

# AGENDA

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**Meeting:** WILTSHIRE POLICE AND CRIME PANEL  
**Place:** Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU  
**Date:** Thursday 2 March 2017  
**Time:** 10.00 am

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

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## **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 Trevor Carbin, Wiltshire Council  
Cllr Chris Caswill, 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

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## **Substitutes:**

Cllr Charles Howard, Wiltshire Council  
Cllr Maureen Penny, Swindon Borough Council  
Cllr Nick Fogg MBE, Wiltshire Council  
Cllr Sue Evans, Wiltshire Council  
Cllr Chuck Berry, Wiltshire Council  
Cllr Linda Packard, Wiltshire Council

Cllr Glenis Ansell, Wiltshire Council  
Cllr Ian Thorn, Wiltshire Council  
Cllr Anthony Trotman, Wiltshire Council  
Cllr Brian Dalton, Wiltshire Council  
Cllr Ernie Clark, Wiltshire Council

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# AGENDA

## Part I

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

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 7 - 18*)

To confirm the minutes of the meetings held on Thursday 1 December 2016 and Wednesday 11 January 2017.

3 **Declarations of interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

### Statements

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

### Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 24 February 2017. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

To receive quarterly performance data from the OPCC as follows:

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

7 **Police and Crime Plan**

To receive an update.

8 **Review of Community Policing**

To receive an update.

9 **Service Commissioning - 2017/18**

To receive an update.

10 **Member Questions** (*Pages 19 - 20*)

PCP members questions raised since the last meeting.

11 **Commissioner's Blog**

Angus Macpherson to present the Commissioner's blog.

12 **Forward Work Plan** (*Pages 21 - 22*)

To note the forward work plan.

13 **Future meeting dates**

To note the future meeting dates below:

- **Thursday 29 June 2017 – Corn Exchange, Devizes**
- **Thursday 7 September 2017 – County Hall, Trowbridge**
- **Wednesday 7 December 2017 – Swindon Borough Council Offices**

## **Part II**

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

**None**

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## WILTSHIRE POLICE AND CRIME PANEL

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 1 DECEMBER 2016 AT SWINDON BOROUGH COUNCIL OFFICES, EUCLID ST, SWINDON SN1 2JH.**

#### **Present:**

Cllr Junab Ali, Cllr Abdul Amin, Alan Bishop, Cllr Richard Britton (Chairman),  
Cllr Trevor Carbin, Cllr Chris Caswill, Cindy Creasy, Chris Henwood, Cllr Peter Hutton,  
Cllr Gordon King, Cllr John Smale and Cllr Sydney-Smith

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Ryan Hartley – OPCC  
Carolyn Filmore – OPCC  
Naji Dawish – OPCC

Emily Higson – Wiltshire Council  
Kevin Fielding – Wiltshire Council

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#### **1 Apologies for Absence**

Apologies were received from Cllr Julian Johnson. (Cllr Tony Trotman sub).

#### **2 Minutes and matters arising**

##### **Decision:**

- **The minutes of the meeting held on Thursday 1 September 2016 were agreed as a correct record and signed by the Chairman.**

#### **3 Declarations of interest**

There were no declarations of interest.

#### **4 Chairman's Announcements**

- The Chairman advised that in order to try and keep business manageable at future meetings panel members were encouraged to forward written questions to Emily Higson, who would then liaise with the OPPC for responses.

## 5 Public Participation

There was none.

## 6 Quarterly data (Q2)- Performance / Risk / Finance / Complaints

The Commissioner outlined a report setting out his quarterly performance data – Quarter Two 2016-17 (1 July to 30 September 2016).

Points made included:

- There were 10,640 crimes recorded during quarter two.
- In the 12 months to September 2016, 39,158 crimes were recorded. This represented an increase of 12 per cent on the previous 12 months.
- Wiltshire's position was not statistically an exception with the crime rate per 1,000 population and also percentage increase both being in line with national average.
- Nationally, there continued to be an increase in recorded crime, with the latest Crime Survey of England and Wales (CSEW)<sup>1</sup> citing a seven per cent increase in police recorded crime in the 12 months to June 2016.
- Cllr Ali advised that he been made aware of incidents of break ins and burglaries of domestic premises in the Turkish community living in West Swindon. The Turkish residents felt that the Police were not taking these incidents seriously. *The Commissioner advised that he would follow this matter up.*

Deep Dive – Raising Awareness of Significant Topics

The report was noted.

Risk Register – Quarter Two 2016-17 (1 July to 30 September 2016).

After discussion the report was noted.



The Chairman thanked the Commissioner for his report.

## **7 Recruitment of Special Constables - update**

Kieran Kilgallen presented a written report which provided a brief update on progress to date with the recruitment of Special Constables.

Points made included:

- The recruitment website [www.wiltshirepolicespecials.co.uk](http://www.wiltshirepolicespecials.co.uk) is live and was providing the link between the marketing strategy and the on-line selection process.
- The phase 1 training website was also live and being used by cohort 1 of the new Special Constables intake.
- The project team had facilitated two Experience Days (ED's) which included the job-related fitness test, a literacy test, a group exercise, DNA testing and the medical. Overall the feedback, internal and from candidates, had been very positive with a few tweaks being made.
- The ED's had delivered the following: 61 successful candidates of which 44 are male and 17 female. The total includes 7 BME candidates which represents 11.48% of the total; the project aim is 5% BME candidates.
- The first cohort had completed the induction day and commenced training. The cohort 2 induction event took place in October.
- The project had so far secured over 200 expressions of interest (EOI) to become Special Constables.

The Chairman thanked Kieran Kilgallen for his update.

## **8 Wiltshire Criminal Justice Board**

Kieran Kilgallen presented a written report on progress at the WCJB in reducing the incidence of cracked and defective trials and enhancing the victim and witness experience.

The Chairman had asked that, as the Chief Constable now chaired the Wiltshire Criminal Justice Board, had there been any progress with reducing the number of cracked and defective trials at both Magistrates and High Court. This information had previously been received by the Panel in the context of the routine performance report. The Chairman asked for a report showing cracked and defective trials monthly for the past two years.

The matter had been raised through the WCJB on several occasions with the Head of Crime from the South West, Enzo Riglia. Losing the key members of staff meant

that they could not replicate the data with the same level of context. Mr Riglia had said that he was liaising with the National Courts Team to try and obtain a monthly report for Wiltshire. His response was currently awaited.

The Chairman thanked Kieran Kilgallen for his update and once again highlighted the uncertain future of the Chippenham Magistrates Court and the pressing need to redevelop the Swindon Magistrates Court.

## 9 **Tri-Force collaboration programme**

Kieran Kilgallen gave a brief verbal update.

Points made included:

- That the group had recently met.
- That Avon and Somerset Police had withdrawn from the programme, Wiltshire would continue to work with Gloucestershire.
- That the programme had now been put on hold for six months.
- That Gloucestershire and Wiltshire forces would now look at developing a joint cloud based IT system.

It was agreed that a further update would given at the January 2017 meeting.

The Chairman thanked Kieran Kilgallen for his update.

## 10 **Task group updates**

There was nothing to update.

## 11 **Commissioner's Blog**

The Commissioner's Blog was noted.

## 12 **Forward Work Plan**

The Forward Work Plan was noted.

## 13 **Future meeting dates**

Future meeting dates were noted as:

- Wednesday 11 January 2017 – County Hall, Trowbridge – 10am-2pm
- Thursday 2 February 2017 – Monkton Park Offices, Chippenham - 10am-2pm
- Thursday 2 March 2017 – City Hall, Salisbury- 10am-2pm
- Thursday 29 June 2017 – Corn Exchange, Devizes - 10am-2pm
- Thursday 7 September 2017 – County Hall, Trowbridge - 10am-2pm
- Wednesday 7 December 2017 – Swindon Borough Council Offices - 10am-2pm

(Duration of meeting: 10.00 am - 12.40 pm)

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

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

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## **WILTSHIRE POLICE AND CRIME PANEL**

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 11 JANUARY 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

#### **Present:**

Cllr Richard Britton (Chairman), Chris Henwood, Cllr Gordon King, Sydney-Smith, Cllr Abdul Amin, Cllr Peter Hutton, Cllr Tony Trotman (Substitute), Cllr Chris Caswill, Cllr Junab Ali (Vice Chairman), Cindy Creasy, Cllr Chuck Berry (Substitute) and Cllr Trevor Carbin

#### **Also Present:**

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

Emily Higson – Wiltshire Council  
Kevin Fielding – Wiltshire Council

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#### **1 Apologies for Absence**

Apologies were received from Cllr Alan Bishop – Swindon Borough Council, Cllr John Smale – Wiltshire Council and Cllr Julian Johnson – Wiltshire Council.

#### **2 Declarations of interest**

There were no declarations of interest.

#### **3 Chairman's Announcements**

The Chairman welcomed Cllr Tony Trotman – Wiltshire Council and Cllr Chuck Berry – Wiltshire Council to the meeting as substitutes for Cllrs Julian Johnson and John Smale.

The Chairman reminded the members of the PCP workshop, to be held on Thursday 23 February at the Wiltshire History Centre, Chippenham.

#### 4 **Public Participation**

There was no public participation.

#### 5 **HMIC Value for Money Profiles**

Clive Barker – OPPC gave a short presentation that outlined the Police and Crime plan and the proposal from the Commissioner to increase the precept.

Points made included:

How was the Profile compiled

- Produced by HMIC annually.
- Finances are based on 2016-17 budget.
- HR data is a mix of 2016-17 budget and ADR returns.
- Allows Wiltshire Police to compare against national average & MSG.
- Our Most Similar Group (MSG) of Forces are D&C, Warwickshire, Suffolk, North Wales, West Mercia, Norfolk and Cheshire.

The Police part of the council tax

- Wiltshire Police are the 17<sup>th</sup> lowest out of 37 English forces.
- The highest is £220.19, the lowest £93.33.
- The average is £174.
- So Wiltshire at £167.10 is below the average.

What does this mean for Policing

- If Wiltshire Police want to spend more in one area, then another area would fall even further below the similar force average.
- The Threat, Harm, Risk approach was even more important as Wiltshire Police can't deliver everything we want – difficult decisions had to be made by the PCC (in allocating funds).
- Vulnerable people and safeguarding children in areas of cyber crime had to be weighed up against the more traditional policing the beat approach (a communication challenge).

The Chairman thanked Clive Barker for his presentation.

#### 6 **PCC Budget 2017/18 and MTFs**

Clive Barker gave a short presentation that outlined the PCC's Draft Budget Settlement for 2017/18, including the Medium Term Financial Strategy.

Points made included:

- In October 2016 the initial Medium Term Financial Strategy (MTFS) was produced and reviewed at the monitoring board. The MTFS looked at the estimated financial position of the PCC over the next 4 years and the impact this had on the PCC's ability to commission services.

The following Police relevant information was announced in the December settlement;

- A £0.812m cash reduction in Police Revenue funding for 2017-18, a 1.4% cut in funding for Wiltshire.
- An increase in top slicing of Policing Funding in 2017-18 from £571m to £812m (mainly for Police Technology Programmes and Transformation Fund).
- The setting of the council tax referendum threshold level at 2%.
- The announcement that PCC's with funds in the lowest quartile nationally can increase the council tax up to maximum of £5 per band D property without triggering the requirement for a referendum (Wiltshire are not in the lowest quartile).

Council Tax Options

- Option A – To increase council tax by 1.9%.
- Option B – To maintain council tax at the 2016-17 level.

Reserves

- The reserves held by the PCC had been reviewed. The value of the general reserve had been considered and the Commissioner advised that £2.6m (2.5% of the revenue budget) was acceptable. A complete review of reserves had taken place, some reserves had been removed or reduced to free up funds. With these plans it was estimated that revenue reserves would be £4.9m by 31 March 2018.

Conclusion

- That a £3.17 Band D increase per household per year is appropriate, with the Commissioner now consulting the public on this.

The Chairman thanked Clive Barker for his presentation.

## 7 **Police and Crime Plan**

The Commissioner outlined the refreshed Police and Crime Plan 2017-20 for Panel comments.

The plan was contained in the agenda pack.

Points raised by the PCP included:

- Not enough detail on the role of the Commissioner.
- The diagram, (Typical daily demand in Wiltshire Police) could be clearer.
- More publicity re community policing would be welcomed.
- That the plan conveys only positives, and no negatives.
- More publicity of community policing and pubwatch etc.

The Chairman thanked the Commissioner for his presentation.

## 8 **Tri-Force collaboration programme**

Kieran Kilgallen gave a brief verbal update.

Points made included:

- That Avon and Somerset Police had withdrawn from the programme, Wiltshire would continue to work with Gloucestershire.
- That Wiltshire would still gain some benefits from the funds that had been invested in the programme.
- That Gloucestershire and Wiltshire forces would now look at developing a joint cloud based IT system.

The Chairman thanked Kieran Kilgallen for his update.

## 9 **Member Questions**



Question raised by Cllr Richard Britton, (report contained in the agenda pack) were noted.

**10 Task group updates**

The Chairman requested that the OPPC would provide the PCP with more information on the Review of Community Policing.

**11 Forward Work Plan**

The Forward Work Plan was noted with the following additions:

March meeting – add Community Policing Review and remove Tri-Force Collaboration Program from the FWP.

**12 Future meeting dates**

Future meeting dates were noted as:

- Thursday 2 February 2017 – Monkton Park Offices, Chippenham - 10am-2pm
- Thursday 2 March 2017 – City Hall, Salisbury- 10am-2pm
- Thursday 29 June 2017 – Corn Exchange, Devizes - 10am-2pm
- Thursday 7 September 2017 – County Hall, Trowbridge - 10am-2pm
- Wednesday 7 December 2017 – Swindon Borough Council Offices - 10am-2pm

(Duration of meeting: 10.00 am - 1.00 pm)

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

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

**Performance Report  
Quarter Three 2016-17  
(1 April to 31 December 2016)**

**For Police and Crime Panel meeting  
2 March 2017**



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## Introduction by Commissioner Angus Macpherson

Welcome to the third edition of my performance report, assessing progress made to deliver the priorities set out in my Police and Crime Plan 2015-2017. This performance report reflects my Police and Crime Plan and the performance culture within Wiltshire Police.

My role as the Police and Crime Commissioner (PCC) is to secure an efficient and effective policing service for Wiltshire and Swindon. I am required to review the performance of Wiltshire Police and the other services which I commission.

My key priorities are to:

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

This report reflects my desire to focus on the quality of services delivered rather than a series of arbitrary targets that can lead to negative behaviours. I recognise that no one single measure can provide the answer to the complex world of policing and criminal justice.

This report will be the last to be based on my Police and Crime Plan 2015-17. Future reports will reflect my Police and Crime Plan 2017-2021.

The constabulary, the Police and Crime Panel, and my office work hard to develop this report which provides a holistic range of information on which I make my assessments.

You can read my Police and Crime Plan and the updates by visiting [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk). On the site you can also read about my activities as well as regularly updated news items and blogs.



**Angus Macpherson**

**Police and Crime Commissioner for Wiltshire and Swindon**

## Overall performance dashboard

Priority 1: Prevent crime and ASB			
Measure	Data	Infographic	Context
Crime volume	10,834		Significant increasing trend but in line with peers
Anti social behaviour (ASB) volume	3,890		Low and significantly reducing
Crime recording compliance	94%		Good
Satisfaction with visibility	53%		In line with previous years

Priority 3: Put victims and witnesses at the heart of everything we do			
Measure	Data	Infographic	Context
Victim Satisfaction	83%		Inline with peers
Satisfaction with investigation	73%		Stable
Satisfaction with being kept informed	78%		Stable
Outcome rate	21%		Inline with peers
Cracked and ineffective trials			Court level information not available from HMCTS
Cracked and ineffective trials due to prosecution			Court level information not available from HMCTS

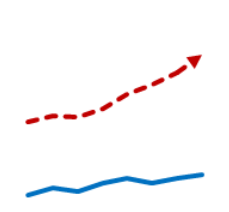
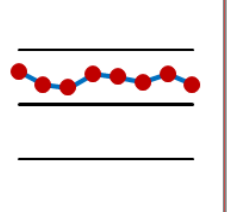
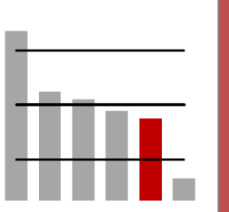
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last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



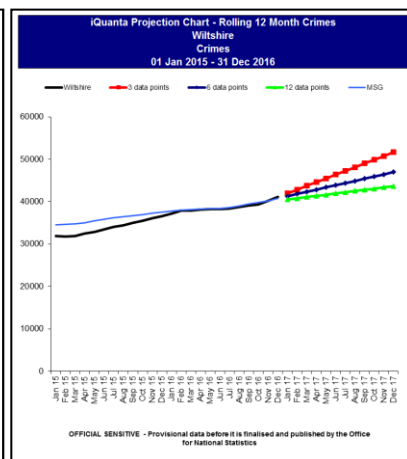
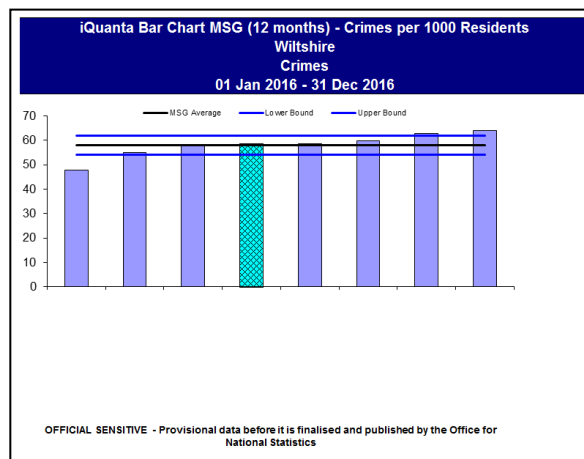
Priority 2: Protect the most vulnerable in society		
Measure	Data	Infographic
Assessment to be provided within the report drawing upon a range of Management Information indicators		

Priority 4: Secure high quality, efficient and trusted services			
Measure	Data	Infographic	Context
Public Confidence	83%		Stable and high
Wiltshire Police deal with things that matter to the community	75%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	65%		Significant reduction over two years, likely to be linked to 101 and CRIB answer rate
Wiltshire Police treat me with respect	88%		High and stable since Autumn 2012
Response time: Immediate Priority	10m 43s 54m 45s		Improving trend in the time it takes to arrive at priority incidents
999 calls answered within 10 seconds	94%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	90%		High but reducing trend
Quality of files: First files Full files	54% 93%		New processes embedding
Volume of complaints	129		Stable trend
% of complaints recorded within 10 days	96%		Sustained improvement
% of complaint appeals upheld	23%		13 appeals completed with 3 upheld

## 1. Prevent crime and anti-social behaviour

Crime volume	<p>Q3. 10,834</p> <p>Rolling 12 months 40,812</p>			
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1. There were 10,834 crimes recorded during quarter three.
2. In the 12 months to December 2016, 40,812 crimes were recorded. This represents an increase of 12 per cent on the previous 12 months.
3. Wiltshire's position is not statistically an exception with the crime rate per 1,000 population and also percentage increase both being in line with national average.



