Wiltshire Criminal Justice Board member New P&C Plan has embedded improvements for criminal justice and influence role of PCC Joining of performance subgroups with Crime reduction Board to begin alignment Recruitment of restorative justice staff to coordinate and improve the quality of RJ across partnership	CJB continues to develop agenda and increase alignment. CSR impact on other agencies may impact. WCJB planning day held in Feb 16 to agree priorities and strategic actions Creation of shared performance framework to develop collective ownership Restorative justice coordinator appointed to bring together restorative approaches	2	2	3	12	03/06/16	Maintain
16	03/06/16	OPCC commissioning arrangements are not in place or are ineffective	Resources do not meet Police and Crime Plan Failure to develop effective solutions that meet need Failure to maximise performance Failure to secure value for money Stifle innovation and creative solutions Fail to comply with legal requirements on procurement	Reputational Operational delivery Performance Legal	3	3	3	27	Contracts in place for each commissioned service provider Funding agreements in place for all grants and contracts Quarterly reporting from commissioned agencies is contractual requirement Horizon launch and victim service contract developed Quarterly performance regime established for victim service. Horizon service managed as project until BAU and will be integrated into performance management Community Foundation Innovation funding report demonstrated effectiveness Commissioning Strategy and process review due Autumn 2015 Commissioning Data Manager being recruited as secondment	PCP sub group providing feedback in strategy development This includes a Commissioning Strategy, overhaul of all commissioning budgets, prioritisation and planning. All documentation for existing arrangements reviewed and presented to Audit Committee	2	3	3	18	03/06/16	Maintain - recommend risk score is unchanged until processes are signed off
17	03/06/16	Partners make decisions that impact PCC and Police without discussion or involvement in decision making process	Missed opportunities unexpected detrimental impact of policing Increased demand on policing services Loss of confidence in relationships with partners	Reputation Operational delivery Performance	2	3	3	18	PCC Membership of One Swindon, Wiltshire Public Service Board, Health and Wellbeing Boards PCC attends numerous partnership boards Bi-monthly meeting with Council Leaders OPCC meets council team at regular internals CMB discuss emerging developments with partners	Reviewing partners budgets Planning session with partners to discuss impact and manage demand held in Jan by PCC and CC Follow up session scheduled for Summer Discussion at numerous forums and identifying areas which impact police demand e.g. MH triage service Partnership stakeholder work to reduce demand	2	2	3	12	03/06/16	Maintain
18	03/06/16	Failure of PCC to ensure Wiltshire Police meets its strategic policing requirement	Failure to deliver statutory duty Operational effectiveness in the Protective Services arena is compromised Increased risk in areas such as Organised Crime Loss of public confidence in PCC which is likely to extend to Wiltshire Police Severe criticism from government / HMIC	Operational delivery Performance	2	2	3	12	SPR now features explicitly within the new P&C Plan and adds Child Sexual Abuse as new requirement CMB holds CC to account to ensure these requirements are met Tri Force collaboration in place (Special Branch, Terrorism, Specialist Ops) Increased investment in services to protect vulnerable children at risk of sexual abuse and CSE HMIC PEEL Inspection considers compliance to Strategic Policing Requirement – recent report graded 'good'	PEEL - effectiveness reiterated HMIC inspection on Vulnerability CC has action plan to address recommendations National area for improvement where all forces required improvements. CSE projects with LAs across Wiltshire and Somerset continue to be positive and joining up services	1	2	3	6	03/06/16	Maintain
RESOURCES																
19	03/06/16	Failure to set a balanced budget with precept level agreed 2016-17	Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised Miss council tax setting timetable Reduction in service due to poor financial planning Loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies	Financial Reputation Operational delivery Performance	2	2	2	8	Budget build process completed Monthly review of accounts at CMB Section 151 Officer in post Reserves in place to provide adequate contingency Consultation process for precept (with public, businesses, Chief Constable, partners, PCP)	Small underspend in 15-6 as expected in MTFS Budgets for 16-17 set	1	2	2	4	03/06/16	Maintain
20	03/06/16	Failure to set a balanced budget with precept level agreed 2017-18	Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised Miss council tax setting timetable Reduction in service due to poor financial planning Loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies	Financial Reputation Operational delivery Performance	2	2	2	8	Managed by OPCC Chief Finance Officer Redevelopment of Wiltshire Police estate with Wiltshire Council and Swindon Borough Council, to maximise use of assets MTFS considered and agreed at CMB with savings required agreed, CSR in NOV likely to affect these assumptions PCC requested scenario planning in MTFS development Strategic Alliance provides opportunities for savings - reserves in place to support transformation - if required ICT investment to allow agile working improving police visibility and productivity	Medium Term Financial Strategy work to begin Sep to be completed for Dec - Feb precept and budget setting process. Size of challenge dependant on funding formula review being completed and favourable to Wiltshire All scenarios will be planned for in planning cycle	1	2	2	4	03/06/16	Maintain
21	03/06/16	Failure to have adequate capital and reserves to meet expenditure	OPCC failure in statutory obligations. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB . Not able to provide enough funds to Chief Constable to provide an effective and efficient police service Loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies. Unable to sustain further projects and meet unexpected expenditures.	Financial Reputation Operational delivery Performance	2	2	2	8	Managed by OPCC Chief Finance Officer Redevelopment of Wiltshire Police estate with Wiltshire Council and Swindon Borough Council, to maximise use of assets MTFS considered and agreed at CMB with savings required agreed, CSR in NOV likely to affect these assumptions Strong track record of delivering savings Position of zero-debt provides position of stability Reserves levels provide ability to support transition and mitigate against uncertainty for short term	Use of reserves / capital to 'unlock' future efficiencies, part of MTFS to maintain officer numbers and await clarity following funding review. Reserves still within acceptable levels and will still be debt free	1	2	2	4	03/06/16	Maintain
22	03/06/16	Failure of the funding formula review to provided additional resources to Wiltshire from 2017/18	OPCC failure in statutory obligations. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB . Not able to provide enough funds to Chief Constable to provide an effective and efficient police service Loss of public confidence in PCC and Wiltshire Police Unable to sustain further projects and meet unexpected expenditures. Savings would need to be made in 2017/18 Reduction in reserves	Financial Reputation	2	4	4	32	HO commitment to implement funding formula review Police budgets only provided for one year PCC & CC to lobby and advocate for government to introduce funding formula PCC to update MPs on low allocation of central funding and impact on local services Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before formula review is completed £2.5m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16	Identification and contact made with other forces who are disadvantaged by existing funding formula to develop collective voice to lobby HO	2	4	4	32	03/06/16	Maintain

23	03/06/16	Inadequate records of and management of assets	<p>Failure in statutory duty on PCC.</p> <p>Poor financial understanding and poor control</p> <p>Value for money is not achieved</p> <p>Loss of confidence in PCC and Wiltshire Police to effectively manage resources</p> <p>Negative impact on reputation</p>	Financial Reputation Operational delivery	2	3	3	18	<p>Senior Command Team now focussed on this area – new ways of managing ICT plan agreed at CMB</p> <p>Audit focus exists</p> <p>Management of non-ICT assets improvement with new monitoring process</p> <p>ICT assets remain high risk – list of proposed assets to be disposed</p> <p>Limited assurance report received from Internal Auditors (previously no assurance)</p> <p>Process agreed with Information Commissioner</p>	<p>A new audit has taken place, a limited assurance outcome was achieved. Progress continues to be made and in the autumn we will be reviewing the way Wiltshire Council hold account for our assets.</p> <p>11/9/15 update - reports have been requested from Wiltshire Council asking for data including the date of last use. This will be reviewed in September/October 2015 prior to the next internal Audit. Internal Audit happened w/c 30/11.</p> <p>Another audit received with Reasonable Assurance. the Auditors suggested that the right processes are in place and work is on going with the council to carry out these processes. Council Information still requires further work.</p>	2	2	2	8	03/06/16	Maintain
24	03/06/16	Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force	<p>Breach of statutory duty</p> <p>Ineffective use of public money</p> <p>Inefficient levels of performance</p> <p>Missed opportunities with misaligned resources</p> <p>Loss of public confidence in PCC and Police</p> <p>Adverse criticism from Govt, PCP and media</p> <p>Risk of legal challenge</p>	Financial Reputation	2	3	3	18	<p>Budgets monitored through Commissioner's Monitoring Management Board</p> <p>Detailed performance and project delivery is considered at SCT - OPCC in attendance</p> <p>Police framework moving towards benefits realisation</p> <p>Internal Audit programme</p> <p>Police & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment, JSNA etc.</p> <p>P&C plan sets clear priorities and objectives</p> <p>PCC received policing advices from CC at CMB on policing and allocation of resources</p> <p>HMIC Value for Money profiles reviewed and assessed</p> <p>HMIC PEEL Inspection received and graded 'good'</p>	<p>Introduction of Police Objective Analysis into budget monitoring to provide alternative view of spend vers. Services to begin in June 16 (Q1)</p> <p>P&C Plan and strategic assessment cycles to be more aligned and formalise CC advise to PCC on threats, risk and harm</p>	1	3	3	9	03/06/16	Maintain