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

4. It must be noted that, in the data used in the table above and for all further comparisons to other forces in this report, Wiltshire's figures are given as a proxy due to a minor discrepancy with how the data is submitted through the Home Office Data Hub. The force does not expect significant change through this process; however it will be resolved in the next iQuanta release in March.

5. Nationally, there continues to be an increase in recorded crime, with the latest Crime Survey of England and Wales (CSEW)<sup>1</sup> citing an eight per cent increase in police recorded crime in the 12 months to September 2016.
6. This CSEW release states that the annual rise is not a reliable measure of the trends in crime, with a large proportion of the rise considered to be due to continued improvements in crime recording and processes.
7. The CSEW further states that there has been no significant change in the levels of violence compared to previous years, with the trend being relatively flat. This adds context to the 22 per cent increase nationally in police recorded violent crime.
8. The Office for National Statistics (ONS) says that the predominant factors relate to the inclusion of two new notifiable harassment offence types and the focus on crime recording process improvements.
9. The table below provides a very simplistic overview of how many crimes of each type have been recorded and how much that differs from the previous 12 months.

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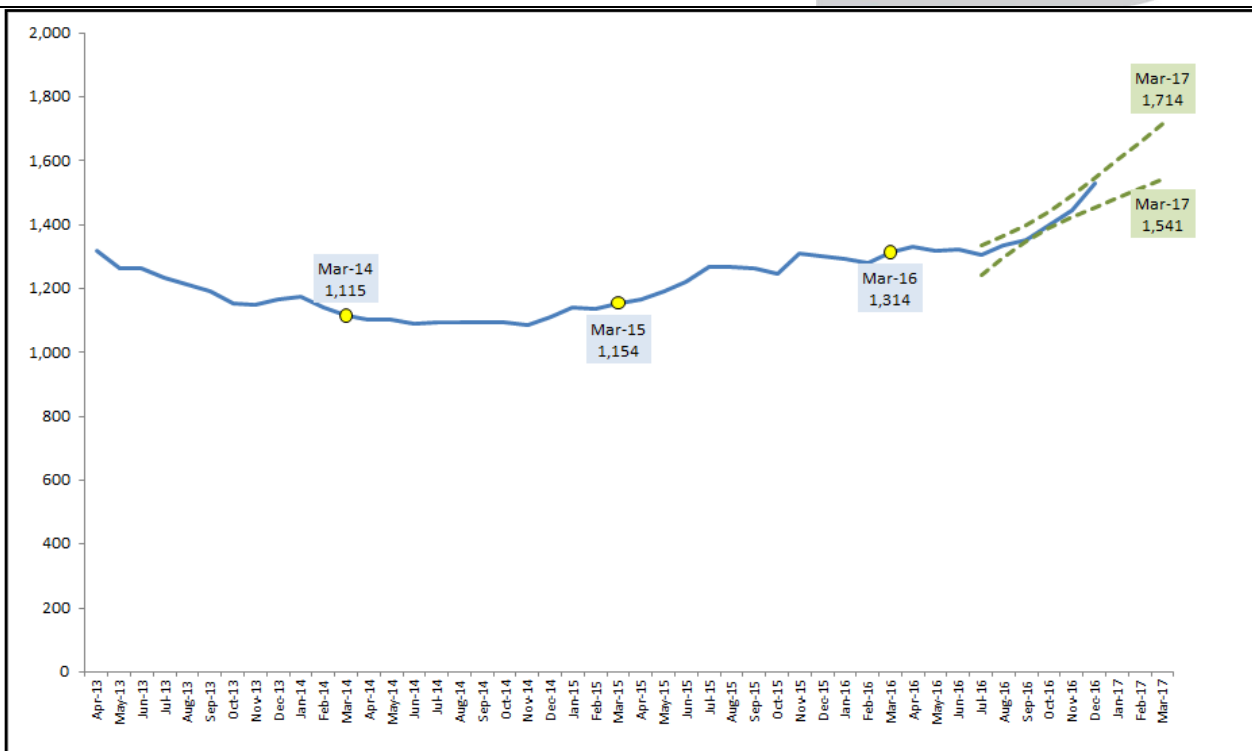
<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingsept2016>



Crime Sub Group	12-months ending: December 2016	12-months ending: December 2015	% Change
Violence without Injury	7221	5213	38.5%
Criminal Damage & Arson	5927	5422	9.3%
Violence with Injury	5429	4754	14.2%
All Other Theft Offences	3945	4205	-6.2%
Shoplifting	3586	3706	-3.2%
Vehicle Offences	3188	2492	27.9%
Public Order Offences	2689	1791	50.1%
Burglary in a Building Other than a Dwelling	2339	2530	-7.5%
Burglary in a Dwelling	1481	1274	16.2%
Possession of Drugs	1039	1091	-4.8%
Other Sexual Offences	955	896	6.6%
Bicycle Theft	769	892	-13.8%
Miscellaneous Crimes Against Society	630	637	-1.1%
Rape	451	466	-3.2%
Theft from the Person	413	293	41.0%
Possession of Weapons Offences	292	229	27.5%
Trafficking of Drugs	182	221	-17.6%
Robbery Personal	180	178	1.1%
Other Offences against the State or public order	66	84	-21.4%
Robbery Business	25	17	47.1%
Other Drug Offences	3	1	200.0%
Homicide	2	5	-60.0%

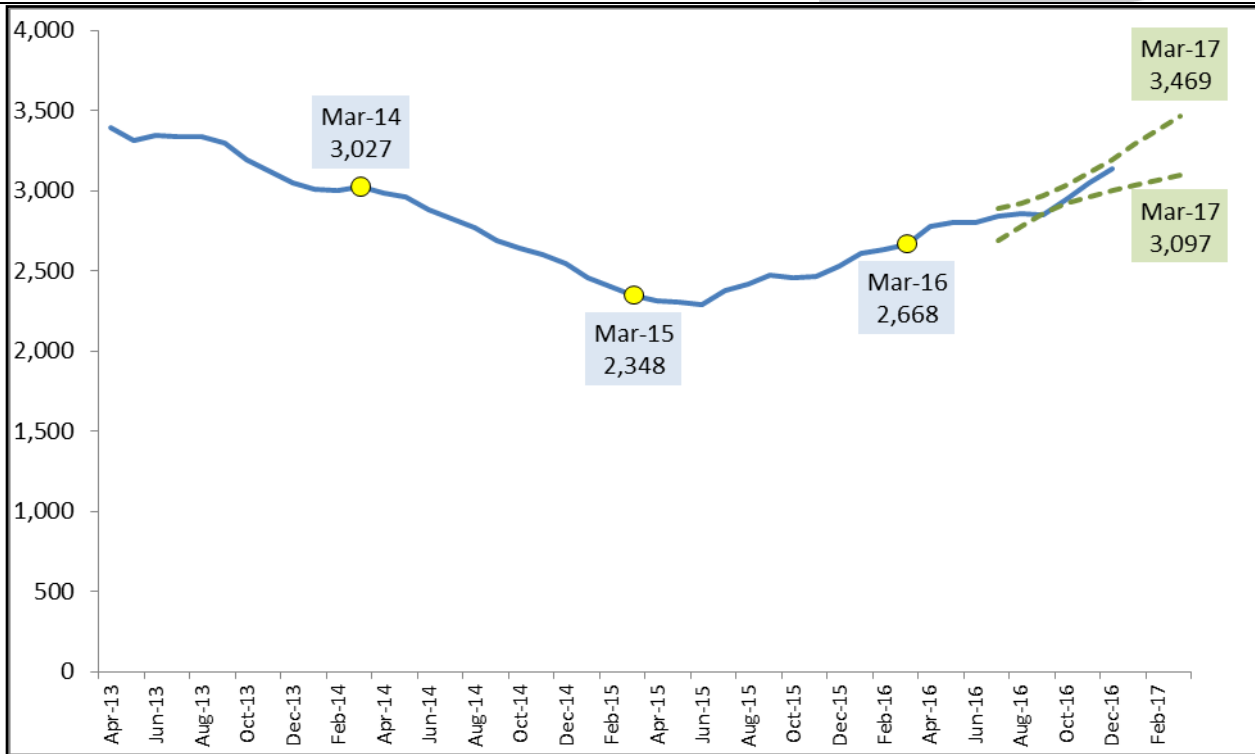
*Crime volume comparison to previous year*

10. The Force analyses and reviews crime volumes through local and Force tasking processes. These predominantly focus on high threat, harm and risk issues in line with the Force's Control Strategy, but also include oversight of traditional crime trends and hot spots.
11. The main traditional crime exceptions that have been raised during quarter three are dwelling burglary, vehicle offences, and public order.
12. The volume of dwelling burglaries has increased by 16 per cent in the 12 months to December. Nationally, this crime group is seeing an increase of four per cent however the region is seeing a larger increase of 10 per cent.



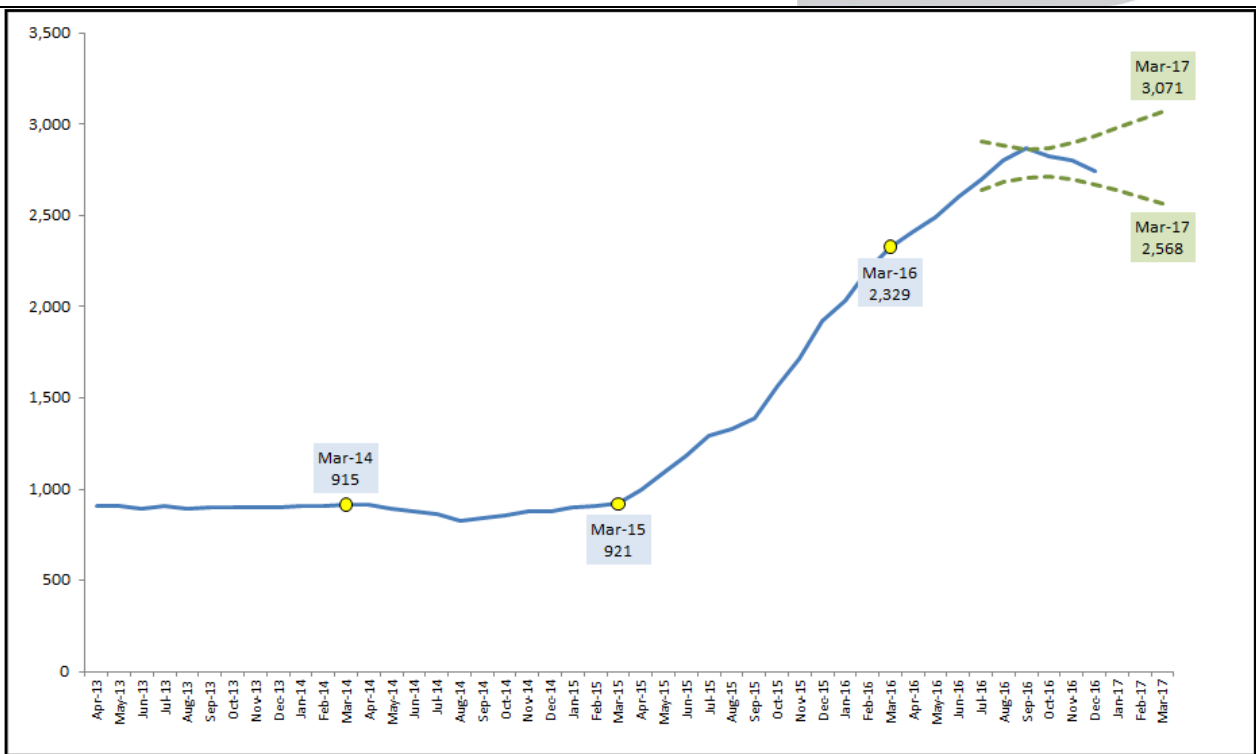
*Dwelling burglary to December 2016 – rolling 12 months and forecast*

13. Analysis of dwelling burglary crime reports has revealed several series across the county.
14. In Swindon, there is a police operation in place to oversee the prevention of further offences and investigation of the current recorded offences.
15. The same applies to a series of dwelling burglary offences committed in the west of the county. Wiltshire's CID department is working closely with Avon and Somerset and Thames Valley colleagues to manage the prevention and investigation of offences that are affecting the region.
16. The volume of vehicle offences has increased by 28 per cent in the 12 months to December.
17. The chart below shows the volume of vehicle crime in Wiltshire has returned to a volume similar to that which was recorded during 2013-14.



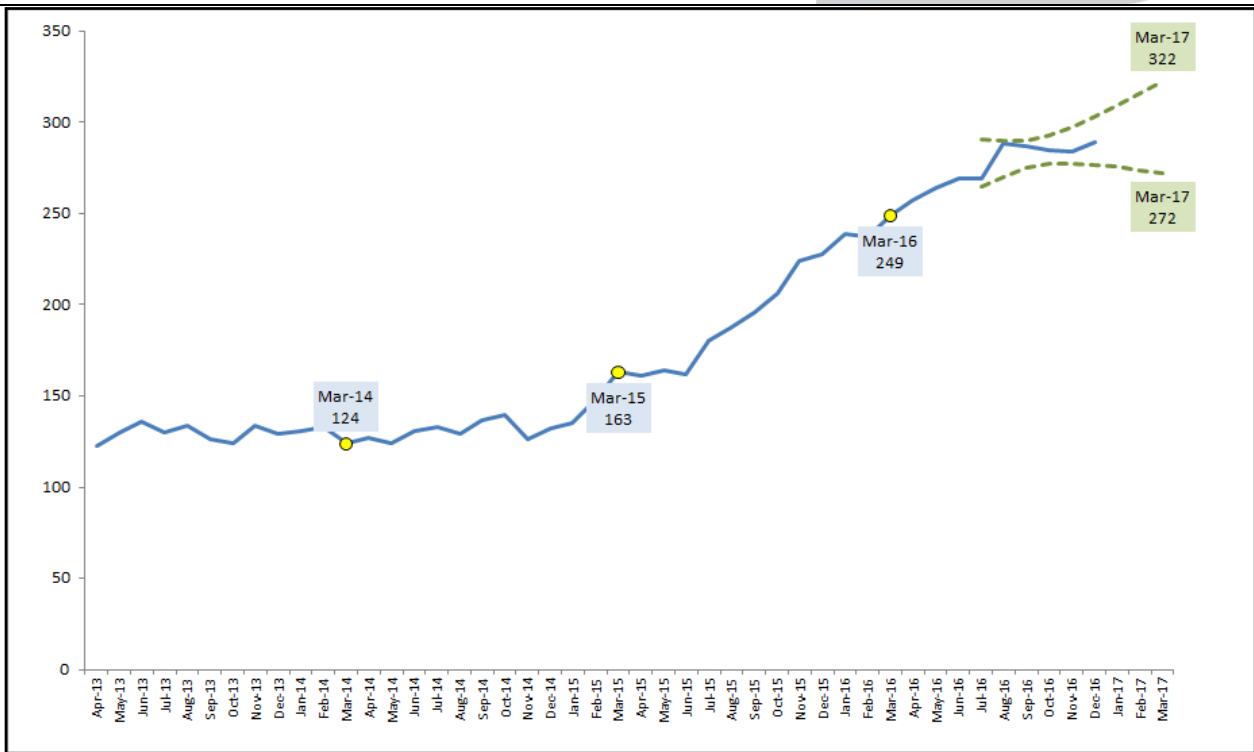
*Vehicle offences to December 2016 – rolling 12 months and forecast*

18. The reduction between January 2013 and January 2015 was in part due to the successful arrest and conviction of offenders who were responsible for a significant volume of offences. The volumes have since started to increase across Swindon and Wiltshire, most notably in Swindon, Trowbridge, Melksham and east Wiltshire.
19. Through the bi-weekly operational tasking meetings, a number of separate series have been identified and are being managed.
20. Beauty spot thefts have increased in east Wiltshire. As a result, local officers have been asked to attend the scene wherever possible to increase investigative opportunities. Analysis has identified hot spots which have informed patrol plans. Crime prevention advice has been distributed via the media.
21. In the quarter two Police and Crime Panel report, it was noted that public order offences had increased by 107 per cent in the 12 months to September 2016.
22. Quarter three has seen a decreasing rolling 12 month trend, with the year-on-year comparison reducing to a 50 per cent increase in the 12 months to December 2016.