GREEN = risk has decreased since last update
RED = risk has increased since last update

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Policing and Crime Bill

Factsheet: Overview of the Bill

Overview

1. In the last Parliament, the previous Government brought about major changes to policing to introduce greater accountability and transparency (through directly elected Police and Crime Commissioners (PCCs), an enhanced Independent Police Complaints Commission (IPCC) and strengthened inspectorate); increased capabilities (through the creation of the National Crime Agency (NCA)) and professionalism (through the establishment of the College of Policing); and a relentless focus on efficiency and cutting crime (which is down by more than a quarter since 2010).
2. The Government was elected with a manifesto commitment to “finish the job of police reform”. The Policing and Crime Bill will support the transformation of policing and the fire service by:
 - Enhancing local accountability of the fire and rescue service by enabling directly elected PCCs to take over the governance from Fire and Rescue Authorities where a local case is made.
 - Driving efficiency and better value for money by facilitating closer collaboration between all three emergency services and maximising the ability of chief officers to make best use of the police officers, police staff and volunteers in their workforce.
 - Strengthening public confidence and trust in the police by radically reforming and simplifying the police complaints and disciplinary systems, including by providing for an enhanced role for PCCs and the IPCC and greater protection for police whistle-blowers.
 - Ensuring the police and other law enforcement agencies have the powers they need to prevent and detect crime and protect children and young people from sexual exploitation.
 - Strengthening the protections for those under investigation by the police by ensuring that there is a proper balance between the rights of individuals and the need to protect the wider public.
 - Ensuring that those experiencing a mental health crisis receive the help they need, and that police cells are only used as places of safety in exceptional circumstances.
 - Reforming firearms and alcohol licensing laws to better protect the public by preventing criminals and terrorists from exploiting loopholes in the Firearms Acts and strengthening the ability of licensing authorities to take action against alcohol driven crime and disorder.
3. The key provisions in the Bill are set out below.

Part 1: Emergency Services Collaboration

4. Part 1 of the Bill supports the implementation of the Government's manifesto commitment to "enable fire and police services to work more closely together and develop the role of our elected and accountable Police and Crime Commissioners". The provisions:
 - a) Introduce a duty to collaborate on all three emergency services, to improve efficiency or effectiveness.
 - b) Enable PCCs to take on the functions and duties of Fire and Rescue Authorities (FRAs), where a local case is made.
 - c) Further enable PCCs to create a single employer for police and fire staff where they take on the responsibilities of their FRA, where a local case is made.
 - d) In areas where a Police and Crime Commissioner has not become responsible for fire and rescue, enabling them to have representation on their local fire and rescue authority with voting rights, where the fire and rescue authority agrees; and
 - e) Abolish the London Fire and Emergency Planning Authority and give the Mayor of London direct responsibility for the fire and rescue service in London.
5. These provisions will apply to England only.

Part 2: Police discipline, complaints and inspection

Chapters 1 to 4: Police complaints, police super-complaints, whistle-blowing and discipline

6. Chapters 1 to 4 of Part 2 of the Bill give effect to the Government's commitment to "overhaul the police complaints system". The key provisions:
 - a) Strengthening PCCs' oversight role of the local complaints system, giving them an explicit responsibility for ensuring the effective and efficient delivery of the local police complaints system, and making PCCs the appellate body for those appeals currently heard by chief constables.
 - b) Enabling PCCs to take on other functions within the complaints system, giving them the option of taking on responsibility for the front-end of the complaints system and responsibility for all duties regarding contact with the complainant.
 - c) Clarifying the definition of a complaint – currently defined in section 12 of the Police Reform Act 2002 as 'any complaint about the conduct of a person serving with the police' – to one that defines a police complaint broadly as 'an expression of dissatisfaction with a force'.

- d) Retaining and clarifying the focus on immediate resolution of customer-service issues where appropriate, before such issues become complaints.
- e) Removing the non-recording categories (such as vexatious and out of time complaints) so that any issue that is not possible to resolve immediately or that the complainant wants recording, is recorded.
- f) Removing the opaque categorisation for handling complaints – local resolution, local investigation, disapplication, discontinuance – and replacing this with statutory duties based on taking “reasonable and proportionate” action to resolve a complaint.
- g) Streamlining the complex appeal process so that there is one appeal point at the outcome of the complaint.
- h) Extending the disciplinary regime to former officers where an allegation arose before they resigned or retired, or arose within a period of time following their resignation or retirement;
- i) Creating a statutory framework for the College of Policing to receive, hold, make available and, in some circumstances, publish details from a “police barred list” of former members of police forces, former special constables and former members of the civilian staff of police forces who have been dismissed or who would have been dismissed had they not resigned or retired.
- j) Allowing for regulations to be made to require the IPCC to investigate all chief officer misconduct allegations (including gross misconduct).
- k) Protecting the identity of a whistle-blower by allowing the IPCC to control who in a police force is notified of an independent investigation and obtain information and evidence confidentially from those individuals (to enable covert investigations).
- l) Introduce a system of super-complaints to capture national or cross-force issues that are not otherwise captured by the existing complaints system, IPCC investigations or HMIC inspections.

Chapter 5: Inspection

- 7. Chapter 5 strengthens the role and independence of Her Majesty’s Inspectorate of Constabulary (HMIC), by:
 - a) Extending HMIC’s remit to enable it to inspect private contractors and PCCs’ staff who are engaged to support the police force and are delivering policing functions.

- b) Conferring on HMIC powers to acquire information from third parties and access to relevant people and premises.
- c) Enabling HM Chief Inspector of Constabulary (HMCIC) to initiate inspections that have not been included in the published inspection programme.
- d) Transferring the power to appoint Assistant Inspectors of Constabulary from the Home Secretary to HMCIC.
- e) Introducing a requirement on PCCs to respond to HMIC reports within 56 days, address each recommendation in a report, and copy the Inspectorate into their response..

8. The provisions in Part 2 largely apply to England and Wales only.

Part 3: Police workforce and representative institutions

Chapter 1: Police workforce

9. This Chapter introduces a number of reforms relating to the police workforce. These provisions:

- a) Enable chief officers to designate a wider range of power on police staff and volunteers.
- b) Create a list of 'core' police powers, such as the power of arrest, that would remain exclusive to police officers.
- c) Abolish the office of traffic warden under the Road Traffic Acts.
- d) Allow the Home Secretary, in conjunction with the College of Policing, to amend the police rank structure by regulations.

Chapter 2: Representative institutions

10. Chapter 2 implements reforms of Police Federation for England and Wales recommended by the Normington Review. The provisions:

- a) Enshrine in statute the Police Federation's new core purpose which reflects the organisation's commitment to act in the public interest alongside its accountability to its members.
- b) Make the Police Federation subject to the Freedom of Information Act 2000.

11. In addition, this Chapter removes references in statute to the now-defunct Association of Chief Police Officers and replaces them with references to the National Police Chiefs' Council (for example, in respect of provisions requiring the Home Secretary to consult specified persons before making regulations about certain policing matters).

12. The provisions in Part 2 apply to England and Wales only.

Part 4: Police powers

Chapter 1: Pre-charge bail

13. Chapter 1 reforms pre-charge bail including by:

- a) Providing for a presumption in favour of releasing a suspect without bail, with bail only being imposed when it is both necessary and proportionate.
- b) Setting a clear expectation that pre-charge bail should not last longer than 28 days, extendable to three months on the authority of a senior police officer in complex cases. In exceptional circumstances, the police will have to apply to a magistrates' court for an extension beyond three months.
- c) Providing that, in exceptionally complex cases, such as those dealt with by the Serious Fraud Office or the Central Casework Units of the Crown Prosecution Service, it will be possible to extend bail administratively to a total of six months before seeking the approval of the courts.

Chapter 2: Powers under the Police and Criminal Evidence Act 1984 (PACE)

14. Chapter 2 makes a number of amendments to PACE, including to:

- a) Ensure that 17-year-olds are treated as children for all purpose whilst in police custody.
- b) Allow the police to make greater use of video-link technology, including when interviewing suspects and authorising the continued detention of a suspect for up to 36 hours.
- c) Enable more timely revisions to PACE codes of practice to better equip the police in their daily operational duties.

Chapter 3: Powers under the Mental Health Act 1983 (the 1983 Act)

15. This Chapter amends the police powers under sections 135 and 136 of the 1983 Act in respect of persons who are experiencing mental health problems, but have committed no crime; it will:

- a) Further reduce the use of police stations as a place of safety by providing that they can never be used in the case of under 18s, and making provision for their use to be restricted to exceptional circumstances in the case of adults.
- b) Provide a wider definition of "places of safety" to help increase local capacity and flexibility to respond to local needs.
- c) Enable the police to act promptly under the 1983 Act to protect individuals or the public from harm on private property (such as railway lines, work

places and the rooftops of buildings), without the need to seek a warrant (a warrant will still be required for private dwellings).

- d) Reduce the maximum time period for which a person can be detained under section 135 or 136 from 72 hours to 24 hours (with the possibility of an extension to 36 hours in certain specified circumstances).
- e) Require the police to consult a health professional (where practicable) before detaining a person under section 136.
- f) Ensure that assessments can be conducted in private dwellings where these are designated as places of safety.

Chapter 4: Maritime enforcement

16. This Chapter builds on the maritime enforcement powers available to the police and others in respect of drug trafficking and modern slavery offences committed at sea, by providing the police, National Crime Agency and Border Force with the necessary powers to investigate all crimes that take place on vessels where the courts in England and Wales have jurisdiction. This will include powers to stop, board, divert, detain and search vessels, and powers of arrest and seizure.

17. The provisions in Part 4 largely apply to England and Wales only.

Part 5: Police and Crime Commissioners and police areas

18. Part 5 extends the term of office of Deputy PCCs so that, in the event of a PCC vacancy occurring (through death or resignation), their term automatically ends upon a new PCC taking office rather than, as now, upon the former PCC ceasing to hold office. This will enable a Deputy PCC to be appointed, by the Police and Crime Panel, as the Acting PCC pending the outcome of a by-election.

19. This Part also enables the Home Secretary to change the name of a police force area outside London by regulations.

20. These provisions apply to England and Wales only.

Part 6: Firearms

21. Part 6 amends the Firearms Acts, including to implement recommendations made by the Law Commission; the amendments:

- a) Define what constitutes a “lethal barrelled weapon”, an “antique firearm” and the “component parts” of a firearm.
- b) Create a new offence of possession of tools and equipment with intent to use them to unlawfully convert an imitation firearm into a live firing weapon.
- c) Make provision for the charging of fees for an authorisation to possess prohibited weapons.

- d) Confer power on the Home Secretary to issue statutory guidance to chief officers of police on the exercise of their licensing functions under the Firearms Acts.

22. These provisions apply to England and Wales, and Scotland.

Part 7: Alcohol: licensing

23. Part 7 makes various amendments to the Licensing Act 2003 to:

- a) Clarify the definition of “alcohol” to ensure that it includes powdered and vaporised alcohol.
- b) Clarify the summary review process following serious crime or serious disorder at licensed premises.
- c) Give licensing authorities the power to revoke or suspend personal licences if the licensee is convicted of a relevant offence.
- d) Update the list of offences, a conviction for which may be grounds to refuse or revoke a personal licence, including additional sexual, violent and terrorism-related offences.

24. These provisions apply to England and Wales only.

Part 8: Financial sanctions

25. Part 8 strengthens the arrangements for implementing and enforcing EU, UN and other financial sanctions. The provisions:

- a) Increase the maximum penalty for breaches of financial sanctions from two to seven years’ imprisonment.
- b) Introduce a framework for administrative monetary penalties for breaches of financial sanctions where action short of prosecution is appropriate.
- c) Include breaches of financial sanctions in the list of offences to which Deferred Prosecution Agreements and Serious Crime Prevention Orders apply.
- d) Ensures that the UK meets its UN obligations by implementing UN-mandated sanctions without delay.

26. These provisions generally apply to the whole of the UK.

Part 9: Miscellaneous and general

National Crime Agency

27. Part 9 makes two changes to the legislation governing the NCA to reflect experience of the first two years of operation. First, it enables the NCA to enter into a collaboration agreement with one or more police forces, rather than, as now, two or more such forces. Second, it enables the Director General of the NCA and NCA officers to be designated with the powers of a general customs official as well as, as now, the powers of a constable, immigration officer and an officer of Revenue and Customs. This will ensure that NCA officers can be designated with any new powers relating to customs matters necessary to fulfil their crime reduction function, including combating drug trafficking and the smuggling of firearms or other prohibited goods. The NCA operates on a UK-wide basis.

Child sexual exploitation

28. Part 9 also amends the Sexual Offences Act 2003 to ensure that the live streaming, or transmission of images of child sexual abuse by any other means (as well as recorded images) is caught by the offences of causing or inciting child sexual exploitation, controlling a child in relation to his or her sexual exploitation, and arranging or facilitating the sexual exploitation of a child. This provision applies to England and Wales only.

Powers to require arrestees/defendants to state their nationality

29. In addition, Part 9 facilitates the early identification of foreign nationals by conferring on the police and immigration officers the power to require a person to provide their nationality following arrest and to require suspected foreign nationals to produce their nationality document(s). The courts will also have a statutory power to require defendants in criminal proceedings to provide to the court their name, date of birth and nationality. A failure to comply with these requirements, without reasonable excuse, will be an offence. Identifying foreign national offenders early, including by obtaining relevant documents such as passports, is crucial to speeding up removal at a later stage. These provisions apply to England and Wales only.

Home Office

February 2016

Wiltshire Police and Crime Panel

16 June 2016

Volunteers and Special Constables Task Group:

Update on Special Constables

Purpose

1. To report the findings of the Task Group having reviewed the current position with Special Constables (SCs) in Wiltshire and Swindon.

Background

2. The Task Group's [final report](#) was endorsed by the Panel in June 2014 and made a number of recommendations to the Commissioner about the recruitment and deployment of volunteers and SCs, which featured prominently in the Police and Crime Plan 2013-17.
3. On 23 May 2016 Cllr Richard Britton (Chairman of the Task Group) and Cindy Creasy (Independent Member) met with the following to review the current picture regarding SCs:

Angus Macpherson	Wiltshire Police and Crime Commissioner
Kieran Kilgallen	Chief Executive, Wiltshire OPCC
Simone Matthews	Communications Officer

Paul Mills	Assistant Chief Constable, Wiltshire Police
Phil Staynings	Head of Crime Prevention, Wiltshire Police

4. For context, the task group's original final report made the following key points regarding SCs:
 - The Police and Crime Plan included an objective of recruiting 300 SCs, but it was agreed that this was unlikely to be achieved at the time.
 - The task group was not aware of any recruitment or retention strategy in place for SCs.
 - Without a detailed role description for SCs, the task group could not assess the potential impact of not being able to enlist them in sufficient numbers
 - Arrangements for planning, funding and delivering training for SCs appeared not to be integrated with training arrangements within the regular force.
 - SCs appeared to represent good value for money and could play a valuable role in neighbourhood policing.