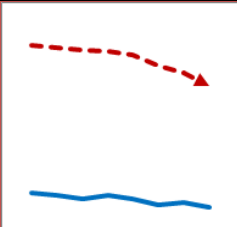
*Public order offences to December 2016 – rolling 12 months and forecast*

23. In the quarter two Police and Crime Panel report, it was reported that possession of weapons offences were increasing at a greater rate than those of peers over the 12 months to September 2016.



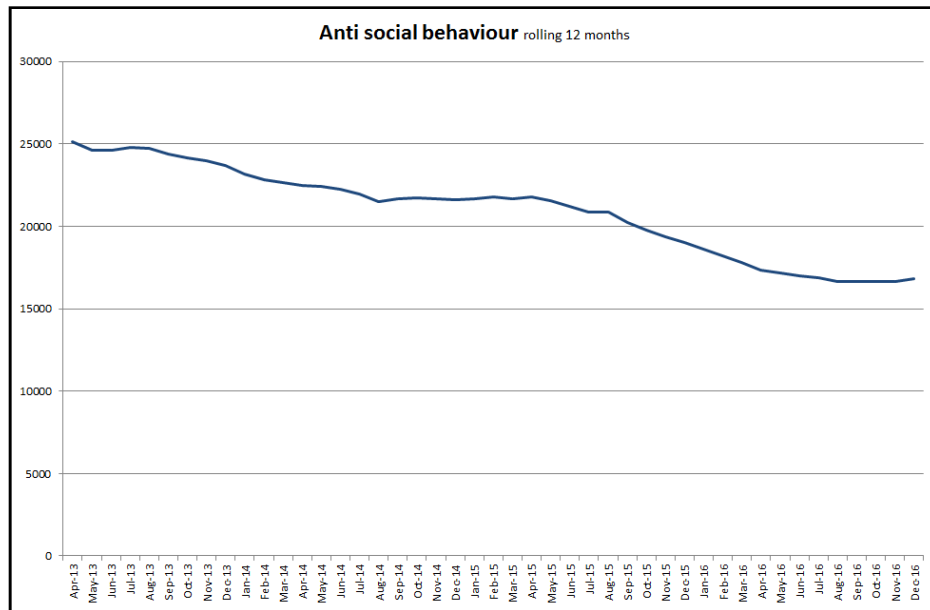
*Possession of weapons offences to December 2016 – rolling 12 months and forecast*

24. The rolling 12 month trend has stabilised in recent months and, as a result, Wiltshire is no longer an outlier.

ASB Volume	<p>Q3. 3,890 incidents</p> <p>Rolling 12 months 16,795 incidents</p>	
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25. The volume of anti-social behavior (ASB) continues to reduce. There were 3,890 incidents reported during quarter three.

26. There were a total of 16,795 incidents reported in the 12 months to December 2016 which equates to an 11.7 per cent reduction on the 19,026 incidents recorded in the 12 months to December 2015.



*ASB up to December 2016 – rolling 12 months*

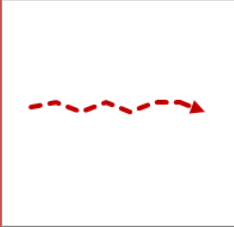
27. Peer information for ASB does not exist and so drawing comparisons against forces of a similar size and demography is not possible.

<p>Crime recording compliance rate</p>	<p>96 per cent</p>	
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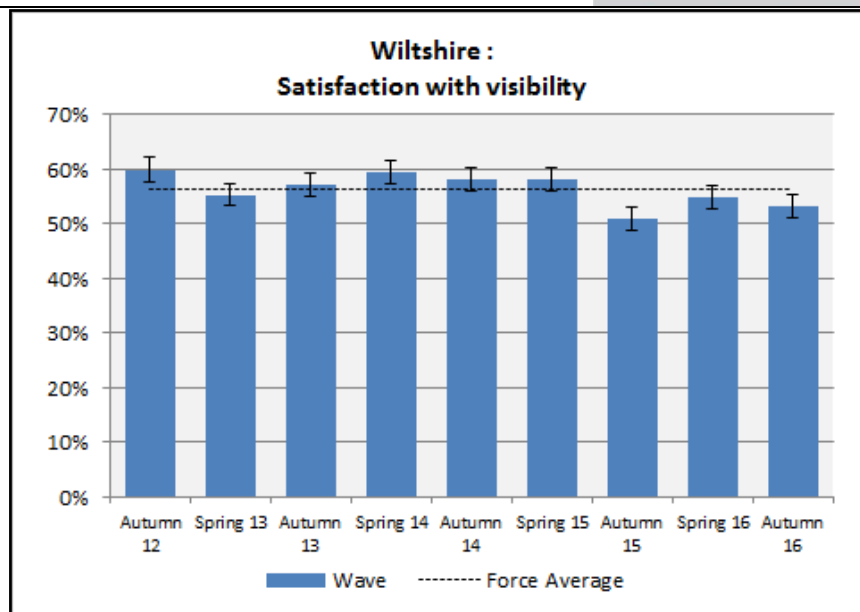
28. Wiltshire Police and the OPCC are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.
29. By recording crimes correctly, victims receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local communities; PCCs, forces and their partners are able to fully understand the extent of demands made on them and Government policy can be developed to reduce

crime.

30. Increasing the focus on recording crimes properly does result in an increase in the recorded crime levels, and this is seen across the Country and previously reported. In this context, increasing crime levels due to improved crime compliance is a good thing.
31. Since June 2016 a new process has been adopted within Wiltshire Police whereby all reports of crime and incident categories which have the potential to contain criminal offences (such as ASB reports) are reviewed daily by a specialist team which ensures that they are correctly recorded to enable the best possible service to victims.
32. In this short period of time the specialist team has assisted the Force to achieve 96 per cent of crime that has been reported, is recorded. The team is working hard to improve beyond this current position with every crime reported being recorded correctly and in a timely manner.

Satisfaction with visibility	53 per cent (±2.1 per cent; Wave 15 Autumn 2016)	
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33. This information comes from the public opinion survey which I commission twice a year.
34. The survey is answered by members of the public on the phone and is not restricted to those who have used the services of Wiltshire Police.
35. The level of satisfaction with visibility appears to be on a downward trend with the result of the autumn survey being 53 per cent (±2.1 per cent). This means that two of the last three waves of the survey have had results lower than average.



*Satisfaction with visibility – with confidence intervals*

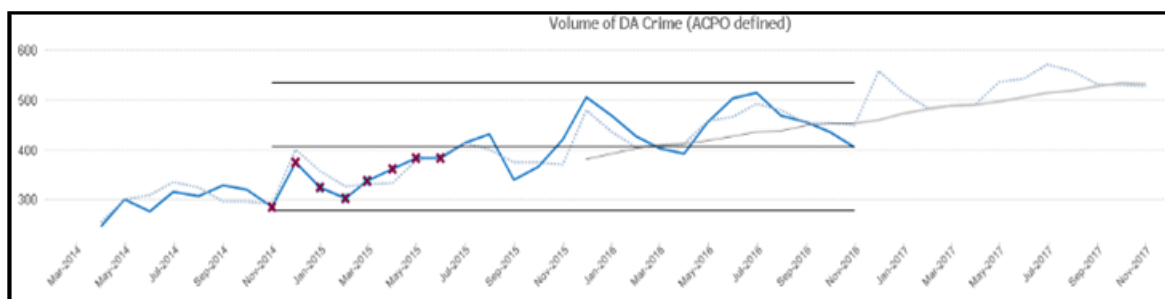
36. The downward trend is reflected across most locations, with the exception of north and west Swindon.
37. The greatest reduction over the past seven waves has been in Salisbury. My planning application to move more police resources to Bourne Hill under the new community policing model will be looking to address this reduction.
38. The results of this survey continue to be managed through the main governance board in Force for these matters, the Public Service and Quality Board (PSQB). This is chaired by an assistant chief constable, and my office is represented. This group is doing some important work engaging with the public, asking for views on how people want to interact with the police, and what visibility means to people.
39. Visibility continues to be a key part of the community policing model and this measure will be analysed as part of a substantial evaluation of the full roll out.



## 2. Protect the most vulnerable in society

### Management Information

40. It is acknowledged that the nature of vulnerability is wide ranging. There are a number of measures which are used to understand how effective the Force is at protecting the most vulnerable in society.
41. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).
42. 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.
43. The volume of recorded domestic abuse has started to show a potential reduction with four consecutive months of lower volumes and being less than the expected forecast.



*Recorded domestic abuse related crime*

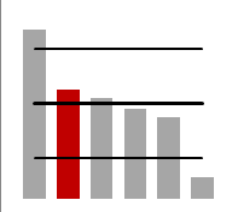
44. The vulnerability development board has reviewed an exception with the volume of victims under 18.



*Recorded crime – victim under 18*

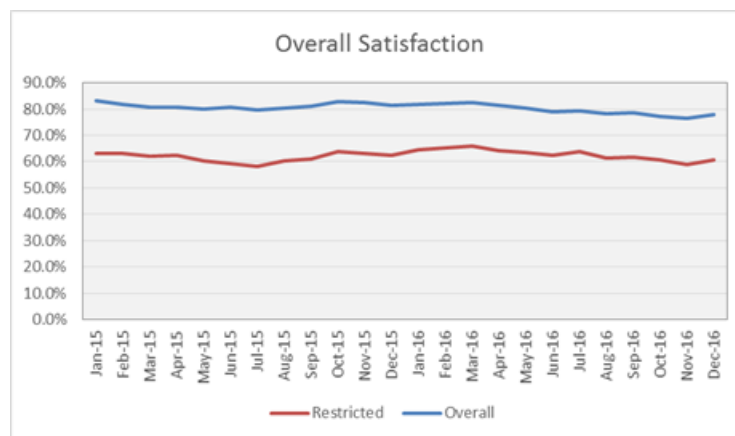
- 45. Analysis was conducted into a number of hypotheses such as whether the offences were recent or historic and whether the offender was a family member or not. All of these breakdown proportions remain stable.
- 46. The increases are driven by the increased recording of low level violence without injury.

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

Victim satisfaction	83 per cent  (12 months to December 2016)	
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47. 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.

48. The current victim satisfaction rate is 83 per cent in the 12 months to December 2016. This is a stable trend.



*Victim satisfaction rolling 12 month trend – overall and restricted method*

49. The stable trend is reflected within all four sub groups (burglary, vehicle crime, violent crime and hate crime).

Outcome rate	21.1 per cent (12 months to December 2016)		
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50. The outcome rate for the 12 months to December 2016 was 21.1 per cent. This is above the regional rate of 19.2 per cent and national rate of 19.7 per cent.

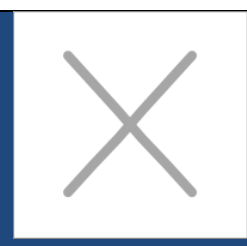
51. The overall outcome rate does not show Wiltshire as an exception and is not a concern. However, there still remains a concern regarding the outcome rate for dwelling burglary.

52. The outcome rate for dwelling burglary in the 12 months to December 2016 was 5.5 per cent and remains well behind the regional and national picture.

53. A thorough review was conducted into dwelling burglary which looked at the reasons for the performance decline and included factors such as processes, training, governance and strategic ownership.

54. The findings and recommendations of this review were presented to the assistant chief constable and his senior leadership team in October 2016 and then to the Force's monthly governance board in November 2016.

55. While some quick changes and improvements have been implemented, the true impact of this improvement plan will be realised in the coming months and next report.

Cracked and ineffective trials	Q3		
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56. Her Majesty's Courts and Tribunals Service (HMCTS) has been unable to provide the


reasons for cracked and ineffective trials at court level. This has been the case since April 2016 and is due to key members of staff leaving the South West Region Courts Team employment.

57. Consideration has been given to whether there are other ways of obtaining the information required, but there do not seem to be any viable alternatives.

58. It should be noted that this is not a problem being experienced only in Wiltshire. All forces in the South West region are having identical problems.


59. The matter has been raised through the Wiltshire Criminal Justice Board (WCJB) on several occasions with the Head of Crime for the South West.

60. The Head of Crime for the South West continues to work with the national courts team to try to obtain a monthly report for Wiltshire.

Cracked and ineffective trials due to prosecution	Q3		
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61. As above.

#### 4. Secure high quality, efficient and trusted services

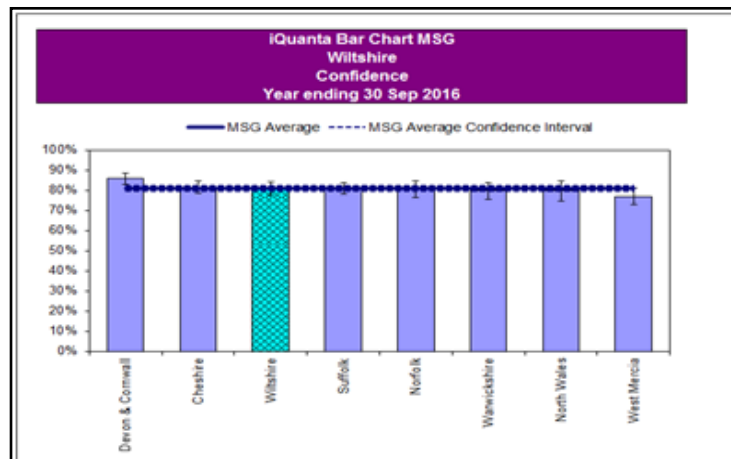
Public confidence	81 per cent Stable and high	
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62. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.

63. The proportion of survey respondents who stated they have confidence in Wiltshire Police remains stable and high at 81 per cent.

64.

65. This result is comparable with the peer results within the Crime Survey of England and Wales (CSEW) where Wiltshire is ranked third and in line with the average.



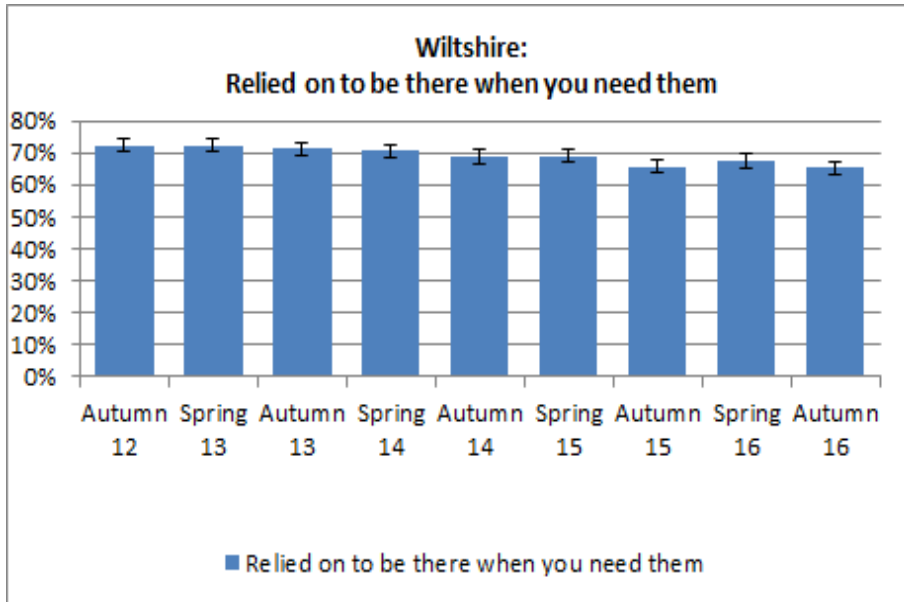
*Public confidence up to September 2016 – Crime Survey of England and Wales*

66. There are three additional public confidence measures which are reported to the Police and Crime Panel within this priority.

67. The first measure is that Wiltshire Police deals with things that matter to the community which has seen no change from previous results and is stable at 75 per cent ( $\pm 2.1$  per cent).

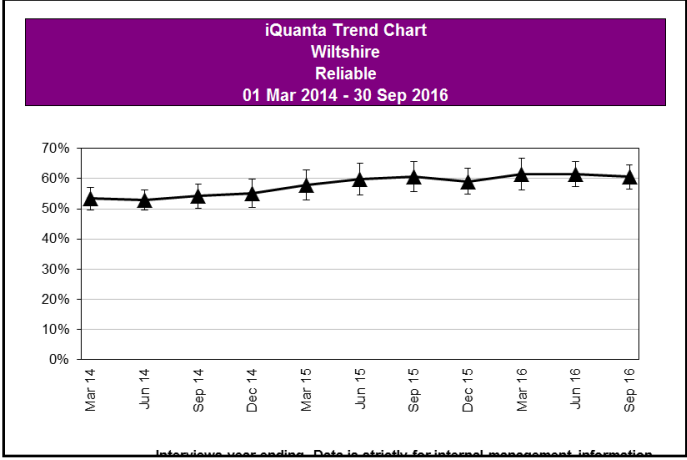
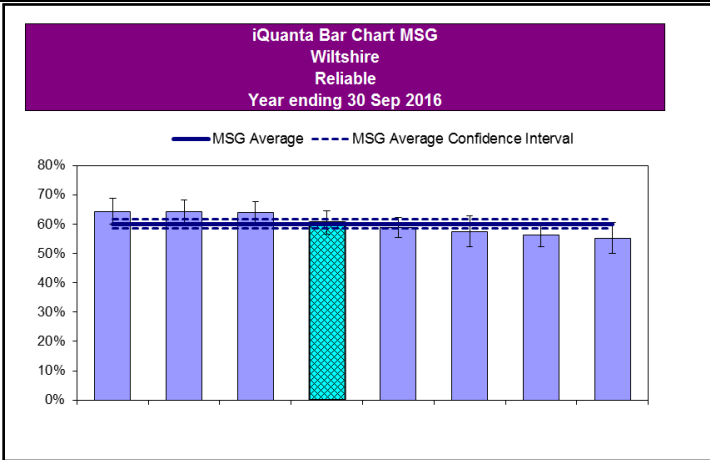
68. The second measure is that Wiltshire Police can be relied upon to be there when needed. The most recent result of 65.4 per cent ( $\pm 2.1$  per cent) is significantly lower

than two years ago.



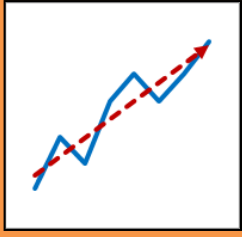
*Wiltshire can be relied upon to be there when you need them – Public Opinion to Autumn 2016*

69. Unfortunately there are no verbatim comments provided against this question so a detailed understanding of the reasons behind respondent's views is not possible. The timing of the decline coincides with the increased delays within the Crime and Communications Centre (CCC) and that the Force is taking longer to get to priority incidents.
70. As it is a perception survey, it would be useful to understand how much of this is driven by the national coverage regarding the police service and its required financial savings and reduction in officer head count.
71. The CSEW measures the general theme of reliability. Wiltshire is above average but in line with peers and the trend is stable.



*Reliability by peer group and trend – CSEW September 2016*

72. The third public confidence measure tracked within this priority is “Wiltshire Police treat me with respect”. This measure remains stable and high at 88 per cent (±2.1 per cent).

<p>Response time (average)</p>	<p>12 months ending December 2016          Immediate: 10 minutes 43 seconds          Priority: 54 minutes 45 seconds</p>		
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73. This measure assesses the average time it takes for Wiltshire Police to arrive at



emergency and priority incidents.

74. The Force attended 4,391 emergency incidents during quarter three and 17,709 in the 12 months to December 2016.

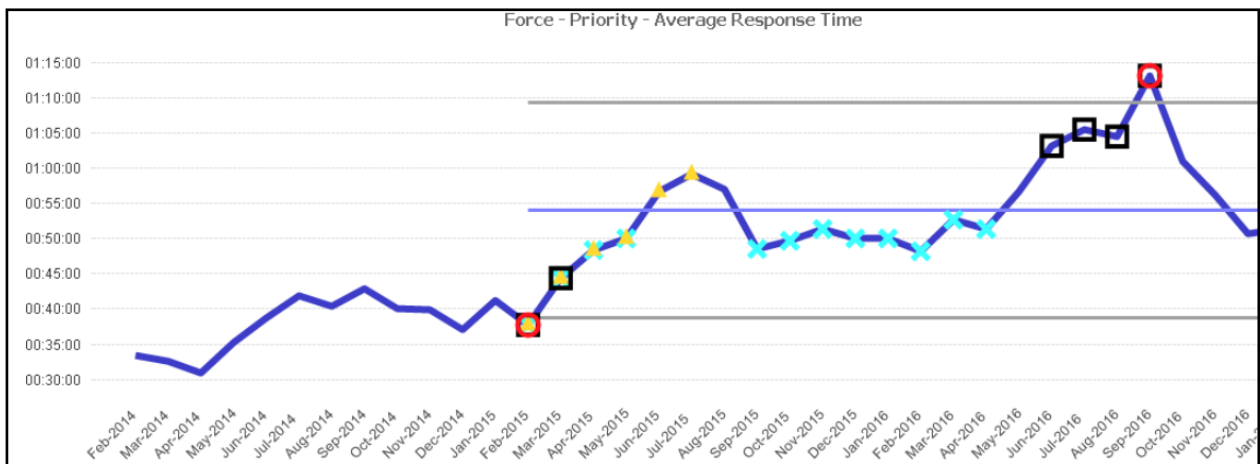
75. It has taken on average ten minutes and 43 seconds to attend an emergency incident in the year to December. There are no concerns with the capability to arrive at emergency incidents in a timely manner.

76. The Force attended 8,943 priority incidents during quarter three for which an estimated time of arrival of one hour is given.


77. In the 12 months to December, it took an average of 54 minutes 45 seconds to attend a priority incident.

78. In the five months between May and September this average time to arrive increased and peaked in September with an average arrival time of one hour and seven seconds.

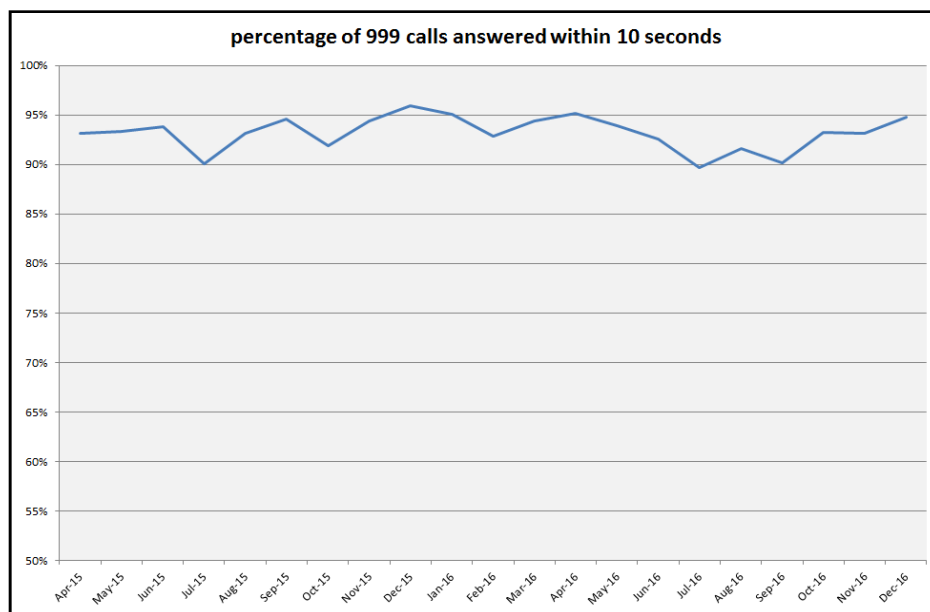
79. The average time to arrive has reduced every month since September and is linked to the roll out of the Community Policing Team model where improvements have been seen across both Wiltshire and Swindon.



*Average priority response arrival time*

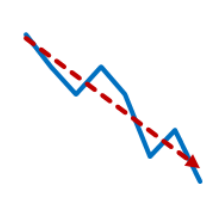
999 calls answered within 10 seconds	Q3 93.7 per cent		
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80. During quarter three, 93.7 per cent of all 999 calls received (18,493) were answered within ten seconds.



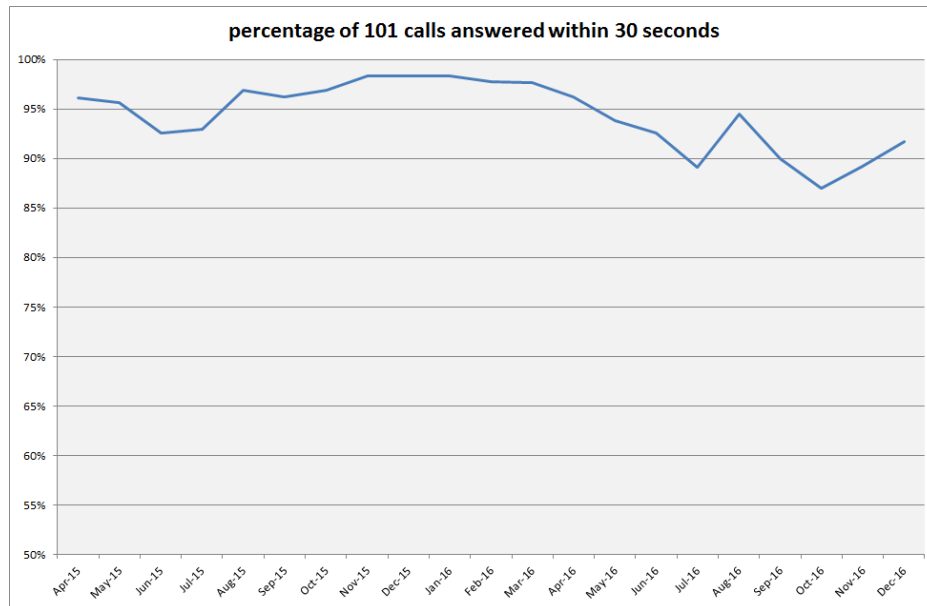
*Percentage of 999 calls answered within ten seconds*

81. There are no concerns about Wiltshire Police’s capability to answer emergency calls quickly.

101 calls answered within 30 seconds	Q3 90 per cent		
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82. A total of 76,187 101 calls were received by Wiltshire Police during quarter three.

83. Ninety per cent of 101 calls were answered within 30 seconds. This figure remains high although it is part of a longer term slow reducing trend.



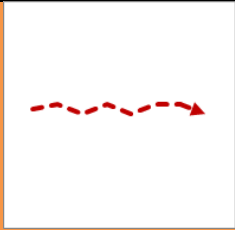
*Percentage of 101 calls answered within 30 seconds*

84. There is concern with regards to the Force’s capability to answer calls directed into the Crime Recording and Incident Bureau (CRIB), with only 34 per cent of calls being answered within the 30 second service level agreement (SLA) during quarter three (15,085 out of 44,499).

85. There are a number of process changes which have occurred within the Crime and Communications Centre (CCC) which means that call handlers are better at identifying threat, harm, risk and vulnerability, are more accurate crime recorders and are reducing demand on the frontline where they can.

86. This has meant an increase in the duration of calls which is likely to be affecting the capability to answer CRIB calls as efficiently as before.

87. The Force is taking steps to address this performance concern and is progressing with the demand profile work to ensure it has the right number of resources at the right time fulfilling the right role.

Quality of first files	Q3 54 per cent		
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88. This measure relates to an internal assessment of the quality of files provided for a first hearing which the Force submits to the Crown Prosecution Service (CPS).

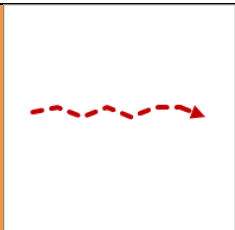
89. Each file is assessed using 14 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

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

91. There were 716 first files sent to the CPS in quarter three, of which 45.7 per cent had an unsatisfactory grading. Although this figure may appear high, it was stable over the previous six months and is reflective of the rigorous scrutiny process a file is assessed on.

92. Analysis has identified that the most common causes of error are the absence of supervisor signatures and the absence of a victim personal statement.

93. The hubs responsible for the greatest proportion of errors have been identified and this information is routinely followed up with the local Community Policing Team inspector.

Quality of full files	Q3 93 per cent		
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94. This measure relates to an internal assessment of the quality of full files which the

Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded not guilty at the first hearing. Consequently, the defendant will be put forward for a trial and a full file will need to be produced to proceed with the judicial process.

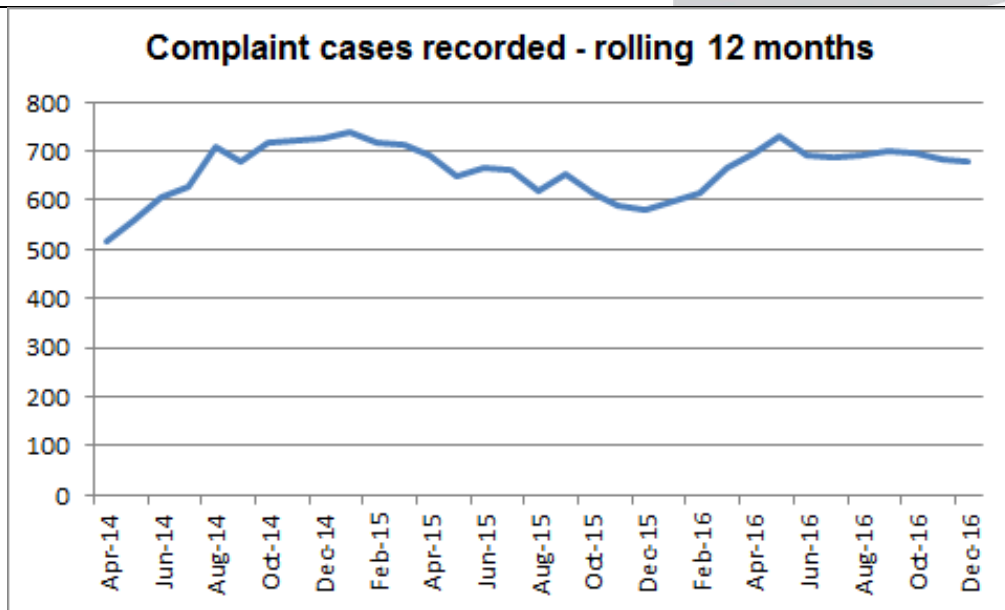
95. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

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

97. There were 183 full files sent to the CPS in quarter three, of which 6.6 per cent had an unsatisfactory grading. This is not considered an issue.


Volume of complaints	Q3 129		
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98. The volume of complaints recorded has been stable throughout 2016-17. There were 129 complaints recorded during quarter three and 680 in the 12 months to December 2016.

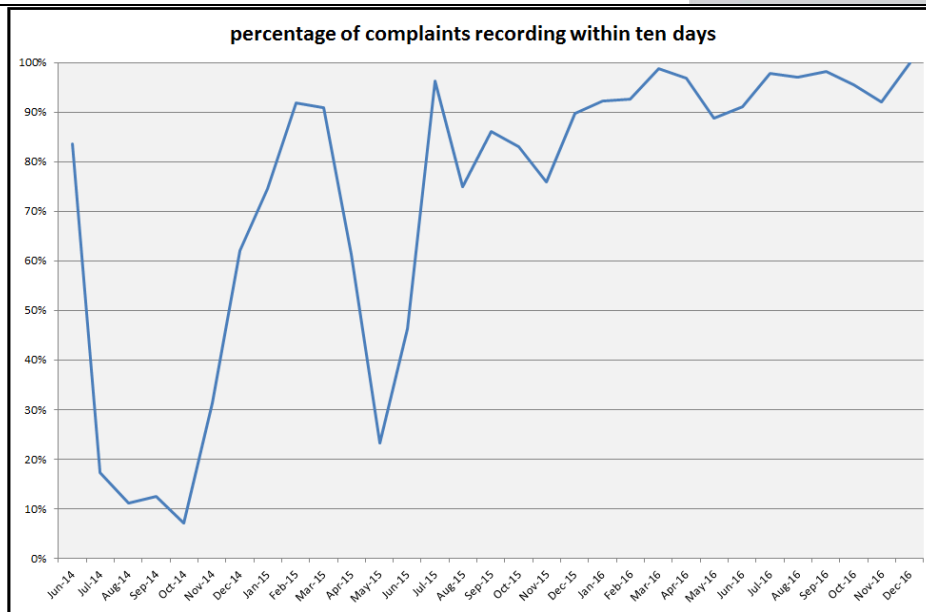


*Recorded complaint volume rolling 12 months*

99. There are no exceptions to report.

<p>Percentage of complaints recorded within 10 days</p>	<p>Q3 96 per cent</p>		
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100. The percentage of complaints recorded within ten days has been strong and consistent since January 2016 following issues in previous years.



*Percentage of complaints recorded within ten days – by discrete month*

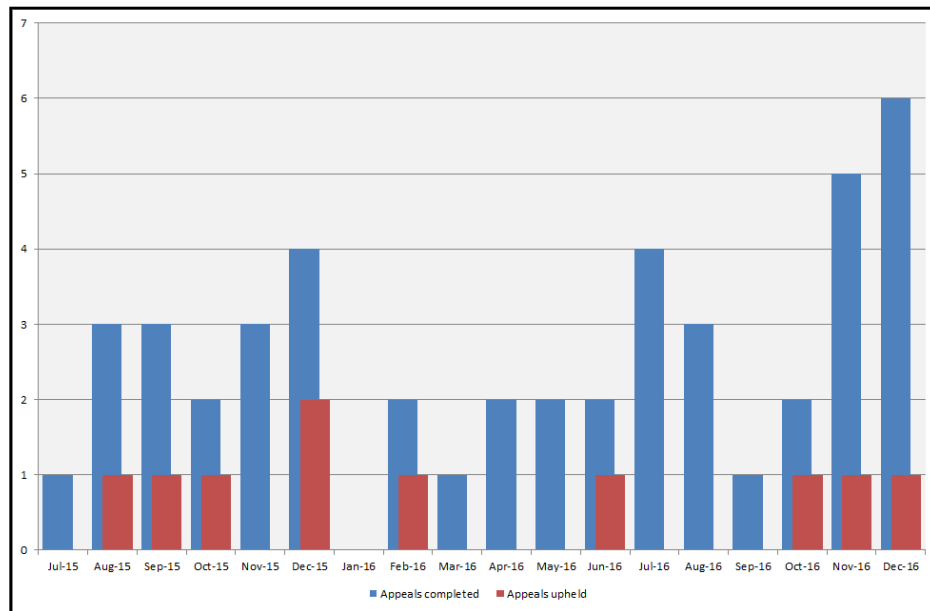
- 101. Of the 129 complaint cases recorded, 124 were recorded within ten days, giving a rate of 96.1 per cent for quarter three.
- 102. The Independent Police Complaints Commission (IPCC) expects the average number of days to record a complaint to be within ten working days. The average number of days to record a complaint case during quarter three was less than six days.
- 103. This shows sustained continuous improvement.

Percentage of complaint appeals upheld	Q3 23 per cent (3 out of 13 appeals)	

104. 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.