- There was a need to clarify what role SCs should play, the numbers to be recruited, how this would be achieved, training arrangements and how SCs' contributions

Evidence

5. A contract is about to be agreed with an external company to deliver a SCs recruitment strategy, based on a model implemented successfully in Northamptonshire. The aim of the contract will be to recruit and train approximately 500 SCs who will be volunteers. The contract will commence in August and run for 18 months. The project board is led by ACC Paul Mills.
6. In terms of SCs' role, the vision remains as stated in the original Police and Crime Plan, with SCs essentially forming part of Neighbourhood Police Teams (NPTs), and then the Community Policing Teams, assigned to an area with a regular sergeant. They will be used primarily in that area, but with some use at largescale events elsewhere. They should feel, and be considered, a part of the Force rather than as an adjunct to it and will be a key component of the community policing model.
7. It is also intended to recognise people's different motivations for becoming an SC and deploy them in their particular areas of interest where possible. The Force will look to focus on trying to ensure retention levels remain high.
8. Initial training will include working alongside Regular force colleagues to give them a good grounding in operational police work, further top-up training provided once they are active. This has helped speed the training up to take only 10 weeks, this having been identified as an issue previously.
9. A priority is to ensure that once recruited the SCs are used, monitored and supported appropriately. They will have the same powers as Regulars, but will only be asked to perform duties that they have been trained for. They will also be given the kit they need to do their job, e.g. radios.
10. Approximately 18 months ago it was difficult to assess the numbers of SCs on active duty and their input, but monitoring arrangements have improved significantly. Currently SCs contribute on average 16 hours of active duty per week. Work is being done to develop more sophisticated ways of measuring their value and effectiveness. Quantitative/qualitative data on the input of SCs will be provided at the quarterly senior command meetings.

Findings

11. The task group supports the commitment to recruiting greater numbers of SCs and the acknowledgement of the challenges raised by the task group in its original report. It would like to raise the following issues for attention in order to support the effective use of SCs in helping to deliver the Police and Crime Plan:

12. Recruiting sufficient numbers of SCs is the first step but retaining them will be equally important if the money and time invested in recruitment is to reap rewards. This has proved challenging in the past and a concerted programme of work, along with dedicated resources, will be needed. Maintaining SCs' motivation will be key and the following are suggested as priorities in achieving this:

- Recruitment being specifically targeted at the delivery of the Force's objectives i.e. individuals are attracted and recruited on the basis of having the right skills and interests. It should not be merely a "numbers game".
- Recruitment being clear about the nature of the SC role and the commitment required.
- Having appropriate training in place to support SCs in fulfilling their role.
- SCs being genuinely integrated within the Force and they are recognised as a valued part of the organisation
- SCs being deployed to duties that suit individuals' strengths and areas of interest wherever possible.
- Implementation of a strong methodology for ensuring the impacts, costs and benefits of SC deployment are measured and can be learned from.

13. With the move to a community policing model, the task group would appreciate clarity on the extent to which SCs will be based in specific localities. Giving SCs dedicated, local patches (as much as possible) may increase their retention in the long term.

Proposal

14. The Panel to note the report.

Cllr Richard Britton, Chairman of the Volunteers and Special Constables Task Group

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COMMISSIONER'S DIARY

POLICE AND CRIME PANEL

16 June 2016

Introduction

I write a weekly blog which provides a brief overview for the public of what I have been up. This is published on my website (www.wiltshire-pcc.gov.uk) and the content of these blogs is copied below for the Panel's information.

JUDGING THE PRIDE OF SWINDON AWARDS AND DANCING AT SARASWATI PUJA

Monday 8 February

I spent the majority of the day in Trowbridge with Inspector James Brain and the staff. This gives me the opportunity to remind myself how policing is delivered at an operational level and a chance to talk to the officers working out in the community.

The day finished with a meeting with my finance officer Clive Barker to look at our financial position as we approach the year end.

Tuesday 9 February

The estate belongs to the Office of the Police and Crime Commissioner (OPCC) but is operationally used by the Chief Constable. We have been working closely with Wiltshire Council and Swindon Borough Council over the past three years to make better use jointly of the estate; this is reflected in Swindon, Bourne Hill (Salisbury) and Monkton Park (Chippenham). However we do need to revisit the strategy to ensure that it has a long term operational base for policing in a regional context.

In the future, it is likely that more complaints about the police will be dealt with through my office rather than the Chief Constable's. In the meantime I had a briefing from Professor Alan Johns my Independent Appeals Adjudicator about current complaints concerning the Constabulary. Wiltshire had perhaps been ahead of the curve in that one of my first appointments as PCC was that of an adjudicator to work both with my office and the Chief Constable's. It gives some degree of independence to the organisation.

In the afternoon, I had a communications briefing before heading back to Swindon to pick up my wife to visit the theatre in Salisbury. Unfortunately there was a road collision between Swindon and Marlborough and we were caught up in the tailback. We sat and watched the time elapsing on the sat nav and missed the curtain up. We were both very disappointed not to be able to attend the play. We ended up having supper together in Marlborough before heading home, avoiding the scene of the earlier accident.

Wednesday 10 February

The morning was taken up with judging for the **Pride of Swindon** awards. These awards is made annually to people nominated by the public of Swindon for their work in making the city a better place to live. I was pleased to be part of the judging panel, which reduced a long list of nominees down to six awards and certificate winners. The winners will be announced at an event at the Swindon **Steam museum** on 17 March.

In the afternoon, I attended the Swindon health and wellbeing advisory board, which is a group of members who ensure that all the reports are available for the main health and wellbeing board later in the month.



During the evening I was due to attend a **Mercers' lecture** at Dauntsey's school. This was to be given by the economist Lord Desai. Unfortunately this lecture had to be postponed.

Thursday 11 February

Today I had important meetings with the **Police Federation** and with officers who have responsibility for stop and search. I know that, like many forces, there is more we can do about our procedure. I am partly concerned about our ability to enable and facilitate ride-alongs, where members of the public are invited to observe stop and search in practice. I know from my own experience of going out with officers that this is not a technique used every day. My concern is that officers may feel pressured to stop and search someone because they have an observer in the car. I'm sure that in other cities and metropolitan areas the frequency of stop and search would warrant this observation technique. I'm very pleased that our stop and search scrutiny panel is up and running and I'm looking forward to meeting the panel members.

In the evening I went to a North Swindon police cadets meeting in Highworth. They have been preparing for a mock trial and this evening the Chief Constable Mike Veale and I saw the outcome of their work. I was very pleased that magistrates had given up their evenings to advise the young people on how a trial in court works and to act as a chairman. All roles, from prosecutor, defence, witnesses, court officials and reporters were undertaken by the young people as they went through a trial of a person accused of stealing a mobile phone. A lot of work had been done by both the students and their mentors in preparing for the evening. In a couple of weeks I will be attending the Wiltshire mock trials in Chippenham.

I think the students, magistrates and other volunteers gained a lot from the evening.

Friday 12 February

A morning with no appointments was spent in the office before visiting Swindon Neighbourhood Policing Team at their HQ in the civic offices. I was pleased to catch up with the local commander, Superintendent Charlie Armstrong, and the team to hear about some of the challenges they have. I pop into the police base on a fairly regular basis as it's always good to have an update.

In the evening I attended a political supper at the Methuen Arms in Corsham.

Sunday 14 February

Today I went to the Saraswati Puja at the Punjabi community centre in Swindon. I joined the celebration at about 5pm but it had been running all afternoon. The members of the community often pray and give thanks to Saraswati, the goddess of knowledge, music, arts, wisdom and *learning*. I joined for the part of the event which involved dance and music performed by members for the community. It's the fourth or fifth time that I have been to this event, which is very colourful and brings together members of the diverse black and minority ethnic communities in Swindon

ARE 'RIDE ALONGS' REALLY THE ANSWER TO GETTING STOP AND SEARCH RIGHT?

Monday 15 February

In the morning I had a briefing in preparation for the Commissioner's Monitoring Board this afternoon. The agenda includes the following topics: estates strategy, strategic alliance with



Avon & Somerset Constabulary, performance review, a review of partnerships with local authorities, budget monitoring, an update on Warminster custody and, finally, consideration of a note from the Home Secretary on the use of stop and search. Quite a wide-ranging agenda, I think you'll agree, and one which took up most of the afternoon.

One highlight was the letter from Theresa May regarding stop and search. Wiltshire Constabulary has been identified as not complying with all best practice criteria. I now need to seek a report from the Chief Constable on his reasons for our non-compliance.

I know that one area of concern is around our lack of volunteers to "ride along" with officers and observe stop and search in practice. I need to understand exactly how this would work in Wiltshire.

I have spent many days with officers over the past years and I don't think they have had cause to use their stop and search powers whilst I have been with them.

Speaking to friends in the black and minority ethnic community, there is concern that so-called "ride alongs" could cause perverse behaviour. I look forward to hearing the chief's response to the Home Secretary's letter. Meanwhile I do know that the stop and searches are being reviewed by an independent scrutiny panel will share the chief's response when I have it.

The only additional scheduled meeting was a communications briefing and then, in the evening, a political meeting in Devizes.

Tuesday 16 February

I was very pleased that the director of South West Forensics, Martin Bradford, spent the morning giving me an update. This is a joint operation between Devon & Cornwall, Dorset, Avon & Somerset and Wiltshire to provide forensic services in the south west. Setting it up has not been without its challenges which I, with my fellow PCCs, follow at regional meetings.

Today is the first opportunity I have had to meet Mr Bradford on a one-to-one basis to find out more about how these challenges are being overcome, with particular reference to the service offered to Wiltshire.

We still have forensic operations based in Wiltshire. But some of the performance information that I had been used to accessing is not so readily available.

I felt that it was a very useful meeting and that Mr Bradford valued the time he had with me to share some of the issues first hand. It also enabled me to take some comfort from his explanation of how he will measure and monitor the performance of the unit. By performance I am not talking about targets, but activity of the unit in our county.

I also had a meeting today to review the use of so-called "out of court disposals" (OOCs). As readers may be aware, we have a team led by the retired high sheriff William Wyldebore-Smith, who look at the quality of our OOCs. We now also have a manager responsible for OOCs and a member of staff in my office who, in addition to looking after restorative justice, has an interest in this area. In summary, the quality of our disposals is very good, but there aren't many of them. It will be disappointing to replace quality with quantity, but I do feel we should be building on the firm foundations we have put in place and doing more.

In the evening I was invited in to BBC Wiltshire to speak about mental health. In particular they wanted to know some further details about a young woman who was held in police custody for some 15 hours.



I take mental health issues very seriously and there is a lead officer working in the Force with responsibility for understanding the Constabulary's contact with people suffering mental health episodes.

Luckily the numbers are reducing and I now have agreement with the health and wellbeing boards in both Wiltshire and Swindon that we will look at individual cases on a regular basis.

This particular young woman had a mental health history and the police were in contact with mental health workers from the very first moment they were tasked. Unfortunately the places of safety in the county were full and, as a result, she was taken in to custody. There were delays both in her being visited in custody by mental health professionals and those professionals having assessed her as being in need and finding her a bed in an appropriate unit. In the end she was taken to a unit in Oxfordshire.

I understand that a new four-bed mental health unit will be opened in the county by this summer which will further reduce the likelihood of custody being used as a place of safety.

We have halved the number of times custody is used as a place of safety in the last year, but we still have some way to go before the practice is fully replaced.

Wednesday 17 February

I spent a very cold morning with a colleague in Amesbury market, meeting the public and listening to their concerns, before returning to the office in the afternoon for a one-to-one meeting with Zoe Durrant, the assistant chief officer.

Thursday 18 February

I was pleased to note that Her Majesty's Inspectorate of Constabulary (HMIC) has praised Wiltshire Police, in a report out today, for "demonstrating a strong commitment to reducing crime and anti-social behaviour, protecting the vulnerable and reducing offending".

The Force has been awarded a 'good' rating for effectiveness by HMIC for the way in which it keeps people safe and reduces crime.

In the report HMIC has acknowledged the consistency of the Force, which also received a good rating in the 2014 HMIC's crime inspection.

I have noted HMIC's findings that some improvements are needed by the Force on how they understand and respond to missing children.

But, overall, I am delighted to have received this encouraging report that, once again, speaks volumes for the leadership of the Force and the officers and staff who work tirelessly for the communities of Wiltshire and Swindon.

Today I had a work placement student join me and, as well as giving her some insight into the role of the PCC, she helped me to write my blog for last week.

Other meetings in the day were on the topics of CCTV provision in the county and the commissioning spend for 2016-17. The office day finished with an interview for Salisbury's Spire FM on the latest IPCC report.

In the evening I was on driving duty for the homeless charity, the Filling Station, feeding some 40 individuals who live on the streets of Swindon.

Friday 19 February

I had an early start to drive across the plain to Salisbury for a meeting with John Glen MP. This is the first of a series of meetings I will be having with all our MPs over the next couple

of weeks at which I am updating them on the governance I exercise and how I assess the constabulary's performance against my Police and Crime Plan.

I give each of the MPs an analysis of crime in their constituency area. I also share with them the independent inspection results from HMIC and my analysis of the challenges around future finances. Readers may be aware that Wiltshire's share of the national policing fund is considered small and I will be seeking the support of our MPs in pressing for a review of the funding formula in time for next year.

This weekend I am attending the South West Conservative conference in Bournemouth. This will be the first opportunity I have to meet those who may be colleagues in the next four years ... that is if I am returned to the post!

A WARM WELCOME FOR THE I.C.E CARD

Monday 22 February

Monday morning started with an update on finances from the Chief Finance Officer. Now that the precept has been set, attention turns to the year-end accounts. As I monitor these every Monday morning I can safely say there are no surprises to report.

With the election coming up there is a certain amount of interest in how PCC offices have been operating over last three years. This morning I had a telephone interview with Deloitte, who were looking to compare and contrast how the PCC offices have been running up and down the country. I hope my input was of some interest to them.

In the afternoon I spent an hour at the Great Western Hospital in Swindon where they checked on the technology that I carry with me (or in me) and as far as I can tell they seem happy that it is all working as it should be.

It was back to Devizes for an audit planning meeting before the committee meet in a couple of weeks' time.

In the evening I gave a short presentation to Conservative councillors at Swindon Borough Council before heading home around 8pm.

Tuesday 23 February

This morning's communications update was followed by a briefing on mental health. Blog readers will be aware that I now report on mental health to health and wellbeing boards in both Wiltshire and Swindon and in particular on incidences where people with mental health issues are held in custody.

There has also, I understand, been a change in the provision of mental health support. This was being done in the Crime and Communications Centre (CCC) at Devizes and secondly by health professionals in a car, who attend incidents in Swindon. I understand a review has been undertaken and, from a date in March, the mental health cover and presence in our CCC will be extended to cover the period 8.30 – midnight seven days a week and the car service withdrawn. The whole experiment is subject to a review by the University of the West of England. I look forward to reading the report in due course. I'm sure the Constabulary will have found it worthwhile, as I am sure will those in mental health services.

In the afternoon my Chief Executive and I attended a meeting with the Clerk to the Justices and the Bench Chairman in Chippenham. I was concerned by some comments made by a chairman of the bench in a Claire's law application. I felt there may be a training need within the bench and indeed I was concerned to ensure that the correct training was being given to

officers of the Constabulary. I'm sure that this can be addressed sensibly and quickly rather than becoming a running sore between the two organisations.

I attended a Mercers' lecture at Dauntsey's school in the evening, which was given by Professor Lord Winston, entitled "Modifying humans: Where does genetics stop?" I had only heard of Lord Winston in reference to the science of fertility but in fact his lecture was, to quote Lorna Frankel, who wrote the review for Dauntsey's school "an experience unlike any other".

Wednesday 24 February

Today we had a Wiltshire Criminal Justice Board away day at Cleeve House in Seend. This is the first time under the chairmanship of Chief Constable Mike Veale that I can remember the board looking at the work undertaken by the various agencies who are members. I think we all came out with a better understanding of the pressures other agencies face, and where we could work together for the better of Force, agencies and victims.

It was a disappointment that a couple of senior members of agencies were unable to attend, as we did feel that their nominees were not empowered to help with such a planning day. However we all came away feeling it to have been a worthwhile use of time and we will build on the ideas shared over the coming year.

In the evening I attended the Melksham Area Board where I spoke about the precept, notwithstanding that it has already been agreed. I was pleased to have the support of the meeting on the raised precept level.

Before Melksham I had a quick trip down to Bristol to the dentist which made for a fairly full day.

Thursday 25 February

Blog readers will be aware that I wear my 'say no to violence' T shirt on the 25th of each month and today was no exception.

My morning began at Dauntsey's School with a governors meeting and was followed in the afternoon by a meeting of the Youth Offending Board in Swindon.

I was disappointed that neither the police nor the magistrates were represented at this meeting as we were discussing the work programme over the next year. There was a certain feeling of déjà vu after yesterday's Criminal Justice Board meeting. There are certain meetings I feel we can miss, but some we really shouldn't.