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

106. For quarter three, three of the 13 completed appeals were upheld.



*Volume of appeals completed and appeals upheld by month*

107. There are no exceptions or concerns to report.



## Focus on particular Police and Crime Plan objective

### Introduction

This section of the report provides a more focused overview of a particular priority within the plan. Rather than attempting to review the whole plan in detail, this approach is more appropriate to enable effective conversations and scrutiny within the time limits provided by Police and Crime Panel meetings. The approach has been adopted by other panels across the country and appears to be successful.

The plan has four objectives which will be distributed throughout the year as follows:

Q1	Q2	Q3	Q4
1. Prevent crime and anti-social behaviour	2. Protect the most vulnerable in society	3. Put victims and witnesses at the heart of everything we do	Annual report where all priorities will be discussed
		4. Secure, high quality, efficient and trusted services	

*Distribution of priority focus*

The more focused approach will include updates on relevant projects and initiatives introduced since the beginning of the financial year. The annual report will include an overall assessment of all priorities within my plan.



## **Putting victims and witnesses at the heart of everything we do**

Victims of crime have been through a challenging and sometimes traumatic experience. They should be supported to cope with what has happened and to recover, as far as possible, from their experience. Giving evidence as a witness can be equally challenging and traumatic but is vital in helping to deliver justice. At all stages, from reporting an incident, through the justice system, to the point of recovery, victims and witnesses must be the central focus of Wiltshire Police and partner agencies.

There are three objectives within this priority:

- Ensuring high quality services to help victims of crime and anti-social behaviour
- Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system
- The Chief Constable will be held to account to ensure that the police listen to, support and protect victims

The detail of this priority and others can be found in my plan through this link: [Police and Crime Plan 2015 - 2017](#)

### **Context**

Within the priority 'Putting victims and witnesses at the heart of everything we do', there are 13 initiatives which will all be covered in this report, under their respective objective.

Commissioning services for victims of crime is a central function for all PCCs. In Wiltshire, Horizon Victim and Witness Care provides a single point of contact for all victims of crime.

It is recognised that some of our most vulnerable victims are those who have experienced anti-social behaviour rather than recorded crime. The OPCC and the Horizon team are working with the police to look at the potential for Horizon to support victims of ASB. This will depend on volumes, capacity and services available to support these victims.

Over the next year the OPCC will be continuing to build on the success of Horizon, looking at the support available to victims of crime and, where appropriate, at the support which needs to be commissioned by the PCC or jointly with local authorities.

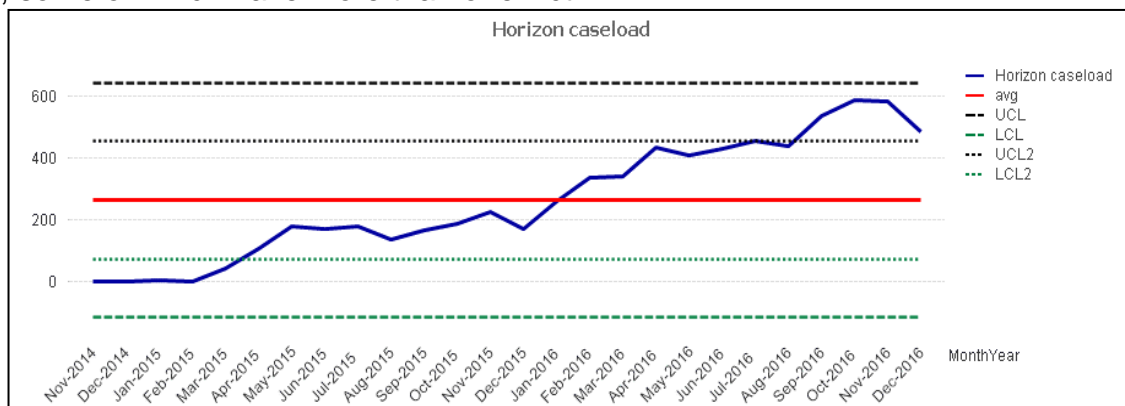
## Objective one

**Ensuring high quality services to help victims of crime and anti-social behaviour by:**

### **3.01 Commissioning Horizon Victim and Witness Care to provide a single point of contact for victims. Working alongside the police, Horizon will support, signpost to appropriate services, and guide victims and witnesses on their journey through the criminal justice system**

**The panel received a specific briefing on this action at the last meeting.**

Over the last year referrals into Horizon have increased. As the team has become embedded and skills have developed, Horizon has taken on more responsibility for victims of domestic abuse, fraud and domestic burglary. The Horizon victim caseload can be seen in the table below. The team is now dealing with around 450 cases per month, some of which have more than one victim.



The team administers the Victim Right to Review where victims can review the decision made on their case. To date, there have been 77 requests for a review on cases where the outcome has been 'no further action'.

A large proportion of Horizon's work covers the support of witnesses in the court process. At any one time the team can have up to 8,000 victims and witnesses to coordinate and manage who have provided statements and are potentially listed for a trial either in magistrates or crown court. The team liaises closely with colleagues within Wiltshire Police, the Crown Prosecution Service, Witness Service and HM Courts and Tribunals Service to ensure that processes run smoothly. Horizon ensures that if vulnerable victims require 'special measures' in order to give evidence (for example a pre-trial visit, video links, screens or assistance), that they are provided.

### **3.02 Commissioning additional services to provide practical and emotional**

**support for victims who require help to deal with the impact of crime**

I have commissioned Victim Support to provide practical and emotional support to victims of crime and ASB (except victims of sexual and domestic abuse). This provides further support to those victims following the initial triaging and ongoing support by Horizon. Victim Support is developing its service to match the changing referral numbers and characteristics as Horizon continues to develop. This includes redesigning support packages for young people and increasing emotional and practical support.

**3.03 Analysing victim experiences to help improve services and provide innovative schemes which will reduce repeat victimisation and the impact of crime**

Victim Support provides case studies of victims' experiences of the criminal justice process and is arranging focus groups with victims to provide face to face accounts of their experiences and areas that could be improved.

This is in addition to reviewing the feedback and insight provided through the victims survey and the scrutiny groups on hate crime, stop and search and restorative justice.

**3.04 Supporting witnesses by working with Citizens' Advice witness care staff who can arrange court visits and support victims and witnesses in their appearance at court**

**ACTION COMPLETE**

Citizens' Advice witness care staff work closely with Horizon to support witnesses. They are available to do pre-trial visits so witnesses feel more comfortable with facilities and arrangements when they come to trial. The service has managed the transition to new provision and is working well.

**3.05 Working with Wiltshire Council and Swindon Borough Council to commission specialist support services for victims of domestic abuse (DA) and sexual offences, including independent domestic abuse advisors; Sexual Assault Referral Centres and practical and emotional support that reduces risk**

In Swindon, I am jointly commissioning the service with Swindon Borough Council. The procurement process is nearing completion for a new service to begin in April 2017/18. This service provides an integrated provision for high risk and outreach DA support and refuge services.

In Wiltshire the commissioning with Wiltshire Council services is to begin imminently. This will bring together high, medium and standard risk services alongside support for children affected by DA into one service, scheduled to commence in October 2017.

I have allocated additional resource to the Wiltshire SARC (sexual assault referral centre) to support victims of sexual abuse. Due to the previous provider no longer being able to provide this service, G4S was selected to provide this service for a transitional period. From October 2016, NHS England is the lead commissioner and is leading the recommissioning of this service in 2017.

I continue to provide funding towards the delivery of the Wiltshire SARC services and support this commissioning process.

**3.06 Ensuring there are appropriate support services for victims of hate crime  
THIS ACTION HAS BEEN COMPLETED.**

Specific services for victims of hate crime have been commissioned as part of the services offered to victims through Victim Support

**3.07 Increasing awareness of the community trigger that enables local communities to ensure that persistent anti-social behaviour is dealt with appropriately**

**THIS ACTION HAS BEEN COMPLETED.**

The community trigger has been added to the processes that communities can use as part of the new ASB tools and powers launched in Autumn 2014. These are published on police and council websites and are managed by the community safety partnerships as part of a distinct complaints procedure.

**Objective two**

**Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system by:**

**3.08 Delivering the Victims' Code of Practice 2013, the Right to Review, EU Directive and the Witness Charter**

The victims and witness subgroup of the WCJB has been set up to deliver improvements for victims throughout the criminal justice system. This group is dip sampling 20 cases to determine the adherence to the victims' code and areas for further improvements to victims' journeys.

**3.09 Working together to adopt a culture of collective responsibility and ownership for the victim journey and the performance of the system**

The WCJB has a clear action plan that aligns to the Police and Crime Plan and Ministry of Justice (MOJ) modernisation agenda. The WCJB action plan addresses victims' needs, by - for example - making sure interviews are achieving best evidence

standards. It has set up the victims and witness sub group specially to track the victims' journey through the criminal justice system and deliver actions 3.08, 3.10, 3.11 and 4.16 in this report.

### **3.10 Working to ensure that trials are effective and not failing to proceed due to lack of time, failure to attend court etc, as these unfairly impact on victims, witnesses and defendants**

A paper has been submitted to the Chief Constable regarding the court listing practices at Winchester Crown Court, which impact on crown court cases for central and southern Wiltshire. These can be heard at Salisbury Crown Court, but are listed mainly at Winchester. However they can be moved to any crown court in central southern England (Portsmouth, Dorchester). In addition to the location there are other issues. From the point of the first hearing in the magistrates court to the eventual crown court trial can be over 12 months, with numerous listings. This process can have an impact on witness attendance.

A critical review of all so-called cracked and ineffective trials is now underway monthly within two areas. The Head of HM Courts and Tribunals Service (HMCTS) and CPS Wiltshire meet Wiltshire Police representatives to critically review ten cases and provide feedback and learning. The more intrusive meeting is also held monthly by Wiltshire Police, to review all trial review forms set against the cracked and ineffective trial data from HMCTS. We can critically review all Wiltshire cases month by month and establish where matters are going wrong. An early example is Salisbury Magistrates Court where a large proportion of the county's trials are cracked or ineffective and withdrawn as a result of being considered "not in the public interest to proceed or insufficient evidence to proceed".

### **3.11 Supporting the improvement of court facilities to protect victims, such as giving evidence by video link and separate waiting areas**

A video link facility is installed in the SARC building on the Gablecross site in Swindon. Horizon works with the witness service to ensure special measures are delivered to victims and witnesses if they are required.

Work is ongoing between Wiltshire Police and CPS to influence the development of Swindon Crown Court to maximise video facilities. Additional work is exploring how mobile technology can be used to provide a more flexible alternative to fixed video link locations.

## **Objective three**

**The Chief Constable will be held to account to ensure that the police listen to, support and protect victims by:**

### **3.12 Keeping victims and witnesses informed on the progress of investigations through face-to-face meetings, phone calls, letters and emails**

The number of Horizon cases has shown an increasing trend over the last two years, in line with overall crime increases. The main crime groups that have seen increases are violence, theft, sexual and public order offences.

Through local agreements with both the CPS and HMCTS, all officers who are required to give evidence in a magistrates trial will have automatic permissions to do so via a live link. This is managed by the Horizon team to ensure the most efficient option (either to attend court in person or give evidence via live link) takes place. This allows officers the opportunity to work in a live link location, with the use of resources to ensure less time is wasted. The live link rooms are located at Melksham police station and Gablecross.

The practicality of using Sexual Assault Referral Centre (SARC) equipment for vulnerable victims and witnesses has raised some difficulties that will require further exploration. A facilitator to provide support would be needed enable the victim or witness to give evidence. This service will use volunteers to support victims and witnesses beyond the court environment in a number of ways – live link included.

As mentioned previously, the Horizon service provides a large amount of contact for victims.

Requests for a victim right to review (VRR) have steadily risen and to date there have been approximately 80 requests. Around 70 per cent were eligible which resulted in one outcome overturned, six with further work identified and required, and the decision being upheld in the rest. Officers are becoming more aware of both the process and eligibility which is ensuring a more accurate request for VRR from the reporting person.

### **3.13 Developing vulnerable victim suites which enable victims to talk to police and criminal justice services in a comfortable and supportive environment**

Vulnerable victim suites are an important way for vulnerable victims to feel safe and



comfortable in giving evidence via video. In my last report, I explained that there are currently three sites within each hub which meet the specifications and demand required. These are situated in Swindon, Melksham and Salisbury.

Currently analytical work is being done to understand demand and future estate provision. Therefore the outcome of this work will inform the best possible service for vulnerable victim suites across the county.





## Securing high quality, efficient and trusted services

Police and criminal justice services should be professional, accessible to everyone, and of the highest standard. In emergencies, the right response must be provided swiftly. Communities should feel confident that the police will listen to their concerns and that the courts will provide effective justice for all. When individuals feel this has not been the case, they will have access to a clear, impartial and rigorous complaints process.

There are four objectives within this priority:

- Delivering a high quality police service that is accessible to communities
- Delivering a police service that is highly efficient and embraces innovation and technology.
- Working with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system
- Having a police service that is trusted, professional and respectful to the public

The detail of this priority and others can be found in my plan through this link: [Police and Crime Plan 2015 - 2017](#)

### Context

Within the priority 'Securing high quality, efficient and trusted services', there are 19 initiatives which will all be covered in this report, under their respective objective.

The policing environment continues to change and reform and modernisation is fundamental to delivery of my Police and Crime plan and to the sustainability of Wiltshire Police.

#### **Objective one**

**Delivering a high quality police service that is accessible to communities by ensuring that:**

##### **4.01 Calls to the police are answered efficiently and responded to effectively**

Calls to the police are analysed regularly. Further information can be found within the performance section of this report.

This area of the Force is currently under a systems thinking review. There is a requirement to answer calls as soon as possible and this is the primary focus of the review. The review is broken down into the following items:

- Performance of answering 101 calls to ensure any waste is removed and the call is answered as efficiently as possible
- Development of staff within the contact centre (the turnover of staff is high within the department, so progression routes should be well designed, so skills and experience can be maintained within the Force)
- Assessing vacancies and recruitment schedules
- Reviewing
- Stopping any unnecessary demand from impacting on the front line
- Effectively capturing all necessary information to best deal with the threat, harm and risk of a situation

In addition to these standards, Wiltshire Police assesses call-handling against five factors to ensure that appropriate action is taken in relation to the information received. This includes an assessment of whether calls are dealt with reasonably, have high data quality, result in high customer experience, whether the risk management has been effectively dealt with, and whether the call duration is within appropriate timelines.

The standards assessment consistently returns high rates (85 – 90 per cent), which is an element of effectiveness in answering calls and dealing with them well. This assessment is also under review.

#### **4.02 Local communities are very satisfied with the service they receive from the police**

This area is addressed within the performance section of this report.

#### **4.03 Wiltshire Police has a diverse and empowered workforce that reflects its values and behaviours**

Over the last five years, Wiltshire Police has developed and implemented a strong vision to become a values-based organisation. This has been built on a firm set of embedded values and behaviours, which are:

- Teamworking
- Professionalism
- People first
- Honesty and integrity
- Personal responsibility

The last report also explained that, alongside these values and behaviours, the Force has a well-established people strategy which provides the framework for delivering far-reaching change in the way the Force leads, develops and manages all colleagues. In order to ensure the values are more than just a set of words on a wall, they have been embedded into all aspects of people leadership, and this continues to be used in annual appraisals and decision making – alongside the National Decision Making Model, leadership programmes and professional standards cases.

Within the recent HMIC inspection on legitimacy, published in December 2016, Wiltshire Police achieved an ‘outstanding’ grading to the question ‘to what extent does the Force treat its workforce with fairness and respect?’. HMIC released the following summary to accompany this grading:

*“The Force is outstanding in the way it treats its workforce with fairness and respect. It uses a variety of methods to seek the views of staff regularly. These include internal surveys, face-to-face meetings and the chief officers’ web chats. The chief constable and the chief officer team have created a culture of challenge and open communication. Without exception, everyone we spoke to during the inspection commented on positive improvements made to the Force culture and told us that they are treated with fairness and respect. Officers and staff told us that if they had a problem or concern they could raise this in a number of different ways and that they would be listened to.”*

## **Objective two**

**Delivering a police service that is highly efficient and embraces innovation and technology. This means that Wiltshire Police should:**

**4.04 Achieve a minimum rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in its Police Effectiveness, Efficiency and**

### **Legitimacy (PEEL) programme**

Assessments are published and can be read on the HMIC website. Currently, only the reviews of efficiency and legitimacy have been published for 2016, both of which resulted in 'good' gradings. I am very happy with these gradings and inspections.

The grading for effectiveness is due to be published in March 2017, and I am expecting a similar result.

Some areas which were identified by HMIC as requiring some improvement have been picked up and form part of the improvement plan, along with further developing those initiatives already working well within Wiltshire Police.

#### **4.05 Deliver a financial strategy that meets the Government's austerity requirements (estimated to be at least £3m a year)**

The medium term financial strategy and outcome of the financial settlement was taken to the panel on 2 February 2017, which provided the update for this activity.

#### **4.06 Commence by September 2015 a pilot that creates a single local policing, response and investigations team. This will provide one team with the responsibility for all aspects of an investigation. Learning from this pilot is anticipated to be evaluated by April 2016**

Within the last update for this activity, the Force was preparing to evaluate the pilot of a new operating model, where one team will have the responsibility of local policing, response, and investigations. Since then, the Force completed the evaluation, presented this to my governance board (Commissioner's Monitoring Board) on 17 May 2016, and also provided a briefing to the PCP on 16 June 2016.

The decision was made to roll out the operating model to the rest of the Force, with a proposed start date of 17 October 2016 for Wiltshire, and 7 November 2016 for Swindon. This split was in place to enable the organisation to process the change effectively. The new model started on these dates, with no major issues reported.

This activity is therefore complete; however the embedding of the new model is something that is kept under review. This is a change to the way of working for the

Force, and something that has cultural implications, as well as practical ones.

The Force is conducting a six-month review of the model, which will begin on 17 April 2017 and 7 May 2017. This will seek to understand how well the model is being implemented, what the impact is on service delivery, and how we can continue to improve the model. I am involved in designing the terms of reference for the evaluation, and any support the Police and Crime Panel can give would be much appreciated.

**4.07 Will develop and implement a Strategic Alliance between Avon & Somerset and Wiltshire constabularies and the respective Police and Crime Commissioners**

**THIS ACTION IS NO LONGER ACHIEVABLE**

Updates on this have been provided in separate updates.

**4.08 Have co-located reception services with partners by December 2015**

**ACTION COMPLETE**

This activity is complete within Monkton Park, Bourne Hill and Wat Tyler House, Swindon.

**4.09 Complete and consult with stakeholders on the findings and proposals for custody facilities by November 2015**

As previously reported to the panel, this activity has been completed. A review was done in relation to establishing how many custody units Wiltshire Police should have, and to identify the best location for these suites. The findings of this review were subject to consultation with many stakeholders, including staff, the media, and the courts in Salisbury.

Scoping work was undertaken in the Warminster area by the project team and land agents, with a number of options presented to me in June 2016. Due to the new operating model, and the knock-on consequences of estate transformation, I made the decision to integrate provision of a new custody unit into the wider estates strategy which is taking place across the county.

I will shortly be publishing my estates strategy which will set out the future estates model in line with my new Police and Crime Plan 2017-21

#### **4.10 Will share office accommodation in Trowbridge, Salisbury, Chippenham and Swindon with local authorities**

##### **ACTION COMPLETE**

This activity is completed. Co-location has taken place within Monkton Park (Chippenham), Bourne Hill (Salisbury) and the Town Centre civic campus (Swindon). This provides many opportunities for the police to work together with council colleagues to better resolve local issues.

Within Trowbridge, there continues to be co-location in the form of the multi-agency safeguarding hub. As mentioned in the previous activity, this subject is incorporated into my estate master-planning which includes the operational service requirements and will be a consideration through the estates programme board.

#### **4.11 Move into shared facilities with Wiltshire Council in Tisbury and Melksham**

As previously reported, my office and Wiltshire Police are committed to co-located estates with partners, to deliver the best possible service to the public. This will be a long-term activity due to the time needed to plan, design and agree estate locations and functionality. Our experience with the Corsham campus, and other shared facilities, has shown how effective such working can be.

This subject is incorporated in my estate master planning which includes the operational service requirements and will be considered through the estates programme board. Co-location at the Tisbury campus is now being finalised as part of the estates strategy.

#### **4.12 Implement a digital evidence management and interviewing system by April 2016**

It is essential that the storage of captured digital evidence meets national guidelines for data retention and integrity. Wiltshire Police was included in the innovation fund bid submitted by Avon and Somerset Constabulary (ASC) to provide a regional digital evidence management system (DEMS). Wiltshire is implementing a local system but is committed to a long-term shared approach with ASC.

This programme of work is to implement Capita's EvidenceWorks (DEMS), Capita's digital interview recording (DIR) platform and Reveal's body worn video cameras

(BWVCs) and DEMS.

As mentioned in previous reports, this is a highly complex project and involves many stakeholders discussing regional connectivity. Due to development delays and the desire for alignment across the region it was not delivered by April 2016 and continues to be a technical challenge.

There is currently a pilot running with BWVC, where 21 officers have been issued with a camera. Since the end of November 2016, they have submitted 31 pieces of evidential footage. Some officers are struggling to use the cameras due to technical difficulties. However there is positivity from most of those using the devices. A full roll out of BWVC is planned for mid-February 2017. However to be able to scale up this pilot, server storage and connection speed needs to be addressed to ensure the technology works effectively. It is not just a case of getting the cameras. They need to operate on a firm foundation.

#### **4.13 Ensure that every community policing team is accessible to the public in a range of locations in the community; where possible working alongside partners**

Laptops have now been issued to all staff. This has enabled flexible working across the county, and it has improved the ability of staff to work closer to the community. The laptops have 3G connectivity, meaning they can access the internet from a location with a signal. They are also able to connect to the internet within a Wiltshire Council building. In addition, smartphones have been distributed to staff to enable the public to contact local officers more easily.

An evaluation was conducted to establish how successful the roll-out of new technology, and new ways of working, has been. Overall, there have been many benefits identified, and staff are much happier to work flexibly, and work more effectively, with colleagues in both the police and council.

As a result of the CPT model coming in, there is greater opportunity to improve the engagement with the public, and focus on local policing. There is a bedding-in period for the new model, where staff from different roles and experiences are coming together to build a new team focused on the community, and this will be monitored through the evaluation as previously mentioned. There have been resourcing gaps for staff within the CPTs across the county, and the impact on the public service and

engagement will be looked at closely, to ensure we are putting victims, witnesses and communities at the heart of everything we do.

#### **4.14 Will increase the range of online services including crime reporting, virtual front counters and licence applications in line with its digital strategy**

The effective use of technology is essential in the management of work coming into the organisation. Doing this well will improve the customer experience, and also reduce the demand on Wiltshire Police resources.

The digital policing strategy will ensure that defined user requirements are stated, an understanding of how information will be used is included, and a clear appreciation of demand will be achieved.

Two projects currently in progress show how improved data sharing can benefit partners through collaborative networking:

- Adult social care information to GP surgeries – enabling GP surgery staff to query social care packages to assist with resourcing and the requirements for staff, resulting in improved support for the individual
- Firearms licence holders' details to AWP and GP surgeries – enabling health professionals to identify patients who hold a firearms licence to benefit those at risk of self-harm and assist social workers/approved mental health practitioners who carry out home visits

A channel strategy has been internally published by the police which explains how the organisation will meet the demands of its customers using the resources it has available, bearing in mind the customers' needs.

The priorities within the channel strategy are:

- Maximising effectiveness (delivering a proportionate service considering the threat, harm and risk posed) and efficiency (delivering value for money)
- Providing effective delivery methods (recognising that some customers will not be able to access certain channel(s) and delivering service according to need
- Providing delivery methods that are affordable and align customers to the



most effective delivery channel

Analysis carried out highlights the changing nature of communication channels:

- 86 per cent of households have internet access
- 78 per cent of adults in Great Britain (39.3 million) used the internet every day in 2015 compared to 35 per cent in 2006
- 61 per cent of adults use social networking and, of those, 79 per cent do so every day

In addition, we know that Swindon ranks fifth in the UK for the proportion of the population that uses the internet, with Wiltshire ranked 40<sup>th</sup>. This shows great potential to use social media and website services to better deal with demand.

As a result, the Force has significantly increased its presence on accounts like Facebook and Twitter, in addition to promoting community messaging, improving the Force website, and media releases. Within the development of the Force website, functionality such as crime reporting, live chat, and licence applications will be a major priority

A balance needs to be achieved between providing an affordable service, with visibility and engagement, which the public wants, but also what it needs. This engagement is done through the Force's public service and quality board, which my office attends.

### **Objective three**

**As Commissioner, I will work with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system, meaning that we will:**

#### **4.15 Enable and empower more police-led prosecutions for less serious offences**

The police-led prosecution (PLP) process is still in place following its start in February 2014. Such prosecutions progress well at our PLP Court at Salisbury fortnightly with income generated to date standing at over £18,000. In January 2017, the Force moved to the single justice process (SJP) which links to The Plea Online, so all defendants who

plead guilty online will have their cases automatically heard by the SJP process, which will be dealt with by a single magistrate and the legal advisor. Our cases will be heard at Basingstoke or Farnborough Magistrates Court, linking in with Hampshire to ensure that we can manage the volumes. Costs for each case will still be transferred to Wiltshire.

All defendants who have not declared their plea either and who wish to appear in person, or who will be disqualified from driving, will continue to be dealt with by the PLP process. I anticipate that about 80 per cent of our business at this stage will move to SJP. In view of this I am in early discussion with HMCTS and CPS to enable us to present on all drunk and disorderly cases and then all public order cases with a guilty plea. That will be followed by criminal damage and theft offences at some later stage.

#### **4.16 Reduce the delays to planned court dates and adjournments that waste time and resources and let victims and witnesses down**

This will be included within the WCJB performance information to allow comparisons and will be the catalyst for further work in this area.

### **Objective four**

**As Commissioner, I will have a police service that is trusted, professional and respectful to the public by:**

#### **4.17 Implementing Home Office proposals to transfer police complaints to the Office of the Police and Crime Commissioner (OPCC)**

The Police Act has now received royal assent. We are awaiting further guidance on the options available to PCCs to determine what level of change is right for Wiltshire.

#### **4.18 Providing an independent appeals process for complainants**

The PCC and CC continue to fund an independent appeals process for complainants. Please see complaints reports elsewhere

#### **4.19 Independently scrutinising custody conditions through the Independent Custody Visiting scheme (IVS)**



Every PCC has a statutory duty to run an Independent Custody Visiting scheme. The schemes co-ordinate local volunteers, called Independent Custody Visitors (ICVs), to make unannounced visits to police custody to check on the treatment and wellbeing of detainees as well as the conditions they are held in.

ICVs speak to detainees, asking them about their experiences and check that they've been given their legal rights and entitlements. ICVs can access all areas of custody and will check on the conditions of the custody suite and will ask custody staff to resolve any immediate concerns or issues.

They complete visit reports, alerting the PCC to their findings and raising problems or concerns. Schemes also share findings, themes and learning with the Independent Custody Visiting Association (ICVA) to represent at a national level.

Following the recruitment of new ICVs and the improvement of management support the ICV appraisal process is due to start in Spring 2017.



## Raising awareness of significant topics

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

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

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

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

### Recorded crime figures

Both I and the Chief Constable are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office. This is the right thing to do for the public and policing. Victims receive the service they expect and deserve; with services meeting the scale, scope and risk of crime in their local communities.

It is also vitally important to ensure Wiltshire receives the correct level of funding from central government.

Since June 2016 a new process has been adopted within Wiltshire Police whereby all reports of crime and incident categories which have the potential to contain criminal offences (such as ASB reports) are reviewed daily by a specialist team which ensures that they are correctly recorded to enable the best possible service to victims.

In this short period of time the specialist team has assisted the Force to achieve 96 per cent of crime that has been reported, is recorded. The team is working hard to improve beyond this current position with every crime reported being recorded correctly and in a timely manner.

I want to reiterate that this is also evidenced at national level local evidence by the Office for National Statistics (ONS). The quarter 3 Crime Survey for England and Wales (CSEW) states that the annual rise is not a reliable measure of the trends in crime with



a large proportion of the rise considered to be due to continued improvements in crime recording and processes.

More specifically the ONS cites no increase in violence despite the 22 per cent increase in recorded crime. ONS says that the predominant factors relate to the inclusion of two new notifiable harassment offence types and the focus on crime recording process improvements. This is reflective of the position I have outlined in previous meetings.

I anticipate that as the complete an entire year of ethical recording practices and consistently improved crime recording compliance we will have a more stable view of overall trends. This does not mean that all changes are due to crime recording.

The specific crime areas referenced in this report reflect this ongoing assurance and local review regardless of the recording practice changes. This approach represents a more mature and considered response to police performance and the continuing implementation of an ethical performance culture.

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## **PCC RISK REGISTER**

### **1. Purpose of Report**

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

### **2. Background and Main Considerations for the Panel**

- 2.1 The risk register has been reviewed (including the residual risk scores) following the drafting of the new Police and Crime Plan 2017-21. A more in-depth review will take place once the Plan has been finalised.
- 2.2 The register is intended to capture the live management of risk and the mitigation, rather than maintain a record of all possible risks.
- 2.3 Going forward the risk register will be reviewed monthly at Commissioner's Monitoring Board and provide an active assessment of risks. The attached document reflects the PCC risks as at 9 February 2017.
- 2.4 Risks that are managed as part of 'business as usual' and are low have been removed to ensure focus is given to the highest risks and mitigation plans.
- 2.5 Attached at Appendix A is a glossary setting out the meaning of the acronyms used and the scoring brackets in deciding whether a risk is high, moderate, acceptable, or minor.

### **3. Key changes since previous meeting**

- 3.1 A copy of the PCC Risk Register as at 9 February 2017 is attached at Appendix B.
- 3.2 The register identifies 23 risks of which 21 are active.
- 3.3 Two risks have been removed and these are risks 7 and 13.
- 3.3 Three new risks have been identified and these are:
- Risk 26 – Failure to correctly identify estate needs for the PCC and the CC (*Resources*)
  - Risk 27 – PCC fails to meet its requirements in relation to the Equality Act 2010 (*Public Confidence and Integrity*)
  - Risk 28 – Failure to deliver the priorities set out in the Police and Crime Plan (*Public Confidence and Integrity*)
- 3.4 There is only one risk considered high and this is risk 25 (*failure of the funding formula review to provide additional resources to Wiltshire from 2017-18*). The review of the funding formula is still taking place and current information suggests

changes to the formula will be made for financial year 2018-19. This risk continues to be closely monitored.

3.5 All other risks are being actively managed as per the register.

**Kieran Kilgallen**  
**OPCC Chief Executive**



ACRONYM	MEANING
BAU	Business As Usual
BUSS	Best Use of Stop and Search
CC	Chief Constable
CCG	Clinical Commissioning Group
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CSR	Comprehensive Spending Review
DA	Domestic Abuse
HMIC	Her Majesty's Inspectorate of Constabulary
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
IPCC	Independent Police Complaints Commission
IT	Information Technology
JSA	Joint Strategic Assessment
JSNA	Joint Strategic Needs Assessment
LA / LAs	Local Authority / Local Authority's
MOJ	Ministry of Justice
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
NWOW	New Ways of Working
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
PID	Project Initiation Document
PSQB	Public Service and Quality Board
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SCT	Senior Command Team
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOT	Youth Offending Team

**RISK KEY**

risk score 30+
risk score 18-29
risk score 8-17
risk score 1-7

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**WILTSHIRE AND SWINDON POLICE AND CRIME COMMISSIONER RISK REGISTER 2016-17**

Risk Appetite is : 30											Residual Risk Score				Date Reviewed	Summary			
ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score						
<b>PUBLIC CONFIDENCE &amp; INTEGRITY</b>																			
1	18-Aug-15	Transformation or service changes are not communicated to public / stakeholders and feedback is not considered	Reduced public satisfaction and confidence in PCC and OPCC Community voice not heard Increased resistance to changes Changes undermined Benefits expected are reduced	Reputation Operational delivery	2	3	3	18	PSQB developing engagement plans with public and stakeholders to inform development of P&C Plan Public and partner consultation on P&C Plan Annual public and partner consultation on precept 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 Engagement with staff associations and partners Regular meetings with LA Leaders PCC and CC provide partnership updates at all strategic boards	1	3	3	9	31-Jan-17	Maintain - Strategic risk - BAU residual risk				
2	18-Aug-15	Failure to have oversight of complaints against OPCC and Force officers or staff, 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 supported by Business Manager and Complaints Administrator Independent Adjudicator fulfils PCC role and has ongoing monthly monitoring in place of force complaints - meetings attended by Business Manager and Complaints Administrator Professional Standards performance part of PCC management of Force performance Quarterly reporting of complaints included in report to Panel Annual report by Independent Adjudicator published summarising key themes, issues and areas for improvement - reported to Panel Complaints dip sampling takes place to review how cases were handled	1	2	4	8	31-Jan-17	Maintain - Strategic risk - BAU residual risk				
3	18-Aug-15	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 Register published on website HMIC reports provides inspections covering aspects of legitimacy, standards and behaviours Whistle blowing policy and reporting mechanism in place Ethics and Culture Board meets quarterly attended by PCC and CC Robust vetting and employment checking is used as per HR policy PCC has signed the Committee on Standards in Public Life ethical checklist, includes explicitly holding the CC to account to implement the College of Policing's code of ethics	1	2	4	8	31-Jan-17	Maintain - Strategic risk - BAU residual risk				
4	18-Aug-15	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 set out obligations and procedures to meet Force duties Recruitment, redeployment and support policies in place Diversity Inclusion Strategy produced by the Force and presented to CMB in September 2016 Regular updates on progress and development to PCC at CMB Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures	3	3	3	27	31-Jan-17	Maintain - recommended that risk score is unchanged until mitigation is delivered				
5	18-Aug-15	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	Force has S&S policies in place Assessment undertaken of victim's vulnerability, including aspects of diversity Specialist support services in place for ensuring support for a range of diverse groups Force is BUSS compliant Independent S&S community trigger, policy review and new forms completed to address information gaps in place and operating Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity This mitigation is linked to risk 1 and risk 4	2	2	3	12	31-Jan-17	Maintain - recommended that risk score is unchanged until mitigation is delivered				
6	18-Aug-15	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 rules Funding agreements ensures responsibilities under Equality Act 2010 are met by third parties Extensive relationship with community and vulnerable sector providers PCC signatory to Wiltshire Compact PCC Community Fund seeks applications that support increased community participation in keeping communities safer Areas that require additional focus based on advice from CC, partners, and consultation with the public Commissioning Strategy to be finalised and published on website Development of (internal) annual commissioning plan to help identify / manage commissioning programme	2	2	2	8	31-Jan-17	Maintain - Strategic risk - BAU residual risk				