In the evening I was driving for the Filling Station charity, feeding the homeless on the streets of Swindon

Friday 26 February

Her Majesty's Inspectorate of Constabulary (HMIC) today published its police effectiveness, efficiency and legitimacy (PEEL) inspections in which Wiltshire Police was graded as "good". The annual inspections consider whether forces keep people safe and reduce crime (how effective a force is), whether these activities are being carried out at the most appropriate cost (how efficient a force is), and how forces are ensuring they have the confidence of their communities (the public legitimacy of a force). I am pleased that HMIC has recognised Wiltshire overall as 'good' for the service it is providing to the communities in Wiltshire and Swindon

In the morning I had my quarterly meeting with representatives from Unison. This helps me to understand the issues that are being addressed by both employees and the Force.

In the afternoon I attended the launch of 'In Case of Emergency' (I.C.E) cards at Salisbury city Hall. This is a credit card sized card that allows people to write their name and the name and phone number of the person they would like to be contacted in an emergency. The scheme is designed to help vulnerable people feel safer when they are out and about. I am pleased that I was able to sponsor the I.C.E cards and support the launch of this initiative.



Saturday 27 February

I am in charge of the dogs all weekend as my wife is visiting our daughter in London. I did manage to escape on Saturday morning to attend a political briefing at County Hall

KEEPING WILTSHIRE SAFE WITH WILSAR, SAFE HAVEN AND SWINDON REFUGE

Monday 29 February

Monday 29 February; an extra day. Hooray!

The day began with two briefing sessions. Firstly, for the Commissioners Monitoring Board (CMB) which was held this afternoon, and secondly, in advance of a **Police and Crime Panel** meeting being held on Thursday. These meetings give me an opportunity to go through the agendas, minutes and action points with my office prior to the meeting.

CMB, which wasn't well attended by the Senior Management Team, discusses a number of programmes and projects running across the Force and with partners, along with the day to day performance of the Force. Today's CMB covered the Strategic Alliance with Avon and Somerset; some exceptions on performance which have arisen from a meeting earlier in the month, and in particular, in respect of a backlog within the High-Tech Crime Unit which we have allocated funding to reduce. The Chief Constable gave an update on the Wiltshire Criminal Justice away day held last week and I updated the Force on the Youth Offending Team meeting I attended last week which was not attended by the police.

We also had a presentation on parking enforcement on public roads in Swindon and Wiltshire, and the enforcement of 20mph speed limits. I hope both of the papers presented will be signed as a Memorandum of Understanding between the local authority, the police and my office which clearly explains who is responsible for the enforcement of these regulations. Since parking was decimalised over 20 years ago I really do think it's time local authorities understood the position of the police and their position in law for the policing of parking regulations.

We also discussed IT and estates and were given a briefing by the Director of Intelligence for the Force on the operational model for the county. Finally I took a report on the procurement for a service to attract and recruit specials in the county.

Tuesday 1 March

It was a cold start to the day in Salisbury where I was at the market. Unfortunately it was poorly attended and indeed it was one of those days I felt sorry for those making a living by trading. I did still have some interesting conversations with local residents.

In the afternoon I had a meeting to discuss diversity benchmarking. This was followed by the usual communications briefing for the week.

Wednesday 2 March

Today I visited Safe Haven in Salisbury at the **SP2 Community Centre**. Although we have not been involved in funding the SP2 Community Centre I was impressed that St Paul's Church had capitalised on a former liability and working with a housing provider had created an excellent community space, in which Safe Haven (a recipient of a PCC grant) operate. I was really pleased that I could pop into Safe Haven; they run a weekly drop in session for people whose lives have been impacted by violence or abuse and offer important long term support to help people get their lives back on track.



In the afternoon I had a briefing in relation to the South West Police collaboration ahead of a programme board meeting later in the month.

I attended an evening meeting in Grittleton where I gave the precept presentation to the Rural Parish forum. This is a subset of the Chippenham Area Board, so in the first instance I was feeling that they should have already heard the presentation at the Chippenham Area Board. However, the area covered by this board is so large and diverse due to being split by the M4 motorway, it was well worth hearing the views of this subgroup and giving the presentation.

This is something I hope the Force will take on board; attendance at area boards is good but this may not be the only or best way to get the message across.

Thursday 3 March

After a blood test in Wroughton I attended the Police and Crime Panel meeting held at the Corn Exchange in Devizes. There was a certain end-of-term atmosphere at the meeting, but I think we met the challenges of the committee in the review of our performance (and that of the Constabulary) over the last year.

Friday 4 March

After a late start to the day I visited Andrew Morrison, the MP for Trowbridge, and gave him a briefing on the performance of the Constabulary and a brief analysis of crime in the Trowbridge area.

In the afternoon I was due to visit the MP for Swindon South to do likewise but in the end he invited me to meet Nicki Morgan the Minister for Women and Equalities at the Swindon Refuge. We have put some money to ensure those attending hospital (and some doctor's surgeries), who have suffered domestic abuse have access to an Independent Domestic Violence Advisor (IDVA). It was very useful to meet with the Minister and share what we were doing in Swindon and across the county.



In the evening I attended two Conservative AGMs, the first in Swindon and the second at the Manor House in Castle Combe.

Saturday 5 March

The High Sheriff Lady Gooch and I hosted a speaking event at County Hall in Trowbridge at which Ahtsham Ali, the Muslim advisor to the Ministry of Justice, spoke to some 120 guests from the Wiltshire community. Both Lady Gooch and I had heard Mr Ali speak at Erlestoke Prison and were keen that his words should be heard by a wider audience in Wiltshire.

His speech entitled 'Analysing the roots of religious extremism' was extremely interesting and balanced. I was pleased to have had the opportunity to share the knowledge I received from listening to him at Erlestoke with a wider audience.

Whilst at County Hall the High Sheriff made an award to Nazma Ramruttun for her services to the community of Swindon and in respect of her work to integrate and represent hard to reach groups, including women members of the BME community, and appropriate to the topic of the day those of the Islamic faith.

On the way back home from Trowbridge I called in to a training session being given in Devizes for volunteers of **Victim Support**. This gave me an opportunity to thank both the charity and the volunteers for all they do to support victims of crime in the county.

In the evening my wife and I attended a service at Salisbury Cathedral to celebrate 25 years of the **Wiltshire Air Ambulance**. Of course the Air Ambulance is completely separate from the police but for the bulk of the 25 years the police and medics shared the same piece of kit. The arrangement came to a natural end when the National Police Air Service (NPAS) was formed. The charity has raised an amazing amount of money which has enabled them to purchase their own aircraft.

Sunday 6 March

Wiltshire Search and Rescue (WILSAR) ran exercise Ironman at Lydiard Park in Swindon to simulate a search for a high risk missing person. I was pleased to join them at the start the day as it became apparent in the search scenario that they would need to search the lake at Lydiard and more search volunteers would be required. The car park was quickly filled with police, WILSAR, Ambulance Service, Fire and Rescue and the Community resilience team from Swindon Borough Council.

WILSAR representatives came from all over the county to help in the search, and it was good to welcome members of the Dorset Search and Rescue teams who had come along to observe the activity. It was impressive that such a large contingent of volunteers could be directed so quickly.

Thank goodness it was only an exercise but it was interesting to watch and heartening to know that Wiltshire has such resilience.



CELEBRATING WOMEN'S CONTRIBUTION TO POLICING AND THE RULE OF LAW

Monday 7 March

The diary for today is quiet, which is a big relief as I was working last weekend and next. However it didn't stop two of the usual weekly briefings.

The first was with the crime prevention lead for the Force, who has a wide portfolio including relationships with [The Wiltshire Bobby Van Trust](#) and [Community Speed Watch](#) as well as directing the crime prevention initiatives within neighbourhood teams. We discussed the training of PCSOs and of specials, who also form part of the prevention strategy. Over the coming months, I will be working with colleagues from Dorset and Wiltshire Fire and Rescue Service over their proposal for a new safety centre in the north of the county, an initiative that the Office of the Police and Crime Commissioner (OPCC) supports.

Later in the day I had an update from the finance team. I am glad to report that they had no surprises for me as we move to the close of the year.

This was a quiet day to catch up on reading and post in the office.

Tuesday 8 March

Today is **International Women's Day** and I would like to take the time to recognise the women working in Wiltshire Police across all ranks and roles. It was interesting to see that, in the last police officer intake, we welcomed into the Force in November, ten of the 14 new officers are women.

In the afternoon I travelled to Warminster to meet the sector sergeant who, with me, is attending a meeting of the Tisbury Community Safety Partnership later today.

I left those at the meeting in Tisbury reassured that the Chief Constable and I are both committed to local policing.

Wednesday 9 March

This morning I set up with a colleague the PCC tent at Marlborough market. I think we are getting near the end of our market visits and it seems that the usual market stall holders were taking an early break. That said we did see a number of people out on such a cold and bleak day.



In the afternoon I attended a meeting of the Wiltshire and Swindon Health and Wellbeing Board at which we discussed the **Joint Strategic Needs Assessment**. Of particular interest to me was the Swindon and Wiltshire strategy to reduce domestic abuse. It is particularly pleasing that the community safety partnerships of both authorities have come together to tackle domestic abuse across five priorities: victims, survivors, children and young people, perpetrators of domestic abuse and continuous employment.

I am very pleased that my office is able to make a contribution to this important work. We have commissioned Independent Domestic Violence Advisors (IDVAs) at both Great Western Hospital and doctors surgeries, as well as working with Avon and Somerset colleagues around the domestic abuse agenda.

In the evening I went to Dauntsey's School to watch a performance by the juniors of Alice in Wonderland. This was a pleasant break from the usual engagements for a PCC.

Thursday 10 March

At least the weather is better today as I am spending the morning at Devizes market. Devizes, as many of you will know, is the busiest of the markets in the county and we had many more visitors than yesterday. I had my photo taken by Geoff Hawkins who publishes on his website a photo of somebody he encounters every day of the year. Today he chose me to represent **10 March 2016**. Click on galleries and follow the link to 366 strangers. A fascinating project.

Back at the office I met representatives from Wiltshire Community Safety Partnership regarding safety on the roads. We discussed how my office can help to get messages about road safety out into the community.

Later that evening I was pleased to be invited to attend the Force awards ceremony at Cumberwell Golf Club near Bradford on Avon.

A number of awards were given out including long service and good conduct awards to Police Constable (PC) Graham Briant, Inspector Roger Bull and PC Nigel Smith.

It is always a pleasure and privilege to hear of the good service that staff and officers give to the community and to recognise volunteers and members of the public who have helped the Constabulary at various incidents.

Friday 11 March

After having my back stretched by the chiropractor I had a phone conversation with Claire Perry, MP for Devizes, on the state of policing in Wiltshire, particularly with reference to crime in her constituency. These briefings seem to be a theme for today. At lunchtime I met Robert Buckland MP for South Swindon. In the evening I met Michelle Donelan, MP for Chippenham.

At each of these meetings I gave a report covering the governance structures of Wiltshire Police.

I explained how I assess the Constabulary's performance, provided a briefing on crime in their constituency area, the results of HMIC inspections and the consultation and engagement that my office and the Constabulary have undertaken during the year. The briefings finished with a financial overview.

Blog readers will not be surprised to know that the message I wanted all MPs in our county to understand is that central funding does not do Wiltshire any favours. Indeed I'm using some £300,000 worth of reserves in the coming year to mitigate the unfair funding that Wiltshire receives. More about that in the new financial year.

In the afternoon I attended a meeting of the Wiltshire Public Services Board at which presentations on the counter terrorism Prevent strategy were given to partners by the Force and representatives of the council. Other business discussed was the Wiltshire housing strategy and an update on the merger of Dorset and Wiltshire's Fire and Rescue services. I think public service boards provide a good opportunity for the Chief Constable and I to share our message with other agencies and partners and learn what they are doing which we can build on together.

I stayed in Chippenham for a political meeting in the evening.

Saturday 12 March

As a governor I attended the Dauntsey's commemoration service which was held at the school, celebrating 474 years of its foundation by William Dauntsey in West Lavington.

Sunday 13 March

My wife and I joined the Chief Constable, my Chief Executive and their wives at the Rule of Law service held at Salisbury cathedral. This is a celebration of law in the county and it also marks the end of Lady Gooch's year as High Sheriff. I have been particularly pleased to have Lady Gooch's enthusiasm for the Volunteer Police Cadets harnessed by the Force and was pleased that one of our Swindon cadets, Ollie, was given a part to play by her in the service.



A BUSY TIME AS THE ELECTION LOOMS

Monday 14 March

A morning in the office, the bulk of which was taken up with preparation for the Commissioner's Monitoring Board which was held in the afternoon. The agenda included our regional work, both across the South West and, more particularly, with **Avon and Somerset Constabulary**. I also had reports on the capital plan update, which deals with proposed spending on such things as buildings, vehicles and IT. The plan runs through to 2018-19 and identifies where spending is planned over that period. This plan enabled my office to confirm two new contracts, but it is fundamentally a planning document. We have also been out to tender for new insurance providers to take up cover from 1 April. This arrangement has been made with Avon and Somerset and Gloucestershire Police as part of the Tri-force working relationship and is for a period that will allow arrangements to be looked at on a full regional basis in three or four years' time. The arrangement gave initial savings to Wiltshire which are partly offset by an increase in the national insurance premium tax.

We also discussed the West Coast Forensic Procurement Consortium and options available to us as it enters its final year. This consortium looked at the costs of forensic service providers to the region's police forces. The plan is now to look at the potential to work with other regions to get even better prices for forensic services.

The board also had reports on the planned appointment of Assistant Chief Constables and an update on the Warminster custody project.

Tuesday 15 March

Only one entry in the diary for today, so an opportunity to spend some time clearing the desk. In the afternoon I attended a meeting of the restorative justice scrutiny panel. This panel, chaired by William Wyldebore-Smith, a former High Sheriff, looks in detail at the outcome of cases where restorative justice has been applied. The meeting examined 14 cases, involving both youths and adults. The role of the panel is to ensure that the quality of resolutions is maintained and that the process is used in appropriate circumstances. The annual report of the panel will be uploaded to my website.

Wednesday 16 March

As blog readers will be aware, an essential part of a PCC's job is to hold the chief constable to account for the service the constabulary provides to the public of Wiltshire and Swindon.

Mike Veale was appointed Chief Constable in June 2015 and, as we complete one financial year and plan for the year ahead, I spent the morning with the Chief carrying out his personal development review. With the election imminent, it would not be appropriate for me to set objectives for Mr Veale, but it did give us the opportunity to review his first nine months in the post.

In the afternoon I watched an exercise being carried out in the Crime and Communications Centre at HQ. The scenario was around a gunman in a local supermarket. I have to say that it was easy to forget that this was an exercise and we should certainly thank those members of the public who gave up their afternoon to phone in to the control centre. They worked to a script, but the acting skills were impressive. The exercise was very well planned and the initial feedback from those who took part was positive. Evaluation will now take place.

Thursday 17 March

In the morning I attended a governors' meeting at Dauntsey's before heading off to **STEAM, Museum of the Great Western Railway** in Swindon. This was for the Pride of Swindon presentations. I was among the panel of judges who considered the nominations. I was pleased that Big Breakfast Plus, a charity for which I was a trustee, was not only given a Pride of Swindon award, but also received a cheque for £1,000, voted for by those at the awards ceremony. Among the other award winners were several that my office has supported over the past years, notably Sue Lee, the sex work outreach worker from the ISIS Women's Centre, the BIOS youth club project and the Youth Offending Team volunteers. A great event for recognising the efforts of volunteers to make life in Swindon better.

In the evening I drove the van for the Filling Station soup run for the homeless.

Friday 18 March

Today is **Child Sexual Exploitation awareness day**. I was very pleased to be joining people in Wiltshire and across the country to raise awareness of the need to keep our children safe. We have done quite a bit in Wiltshire and Swindon with partners, but I don't think we can ever be complacent.



This morning we had a strategic alliance board meeting at Portishead. This was the first opportunity that I have had to meet the new Chief Constable of Avon and Somerset, Andy Marsh. He shared with the meeting the Avon and Somerset collaboration strategy statement which reflected the agreement that the two offices of the Police and Crime Commissioner (OPCCs) had made some months ago. Of particular interest to me was that local policing stays beyond the scope of the collaboration programme, but we recognise that services do need to be aligned wherever possible. Now that Mr Marsh is in post, I think the collaboration can move forward, but I have to recognise the limitations that might be caused by the PCC election.