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date Reviewed	Summary
27	31-Jan-17	PCC fails to meet its requirements in relation to 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 set out obligations and procedures to meet PCC duties						NEW
28	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan	Reduced public satisfaction and confidence in PCC and OPCC Benefits expected are reduced Damage to partnership relationships Criticism from government / HMIC / Panel and adverse media attention Loss of supporters / voters	Reputational	2	3	3	18	Police performance structure is built around police and crime plan Attendance at Force SCT Attendance at strategic boards with partners Introduction of PCC's Community Fund Working with community and voluntary sector Performance against plan reviewed at CMB Quarterly reporting to the Panel Publication of annual report summarising progress against priorities and plan						NEW
<b>EFFECTIVE GOVERNANCE AND SCRUTINY</b>															
7	18-Aug-15	Tri-Force enabling services collaboration has weak governance and accountability	Reduced influence of PCC over police Reduced effectiveness of local accountability Service quality disproportionately affecting Wiltshire Satisfaction with policing declines Adverse media criticism	Performance Financial Reputation Operational delivery	3	3	3	27	Governance process replicates the regional structures to provide oversight, assurance and appropriate decision making structures TOR agreed by Strategic Board 6 principle decisions makers (3 PCCs, 3 CCs) Programme team has clear programme brief and resource to deliver agreed actions from Strategic Board Programme team following five case methodology advocated by HM Treasury Priority areas for programme team to explore business cases determined by the Strategic Board	2	2	3	12	31-Jan-17	REMOVE
8	18-Aug-15	Collaborative arrangements do not deliver anticipated benefits due to 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 Damage to working relationships	Financial Operational delivery Performance	3	3	4	36	Collaboration, contracts and agreements in place for all collaborations Governance arrangements outlined in all agreements ACCs in place for Tri-force collaborations and regionalised services ACCs meet PCC quarterly for update in addition to governance arrangements All regional and tri-forces services standing agenda item at CMB	2	2	4	16	31-Jan-17	Maintain - Strategic risk - BAU residual risk
11	18-Aug-15	Failure of OPCC staff and CC 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 during decision making Reduced public scrutiny and transparency	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 PCC 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	31-Jan-17	Maintain - BAU residual risk
<b>STRATEGY, SERVICE QUALITY &amp; TRANSFORMATION</b>															
12	18-Aug-15	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	Numerous enabling projects in this area provide linked risk and knock on consequence Strategic Partnership with Wiltshire Council has significantly improved capability and delivery 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 transformation development as part of new P&C plan ICT enabling projects added to forthcoming business benefit review by continuous improvement team Resource demand on development but overtime anticipated to be incorporated into BAU as projects are completed ICT projects remain significantly complex and challenging Strategic work ongoing with WC to identify priorities, timescales and governance – expectation is for improved clarity surrounding ICT	3	2	3	18	09-Feb-17	Maintain and continue to mitigate risks

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date Reviewed	Summary
13	18-Aug-15	Proposals for new custody suite is not delivered successfully	Reduction of operational effectiveness Impact of overall estates strategy Increases in costs Adverse media coverage Loss of reputation of PCC and Wiltshire police	Reputation Operational delivery Performance	2	3	3	18	Feasibility study completed Decision based on wealth of evidence and analysis - provide accurate assessment of need Public engagement and communications strategy ongoing Aligned to estates review and strategy Aligned to NWOV strategy and partnership strategies Land agents instructed to identify suitable sites in Warmminster area Information feeding into master planning and overall estate requirements Master planning work progressing well and completion anticipated by year end	2	3	3	18	31-Jan-17	REMOVE
14	18-Aug-15	Roll out of community policing model is not managed effectively as a project and is not aligned to priorities in P&C Plan priorities	Anticipated benefits are not delivered Operating model is not sustainable Service quality decreases Satisfaction for victims and public falls Visibility falls 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 Evaluation completed and successful pilot presented to CC and PCC Project team meeting monthly focusing on delivering benefits of model - includes OPCC 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 Community Policing Model rolled out Forcewide in October and November 2016 Planned progress report to go to CMB and future Panel meeting - evaluation to begin after six months, OPCC and the Panel involved	2	3	3	18	31-Jan-17	Maintain - look to reduce at next review of Risk Register
15	18-Aug-15	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 Liaison with Judiciary WCJB member New P&C Plan has embedded improvements for criminal justice and influence role of PCC WCJB working to action plan – sub-groups are delivering RJ Hub created in OPCC delivering and supporting professional and volunteering led conferences and RJ delivery within the force. RJ strategy agreed by WCJB Restorative Together Board established PCC chairs Board reports to WCJB Victims, Witnesses and Most Vulnerable sub group established September 2016 to coordinate victim requirements across CJS process Horizon Victim & Witness Care unit commissioned by OPCC Delivering and co-ordinating victim service Partnership working to support delivery of specialist victim services for DA and SA	2	2	3	12	31-Jan-17	Maintain - Strategic risk - BAU residual risk
16	18-Aug-15	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 Fail to ensure commissioned agencies comply with PCC legal requirements under Equality Act	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 Quarterly performance regime established for victim service Commissioning process review completed and implemented process changes This will be incorporated into the new P&C Plan processes Agreements in place for all commitments Future agreements to meet commissioning guidance Ongoing new commissioning with LAs meeting all legal and procurement requirements Quarterly PCC commissioning meeting to review current performance of provision Development of (internal) annual commissioning plan to help identify / manage commissioning programme	2	3	3	18	31-Jan-17	Maintain - Strategic risk - BAU residual risk
17	18-Aug-15	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 Negative press / negative reaction from the community	Reputation Operational delivery Performance	2	3	3	18	PCC member 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 intervals CMB discuss emerging developments with partners Recent partnership events focusing on specific areas of interest and partnership focus Early work with LAs and partners to identify and reduce demand on policing services Managed in year cuts to YOT and positive discussions have mitigated risks as far as possible Joint commissioning of mental health triage service with both CCGs	2	2	3	12	31-Jan-17	Maintain - Strategic risk - BAU residual risk
19	18-Aug-15	Collaborative services' impacts outweigh business benefits	Key delivery areas are compromised or do not address the requirements of the PCC, Force, collaborative partner(s), or the Wiltshire public Falls in service quality Reduction in HMIC ratings PCCs do not wish to commission policing model provided Collaborative partners do not wish to pursue collaborative opportunities	Reputational Operational delivery Performance Legal	3	3	4	36	Appropriate governance structures in place with PCC / OPCC represented where performance, finance, and strategic risks are managed Regular reporting on collaborative opportunities and existing collaborations to CMB PCC and Chief Officers meet regularly with collaboration leads to discuss Wiltshire specific issues Appropriate levels of consultation and engagement undertaken with public and partners HMIC efficiency inspections	2	3	3	18	31-Jan-17	
<b>RESOURCES</b>															
20	18-Aug-15	Failure to have a balanced budget with precept level agreed 2016-17	Outcomes of P&C 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) Budgets for 16-17 set Underspend currently projected in 16/17 Underspend of over £1m is projected in 2016/17	1	2	2	4	09-Feb-17	Maintain - Strategic risk - BAU residual risk

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls				Date Reviewed	Summary	
									L	C	I	Score			
21	19-Aug-15	Failure to set a balanced budget with precept level agreed 2017-18	Outcomes of P&C 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	MTFS produced and provided to PCC and the Panel Settlement received which led to 1.4% reduction in central grant Working with CC to produce a plan to resolve the majority of the £2m shortfall - currently £400,000 remains left to be resolved A council tax increase of 1.9% has been agreed as part of this process	1	2	2	4	09-Feb-17	Maintain - likely to increase post Autumn Statement
24	18-Aug-15	Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force	Breach of statutory duty Ineffective use of public money Inefficient levels of performance Missed opportunities with misaligned resources Loss of public confidence in PCC and Police Adverse criticism from government, PCP and media Risk of legal challenge	Financial Reputation	2	3	3	18	Budgets monitored through CMB Detailed performance and project delivery is considered at SCT - OPCC in attendance Police framework moving towards benefits realisation Internal Audit programme P&C Plan takes account of Wiltshire & Swindon Strategic Assessment, JSNA etc. P&C plan sets clear priorities and objectives PCC received policing advice from CC at CMB on policing and allocation of resources HMIC Value for Money profiles reviewed and assessed HMIC PEEL Inspection received and graded 'good' Introduction of Police Objective Analysis into budget monitoring to provide alternative view of spend vers. Services New P&C plan to further enhance planning process with Force to ensure clear alignment from Strategic assessment, P&C, areas for focus and the MTFS Commercial and Contracts Group established, meets monthly and reviews new and existing contracts, Chaired by the PCC	1	3	3	9	09-Feb-17	
25	06-Jan-16	Failure of the funding formula review to provide 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 £1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16 Police and Fire Minister launched review and established a Technical Group chaired by the Permanent Secretary at the Home Office Devon and Cornwall PCC is a member and PCC able to channel his views through her Anticipated that recommendation will be made to Police and Fire Minister in February 2017 Latest information suggests Minister will receive outcome of new formula in March 2017 - depending on outcome of review consultation is expected Spring 2017 leading to change in formula 2018/19	2	4	4	32	09-Feb-17	
26	31-Jan-17	Failure of PCC estate to enable effective and efficient policing	Unnecessary maintenance of surplus buildings and associated utility costs Waste of resources maintaining surplus estate Damage to community relationships Negative impact on CPT and provision of local policing Negative comments from communities and local media Underestimate estate requirement and dispose of too much estate Sub-optimal estate provision is ineffective use of resources Loss of opportunity to share properties and costs with local partners	Financial Reputation Operational delivery	2	3	4	24	Estates strategy governance in place and delivering strategy PCC holding officers to account for delivery of strategy CC responsible for providing operational requirements to ensure policing needs are met Independent feasibility study undertaken in relation to custody provision in south of county Engagement with local CPT and communities where change of estate provision will have an impact						NEW



**POLICE AND CRIME PANEL**  
**2 March 2017**

**AGENDA ITEM NO: 7**

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## **FINAL DRAFT WILTSHIRE AND SWINDON POLICE AND CRIME PLAN 2017-21**

### **1. Purpose of Report**

- 1.1. To provide the Police and Crime Panel (PCP) on with the final draft Police and Crime Plan (2017-21) (P&C Plan).
- 1.2. To provide the consolidated themes from the P&C Plan public consultation process (Appendix A).

### **2. Background and Main Considerations for the Panel**

- 2.1. The Police and Crime Plan has been refreshed and updated following the PCC election in 2016. As required by the Police Reform and Responsibility Act 2011, the Plan will run from 2017-21, including the financial year during which a PCC election is held.
- 2.2. As the P&C Plan was refreshed in 2015, the Plan for 2017-20 provides more of an update and refinement to the current direction. The Plan retains four priorities with the context and themes of reducing demand, greater service integration, the community policing model and financial challenges.
- 2.3. This draft Plan has been subject to an extensive consultation and development with partners, including the PCP.

### **3. Police and Crime Plan 2017-20**

- 3.1. The draft Plan attached is the public consultation version and replaces the earlier version shared with the PCP.
- 3.2. The P&C Plan is a refinement of the previous Plan and is informed by the Chief Constable's operational advice, public consultation, stakeholder feedback and the PCP.
- 3.3. The Plan draws together the collective effort across a range of individual organisations and partnerships to keep the people of Wiltshire and Swindon safe.
- 3.4. The Plan is concise and increased in focus on the areas where improvements are needed. It is not a checklist on all policing and community safety activity.

- 3.5. The Plan will 'go-live' from April 2017. The performance framework will remain the same but be updated to reflect the updated Plan. The PCP will continue to receive updates in the same way.
- 3.6. The financial details are taken from the Medium Term Financial Plan.
- 3.7. Stakeholders and partners have seen earlier versions of the Plan, continuing to provide comment in this consultation period.
- 3.8. The public consultation on the P&C Plan 2017-20 and the policing precept are running simultaneously. It began on 3 January 2017 and closed on 27 January 2017. A separate report provides details of the consolidated themes raised in the consultation.
- 3.9. It is the intention that this designed version will be published as the P&C Plan.

#### **4. Recommendations**

- 4.1. Panel members are asked to note the consultation report.
- 4.2. Panel members are asked to note the final draft P&C Plan.



## APPENDIX A: Consolidated public feedback on Draft Police and Crime Plan 2017-20

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### CONSOLIDATED PUBLIC FEEDBACK ON DRAFT POLICE AND CRIME PLAN 2017-20

1. The Police and Crime Plan (P&C Plan) 2017-20 consultation was held between 3 January 2017 and 27 January 2017. The consultation articulated the PCC's vision for policing and community safety, his priorities and work to meet those priorities.
2. Information on the consultation was widely publicised in local media, social media and through area boards, parish councils and community groups. The plan's content was summarised in a series of short videos which allowed for a clear and concise message to be spread widely. Other consultation methods included:
  - High profile media campaign launching the precept recommendation and draft P&C Plan
  - Short video to communicate new plan and precept recommendation
  - Four live social media Q&A sessions – where the public could ask questions directly
  - Wiltshire Police officer and staff drop-in sessions
  - Online consultation survey
  - Twitter poll asking “do you agree with the precept increase?” Yes 67 per cent, No 32 per cent (total 120 people)
  - Media releases setting out the proposal and highlighting to the public how they could make their views heard via the PCC's website
  - Stakeholder distribution including councillors and MPs, seeking their views on behalf of the people they serve
  - Video and offer of attendance to every area and locality board
3. This report summarises and consolidates the feedback I have received from the public. I have provided a response on the points raised and identified any changes that have been made to the plan as a result.

Theme	Response
<p>There is not enough police presence, no police station, and there is no CCTV.</p> <p>Increase visibility</p>	<p>There are community policing teams covering every part of the county, each based in one of seven hubs in Monkton Park, Chippenham; Trowbridge, Devizes, Gablecross in Swindon, Amesbury and Bourne Hill, Salisbury</p> <p>Community Policing Teams bring together neighbourhood policing, response and local investigators to work as one team. This means that all officers and staff are briefed in their hubs and then patrol their beats, conducting investigations, responding to calls and carrying out proactive targeted work.</p> <p>Policing resources are under pressure. I have made it clear in my plan that increases in the policing precept help me to maintain the resources we have. Even with a 1.9 per cent increase in the precept there is still a financial shortfall, which will need to be made up by changing the way we deliver policing and implementing my plan.</p> <p>I am working to protect all frontline policing in line with the definition I have laid out in my plan. Community Policing Teams are the most visible part of policing but there are teams who keep us safe who we do not always see. These teams protect us from serious threats, investigate serious sexual offences and disrupt organised crime. Much crime is hidden and much of the inspiring work our officers and staff carry out is not always visible.</p> <p>I have made a substantial investment in mobile technology which allows officers and staff to be able to work out in communities without needing to return to a station. This means that police can be more efficient and provide a visible presence in our local communities whilst performing their work.</p>
<p>Why is there no CCTV in Salisbury?</p>	<p>Work is currently underway with Wiltshire Council, Salisbury City Council and Salisbury Business Improvement District (BID) to install a new CCTV system. I have supported the establishment of this volunteer-run scheme by providing</p>

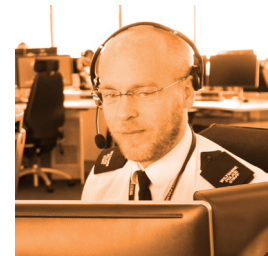
	£10,000. I believe the new system is to be launched soon.
It is really positive to see mental health feature so prominently in your plan	<p>The issue of mental health provision has received lots of attention. The Chief Constable and I have been working with partners to ensure that we eliminate the use of police cells as safe places for people in mental health crisis and increase support for those in a crisis.</p> <p>Together with both clinical commissioning groups in the Wiltshire Police area, I am funding the mental health triage team in the police control room. This team can access mental health records and assist officers and staff on the ground to support people in mental health crisis and make sure they keep them, and others, safe.</p> <p><b><i>This has now been agreed and included in the final version of my plan.</i></b></p>
Neighbourhood Watch is really important and should be supported.	<p>Central to my plan is the engagement of communities in supporting the police and helping keep our communities safe. British policing is based on strong links with the public and schemes like Neighbourhood Watch form a critical part of that bond. I support Neighbourhood Watch with funding.</p> <p>As well as Neighbourhood Watch there are many opportunities for the public to help Wiltshire Police by signing up to Community Messaging, volunteering their time in police volunteer roles or by becoming a special constable.</p> <p><b><i>All of this work has a specific reference point in my plan and demonstrates the importance I place on supporting local communities. In addition to the plan I intend to support new ways in which people can help keep their communities safe through my PCC Community Fund.</i></b></p>
Officers and staff need to have reliable and modern technology to deliver a high quality and efficient service. We need to be aware that mobile signal	I agree that having technology that supports you in doing your job is critical to delivering a high quality and efficient service. Wiltshire Police is making great strides by providing mobile technology for every officer and member of staff. We

coverage is not 100 per cent across Wiltshire	<p>want to continue to build on flexible systems that enable frontline staff to have everything they require to carry out their role in the community.</p> <p>I have made sure that we draw a line under years of under-investment. As a result, we now have an excellent IT infrastructure that is able to support these requirements and the Force is now reaping the benefits.</p> <p>I want to go further and enhance the way in which the public communicates with the police by enabling online crime reporting, the ability to apply for licences online. I also want to reduce the associated costs in order to use the money saved to help protect frontline services. I am aware that mobile phone coverage is restricted in parts of Wiltshire. This is a consideration as part of the ICT work and, where required, alternative solutions are developed. From a public aspect it is why I am keen to establish a variety of ways to contact Wiltshire Police.</p>
The inclusion of road safety and road policing needs including work with partners and community speed watch should be included.	<p>I agree that road safety is an important issue for the communities of Wiltshire and Swindon. I have specifically referenced the work involving local authorities and police to educate drivers, engineer roads to promote safety and enforcement to catch offenders. I will continue to support community speed watch volunteers who - backed up by Special Constables - will seek to deter speeding motorists.</p> <p><b>A specific action is included within the plan</b></p>
Feedback has been provided on the look and feel of the documents.	I will reflect on these editorial comments and amend the plan to reflect these comments
When calling 101 I have to wait ages to get through.	<p>I recognise that the ability for the public to contact the police for non-emergencies has not been at the level I want. I have raised this issue with the Chief Constable and changes are being made in the short term. In addition a specific piece of work is included in my plan to review the efficiency and effectiveness of the crime and communication centre to understand what is causing delays.</p> <p>I am also aware that 101 is one of the only ways you can contact Wiltshire Police in</p>