I returned to Swindon in the afternoon to visit the Youth for Christ project in Stratton where I have funded the installation of a bench in the sports area which young people can use. This was funded from the Police Property Act proceeds which I am required to distribute to local charities. Bids are administered on my behalf by the Community Foundation.



In the evening I attended political meetings in both Salisbury and Warminster.

Saturday 19 March

I had a ticket to watch Wales v Italy in the rugby union Six Nations championship. However, I decided that I should instead attend the mock trials competition run by the Magistrates Association in Chippenham court house. Seven schools took part, each prosecuting and then defending a case of shoplifting. The school that won last year's Wiltshire round went on to win the national competition. I hope that this year's winners, St Laurence School, Bradford on Avon, will enjoy similar success.



VICTORS: St Laurence School team with Lady Gooch, former High Sheriff, Martin Cook of the Magistrates Association and Mrs Brewer, widow of David Brewer, in whose memory the Wiltshire shield is named. Mr Brewer was clerk to the magistrates in Swindon for many years

CLEARING THE DECKS AHEAD OF THE ELECTION CAMPAIGN

Monday 21 March

A meeting of the independent audit committee at which the major topic of conversation was the audit plans, both internal and external, for the coming financial year. This is a joint committee that oversees both the Office of the Police and Crime Commissioner and the constabulary. All the work is looked at jointly which gives us economies of scale. As well as the audit plans, we shared with the committee the police effectiveness, efficiency and

legitimacy (PEEL) reports on Wiltshire Police produced by Her Majesty's Inspectorate of Constabulary.

In the afternoon I had a briefing for a meeting tomorrow on hate crime and further briefings on finance and HR matters from Force leads.

Tuesday 22 March

My agent for the PCC elections called and I also had a meeting this morning with Ben Holloway, the newly-appointed Communications and Digital Channels Manager. He has some interesting ideas about developing the Wiltshire Police website and the Community Messaging process.

In the afternoon I chaired the multi-agency **Hate Crime Board**. This is a new body looking at the various strands of hate crime. It was pleasing that a wide range of representatives from across the strands of diversity attended and I think that we can build on what has been a constructive first meeting.

Wednesday 23 March

Today I am in Bridgwater in Somerset for the South West Police Collaboration Board. Bearing in mind that we are so close to the PCC elections, it was a very constructive meeting. We were able to agree a schedule of continuing work and, more interestingly, delay rather than terminate workstreams that not all PCCs or constabularies were happy to sign up to at this time.

Thursday 24 March

After a morning in the office, we all went to a local pub for lunch to say farewell to Katie Broomfield who is leaving us today. She certainly goes with our best wishes for the future.

In the afternoon I had a meeting at Swindon Borough Council with the two leaders of Swindon and Wiltshire. We all agreed with each other which isn't always the case.

My final briefing for MPs happened today as I visited James Gray, MP for North Wiltshire. He had no issues with the performance of Wiltshire Constabulary and it was interesting to discuss the challenges offered by working with the newly-amalgamated Dorset and Wiltshire Fire and Rescue Service.

In the evening I attended a meeting of the **volunteer police cadets** at Lydiard Park Academy in Swindon. They did tremendously well at the sleep-out held at police HQ back in December and we were pleased to hand over a cheque to Threshold Housing Link for £3,841. A good effort by our cadets.



Tomorrow is Good Friday and the start of the four-day Easter break. When we return to the office on Tuesday, the pre-election purdah will be upon us.

REFLECTIONS ON THE ELECTION CAMPAIGN

Week ending 13 May

I must apologise to readers for the absence of any blogs during the so-called purdah period in the run-up to last Thursday's PCC elections. Legal constraints meant that such material could not be published on official websites.

With the election over I thought I'd write a short piece for the record about the campaign.

In some respects, my campaign mirrored the activity I have been undertaking since 2012 as your PCC namely, consulting the public. I did this by attending markets up and down the county. We also set up and ran a website, and I will be raising many of the comments and questions raised with the chief constable in the coming weeks.

The election process, with a first and second preference, was confusing for some electors, and I think this was reflected in the large number of spoiled papers.

That is not to deny that some papers were spoiled as a protest. Many were concerned that they did not know the candidates.

I know that my campaign was widely publicised by volunteers, but there was no public funding for candidates, and such information that did exist was publicised by the website choosemypcc.com. After that it was up to candidates to do their own publicity.

The turnout was higher than the first time the elections were held, perhaps because they were held in May this time rather than in cold and wet November, and perhaps because, in Swindon, there were other elections at the same time.

In four years' time the PCC election will coincide with the general election, all things being equal, which will have a major effect on turnout and on the voting decisions taken by individuals at the ballot box.

The election count at the Oasis Leisure Centre in Swindon ended with the result being announced at around 5.30am on Friday. Having said a few words for radio and TV I headed to bed for the morning.

On Saturday morning I was invited to do a Desert Island Discs type show on Flame FM in Swindon. Sunday was a family day, rare at the best of times.

So back to work today (Monday 9 May). I'm pleased that we will be working with the same commissioners in the South West region, with the exception of Devon and Cornwall which has a new PCC.

Policing is challenging, but with the support of partners, and with some changes in legislation from central government to give better governance to regional collaboration, I believe that Wiltshire Police is in a good position to build on what has been achieved in the last four years and to be a better and more efficient force, whilst maintaining the fundamental principle of British policing, in the future.

CUSTODY IS NOT THE RIGHT PLACE FOR SOMEONE IN A FRAGILE MENTAL STATE

On Tuesday I spent some time visiting the custody unit in Melksham. I feel it is important for me to visit different police stations, see how the operational side of policing is working and meet staff.

On this occasion my visit was prompted by a report I received from one of our Independent Custody Visitors (ICVs).

Part of my role as commissioner is to ensure that Wiltshire Police is transparent and accountable through me to the public. We are in the process of establishing a number of independent panels to scrutinise the work of Wiltshire Police and help us to implement good practice. One of these is the Independent Custody Visitor Panel.

ICVs are members of the community, who volunteer with the Office of the Police and Crime Commissioner and, once trained, visit custody units unannounced to check on the welfare and conditions of people who are detained.

Last week one of our ICVs highlighted to me a visit she had just made to Melksham. I am pleased to say the ICV was not concerned about the treatment by Wiltshire Police of the detainee. She was questioning if custody was the right place for this particular detainee.

The female was being held in custody because, following her arrest, it had become apparent to officers that she was unwell. She was having a mental health crisis and needed medical care and support.

When someone is detained by the police and identified as being unwell, officers can no longer continue with their investigation until the person is well enough for them to do so.

The priority for custody staff is to get that person the medical help they need.

So I was concerned to hear that the female detainee had been kept in a police cell overnight and in to the next day because no hospital beds were available.

I decided to visit Melksham Custody to see if I could understand what it might be like to be in that person's situation.

Although it is clean, light and airy, it is not a pleasant place to be (and that is no reflection on the dedicated custody staff), but then no custody unit is.

Taking off my shoes and socks, jacket, tie and braces I sat on the bed in a cell trying to imagine what it must be like to be there for up to 24 hours, like some of the detainees who have recently spent time there under the Mental Health Act.

Imagine sitting in a cell with nothing to do and in a fragile mental state. It must be quite a lonely place to be. Particularly when the only reason you are there is because you are mentally ill.

It is certainly not the right place for someone in need of treatment.



Regular updates from the Force Mental Health Liaison Officer tell me these are not isolated cases both locally and nationally. I sit on the Wiltshire and Swindon Health and Wellbeing boards and regularly raise this issue. Together with partners we are working to find a solution. This cannot come soon enough.

As mental health week draws to a close I can assure readers that I will be continuing to press the case for improved NHS services, so those suffering a mental health crisis in Wiltshire have access to a hospital bed as soon as they need it.



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Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
16 th June 2016	Corn Exchange, Devizes	<ul style="list-style-type: none"> • Election of PCP Chair and Vice-Chair • PCC Annual Report • Quarterly data (Q4)– Risk / Performance / Finance / Complaints – include information on drugs • Update on stop and search progress • Police Reform Bill – key points and potential impacts • Strategic alliance with Avon & Somerset • Task group updates • PCC Diary report
1 st September 2016	City Hall, Salisbury	<ul style="list-style-type: none"> • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task group updates • PCC Diary report
30 th November 2016	Civic Centre, Swindon	<ul style="list-style-type: none"> • Quarterly data (Q2)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task group updates • PCC Diary report

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