	<p>a non-emergency. We need to do more to make it easier, quicker and more convenient for the public to communicate with the police. Whether that is speaking to a member of staff, reporting a crime or requesting an update on a matter. In my plan I commit to increasing the numbers of ways you can communicate with Wiltshire Police. This will give people more choice and provide alternative ways to contact police at busy times.</p>
<p>Could we do more on education and preventative work with children and young people?</p>	<p>Yes. In my plan I have made it clear that I want to develop more preventative ways of tackling crime and keeping people safe. In addition to the extensive work that officers and staff already do in schools I have highlighted specific areas in the plan including:</p> <ul style="list-style-type: none"> <li>• Working with Youth Offending Teams to prevent offending and repeat offending</li> <li>• Increasing resources and embedding crime prevention within Wiltshire Police</li> <li>• Actions to counter cyber crime</li> <li>• Exploring options to integrate preventative work with local authorities and the fire and rescue service</li> </ul>
<p>The video and social media consultation was great</p>	<p>I am delighted to have received very positive feedback about the entire consultation process. The video, combined with a more conversational approach and maximising the use of social media, has meant this consultation has reached more people than ever. I want to continue this throughout my second term as I need to listen and understand your views</p>
<p>Protecting the vulnerable sounds impersonal, can this be reworded?</p>	<p>I agree, Priority 2 has been changed to Protect the most vulnerable people in society</p>
<p>Protecting the vulnerable implies that you are going to ignore everyone else</p>	<p>My plan outlines the areas I believe need additional focus to improve policing and community safety. Protecting vulnerable people is part of this additional focus. This in no way takes away from the offer to everyone of a police service that provides an emergency response, a visible presence, the effective recording and investigation of crime and support to all victims of crime.</p>

	<p>Vulnerable people are more at risk of becoming victims of crime and are less able to deal with the consequences. Vulnerability is caused by numerous factors such as age, health condition, housing status, ethnicity and religion.</p> <p>Offenders target those with vulnerabilities as they are less able to protect themselves and may not report these crimes. Protecting vulnerable people means providing an additional focus.</p> <p>To make sure policing is the most efficient and effective it can be, we need to become more preventative in our approach. Working with partners we can identify vulnerable people who are at risk of certain crimes and support them to reduce risk. By protecting vulnerable people we reduce the demands on police and other public services because problems are, wherever possible, anticipated and addressed.</p> <p>This provides the most efficient way of using limited policing resources to keep Wiltshire and Swindon safe.</p>
<p>It is good to see rural crime is identified as a significant issue with links to many parts of the plan.</p>	<p>I recognise that rural crime is an important issue in local communities. In my plan I have strengthened the prominence of rural crime and the actions necessary to address rural crime. I was pleased to receive positive and supportive feedback in this area.</p> <p><b>As a result of the feedback I have strengthened the prominence of the action to combat rural crime. The rural crime partnership is continuing to coordinate action and tackle issues.</b></p>

# Wiltshire and Swindon Police and Crime Plan 2017-2021







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21	<b>How I listen and talk to you</b>
22	<b>How the system works</b>



# FOREWORD

## Police and Crime Commissioner

Welcome to my new Police and Crime Plan for 2017-21. It sets the direction for policing and community safety for Wiltshire and Swindon, building on my first term.

As Police and Crime Commissioner my role is to ensure that the people of Wiltshire and Swindon are kept safe, that Wiltshire Police delivers an efficient, effective and trusted service and that the justice system meets the public's needs. This all has to be done with limited resources and in a way that modernises and updates policing services.

I have consulted widely with the people of Wiltshire and Swindon, our partners, the Chief Constable and colleagues, using a number of methods.

The feedback (which I am publishing separately) has helped me to shape this final version of the plan which outlines the areas where I want to see improvements, including the response to anti-social behaviour, rural crime and speeding.

People told me they want to be able to contact Wiltshire Police more easily. So we will offer more ways of doing so.

People want their money to be spent wisely. This plan sets out how I will make sure we have an efficient and effective policing service that protects the people we serve from threats, both visible and unseen.



A handwritten signature in black ink, appearing to read 'Angus Macpherson'. The signature is stylized and written over a white background.

Angus Macpherson





# SETTING THE RIGHT COURSE

As Police and Crime Commissioner my role is to ensure that the people of Wiltshire and Swindon are kept safe, that Wiltshire Police delivers an efficient, effective and trusted service and that the justice system meets the public's needs.

My ambition is to provide extra protection and support to the most vulnerable people, whether they are at home, at work, on the street or online.

Wiltshire is a safe and mainly rural county. However, we need to be ever vigilant as criminal threats evolve and become more complex. Technological change has opened a new space which offenders can exploit. This means that the way the police operate will be very different. Police visibility and security are as important in the "virtual" world as in the physical one.

We are at risk of online abuse in the home, and of becoming a victim of internet fraud by offenders outside the UK. Organised crime gangs and terrorists seek to attack the fabric of our communities, targeting the vulnerable for their own ends. This means our view of frontline policing has to change. I want communities to recognise the importance of all frontline services. Community policing teams are the most visible part of policing, but it is vital that we recognise that less visible frontline services also keep us safe. There are police officers and staff who are investigating crimes and bringing offenders to justice, teams protecting children and vulnerable adults every day, and services whose aim is to stop crime before it happens.

I expect the police to work with other agencies and the public to make sure that those vulnerable people at greatest risk are protected. Eight out of ten calls to the police are not related to criminality but to other demands, such as supporting people suffering a mental health crisis. Increasingly the police are stepping in to support and protect people in crisis when there are no other services available. Wiltshire Police officers and staff perform this role with compassion and professionalism, but we must do more with our public service partners to make sure vulnerable people get the best support possible from the most appropriate agency. The Chief Constable and I are already working with public service leaders from across the area served by the Force to address these challenges. As PCC, I have a role to bring partners together and make sure they are as effective as possible in keeping the people of Wiltshire and Swindon safe.

In addition, and at the heart of our approach, is a stronger relationship between victims of crime and the criminal justice service. I want to ensure that victims receive all the help and support to which they are entitled under the Code of Practice for Victims of Crime. I have seen the positive impact that victims and offenders sharing their experiences can have and I want all victims to have access to restorative justice.

# TYPICAL DAILY DEMAND

## for Wiltshire Police

There will be approximately

**1 officer**

on duty for every 800 people living in the area

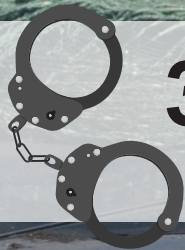


Officers will deal with:

**30** violent crimes, **43** thefts,

**10** burglaries, **7** car crimes and

**61** anti social behaviour incidents



**33 people**

will be arrested by officers

Officers will issue:

**4** cautions, **1** penalty notice for

disorder and **1** cannabis warning

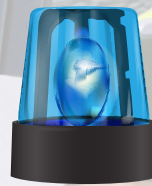
Officers will carry out:

**8 stop searches**



Respond to **8 reports**

of missing persons, four that are high or medium risk



Answers **1,072** calls for assistance, of which 30% require a response

Respond to approximately

**10 incidents**

associated with people with mental health issues

Attend the scene of

**4 road traffic collisions**

and **7 road**

**offences**




# TYPICAL ONGOING DEMAND

## for Wiltshire Police

As well as reacting to calls we also undertake proactive work to safeguard the public, including...

Supporting more than

# 1,000 families



on the Troubled Families programme

Policing approximately

# 12 organised crime groups



Supporting victims of domestic abuse through a monthly average of

# 500 incidents




Managing approximately

# 1,107 sexual and violent offenders


under a multi-agency public protection arrangement



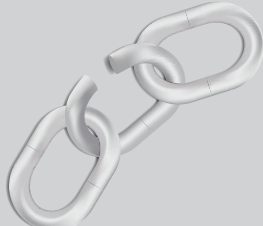
### NEW THREATS:




Child Sexual Exploitation



Cyber crime and fraud



Exploitation of the vulnerable



Historic sex abuse

### SETS DIRECTION:

- Police and Crime Plan
- National policing requirements
- Regional Control Strategy
- Assessment of threats, risks and harms

### ENABLERS:

People and Culture, Leadership, Estates, ICT, Financial Strategy

## FUNDING CHALLENGES

The new threats and demands faced by police are combined with reductions in funding. Since 2010 Wiltshire Police has saved £17m (the equivalent of more than 400 police officers) and more savings need to be found. Increasing the police element of Council Tax or precept by 1.9 per cent (the limit allowed before an expensive referendum is triggered) provides only a standstill budget.

This static funding is against the backdrop of increasing complexity of demand, cost increases and the impact of reductions across other public services.

I am challenging the Government to secure more money for Wiltshire as the current system of central funding is unfair to small, rural forces such as ours. I am pleased the Policing Minister is reviewing the funding formula as it does not reflect the demand forces face and the additional costs of policing rural communities.



Under the current system, I have less money to allocate to the Chief Constable to keep you safe in comparison to other police force areas. Wiltshire receives £10 less per person from the

Government compared to similar police forces and £25 per person less than the England and Wales average. Combined with the lowest policing precept in the south west, Wiltshire Police has the third lowest funding per head of population. I will continue to lobby the Government to revise the way policing is funded and seek the views of residents across Wiltshire and Swindon to inform my decision in setting the policing precept.

Despite this financial pressure, Wiltshire Police continues to be awarded “good” gradings by Her

Majesty’s Inspectorate of Constabulary (HMIC). Overall the Force is a strong performer and is leading the way in leadership and modernisation. This would be an excellent achievement for any force, but remarkable given our low level of funding.

## COMMUNITY POLICING AT THE CORE

I want policing to be delivered by local teams, with police officers, staff, special constables and other volunteers, plus partner public agencies, taking responsibility for their communities. This is the ethos of community policing that was rolled out across Wiltshire and Swindon in 2016. I want to explore further opportunities to develop and embed this model with other police services and partners to keep you safe.

The premise is simple: to keep people safe, policing needs to be part of our communities. Frontline policing needs to work with our communities, community safety partners, parish councils, GPs and hospitals, mental health workers, young people, older people, businesses, farmers and community leaders. Public services should provide a seamless experience for the public with the focus on responding to, and resolving, problems.

Crime is insidious and efforts to keep communities safe are not always visible. Frontline policing is not solely about patrols, but the efforts of officers and staff who prevent crime, investigate crime and enforce the law. With the changing patterns of crime and the increasing use of technology, the police need to adapt to the new threat. Local communities need to be protected by specialist services that tackle highly complex criminality. The complexity of the services that combat counter terrorism, and organised crime, coupled with the specialism of firearms, dogs and roads policing, means that sharing such resources with other forces makes both operational and financial sense. However, it is essential that these teams still connect both with local people and their community policing teams. Building strong community relationships,





identifying possible victims or offenders is essential to protecting our communities from organised crime, exploitation of children and the vulnerable and the threat of terrorism.

We need to be protected from all threats, not just visible ones. We need to protect those who cannot protect themselves. We need to use the finite money to do this in the most efficient way possible.

This will involve changing the way policing is delivered and making decisions about where money should be directed and where savings should come from. My plan outlines what we will focus on to make this happen, underpinned by the policing advice of the Chief Constable and the views of the public.

## MY PRIORITIES FOR THE NEXT FOUR YEARS

- Priority 1 Prevent crime and keep people safe
- Priority 2 Protect the most vulnerable people in society
- Priority 3 Put victims, witnesses and communities at the heart of everything we do
- Priority 4 Secure a quality service that is trusted and efficient

## MY COMMITMENTS TO YOU

I will:

1. Ensure the public can trust the Chief Constable, police officers and staff to act with the **police** code of ethics
2. Be open and honest about the threats, risks and harm facing us all, and have a genuine conversation with the public both about how we can address them and about the difficult decisions that have to be made as to where we spend money
3. Ensure that frontline policing is delivered within local communities, where police officers, staff, partners and the public work collaboratively to keep their communities safe
4. Push for collaboration and innovation across police and public services that is in the interest of local people
5. Make sure that Wiltshire Police has access to specialist policing and efficient support services needed to protect our communities.



# PRIORITY ONE

## Prevent crime and keep people safe

The primary function of a policing service is to keep people safe. To achieve this the service must be a collaboration with partners and local communities. It needs not only to respond, investigate and enforce the law, but work to reduce harm and the risk of crime.

I will ensure the following:

### 1) Wiltshire Police and partners will understand and respond effectively to local communities' concerns and priorities

This will involve:

- Wiltshire Police continuing to increase the accuracy of recorded crime
- Local communities continuing to be satisfied with the service they receive from Wiltshire Police
- Community Policing being embedded into the fabric of communities
- Police informing the public about how they are keeping them safe

### 2) Preventing crime and reducing harm by working with local communities

I will make sure:

- Wiltshire Police increases the numbers of people involved in helping to keep communities safe by participating in 'watch' and cadet schemes and volunteer roles.
- Wiltshire Police recruits and maintains 500 Special Constables and makes them an integral part of community policing teams
- Wiltshire Police has the training, skills and specialist support to deal with rural crime as a core part of community policing teams. This will be supported by an active rural crime partnership and the Special Constabulary
- Wiltshire Police works with community safety partnerships to improve the management of evening and night time economies in Salisbury, Swindon, Chippenham, and other large market towns

- Local authorities, police and the fire service work together to improve road safety through the three Es: engineering, education and enforcement

### 3) Wiltshire Police is effective at preventing crime and reducing threats

Wiltshire Police will:

- Maintain the rating of "good" by Her Majesty's Inspectorate of Constabulary (HMIC) in its inspection of effectiveness
- Increase the capacity to work with partners to embed crime prevention in policing and local communities
- Work to protect people from becoming victims of cyber crime
- Work to disrupt the efforts of organised crime and drug gangs to infiltrate communities. This will involve working effectively with local partners, including action to reduce exploitation of children and adults
- Improve criminal investigations to provide an effective service







## HOW WILL WE KNOW THE PLAN IS WORKING?

There is no single measure that can be used to determine if crime is being prevented and people are being kept safe, but we will assess a range of information, including:

- Comparisons of recorded crime
- Level of anti-social behaviour
- Demand on the police service and other partners
- Rate of positive outcomes to investigations
- Level of satisfaction with police services
- Reduction in numbers of road deaths and road traffic collisions
- Number of special constables and hours deployed
- Number of people involved in volunteering and support to keep their communities safe
- HMIC assessment and inspection reports for effectiveness
- Reduction in the risks to communities and the impact of organised crime and gangs



Wiltshire Police Volunteer Cadets at an award ceremony in August 2016

# PRIORITY TWO

## Protect the most vulnerable people in society

Police and other public services must protect vulnerable people. They are at the greatest risk of being victims of crime and so need more support from a range of services to cope with, and recover from, the impact of crime. Vulnerable people are at greater risk of exploitation as both victims and offenders. Working with partners to find more effective and innovative ways of protecting the most vulnerable people and dealing with their sometimes complex needs will reduce demand on policing and other services.

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

This will include:

- Use the “Single View” system to share information between services to protect victims of crime and to protect vulnerable people
- Developing with partners a long-term plan to improve protection from cyber crime and other threats across police, local authorities and health providers
- Exploring opportunities to integrate preventative services with local authorities, the fire and rescue service and other partners
- Supporting the Chief Constable to implement the systems review of public protection and investigative work to ensure policing services are effectively protecting victims of sexual offences, child sexual exploitation and domestic abuse



**2) Reduce demand on local policing by protecting vulnerable people**

This activity will include:

- Working with partners to support troubled families and individuals with complex needs
- With Wiltshire and Swindon councils, commissioning services that protect and support victims of domestic abuse
- Working with partners to protect and support those at risk of harm, and those who have been harmed by sexual abuse and violence
- With Wiltshire and Swindon clinical commissioning groups, commission mental health triage support in the police control room to help those in mental health crisis get the support and care they need
- Conducting a system review with NHS partners to improve how those in mental health crisis are provided with places of safety
- With Wiltshire and Swindon councils, commissioning services to reduce the harm and prevent the crime caused by alcohol and substance misuse
- Working with local authorities to ensure that people who go missing are protected and kept safe and to prevent further incidents



## HOW WILL WE KNOW THE PLAN IS WORKING?

There is no single measure to determine whether policing is protecting vulnerable people. Much of the work in this priority focuses on reducing the risk and harm faced by individuals and their families, but we will assess a range of information, including:

- Joint inspections of public protection, children and health services
- HMIC inspections covering vulnerability and the quality of investigations
- Safeguarding board annual reports
- Use of custody as a place of safety for those in mental health crisis
- Reduction in demand on services by addressing those at highest risk

Lord Bradley, second from left, visited the mental health triage team in the Wiltshire Police control room as the guest of Angus Macpherson. Also pictured are Chris Deaville (left) a mental health nurse and Kieran Holland, triage team manager



# PRIORITY THREE

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

All victims should be kept informed and supported by police and criminal justice services. All justice agencies in Wiltshire should comply with the Code of Practice for Victims of Crime. Crime affects everyone differently and we need to provide tailored support to help people cope and recover. My office and Wiltshire Police work with Wiltshire Criminal Justice Board (WCJB) to deliver joint work to improve the justice system and support victims including:

### 1) Ensuring there are high quality services to help victims of crime and reduce harm by:

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



- Championing the use of restorative justice to allow victims and offenders to communicate to repair the harm and find a positive way forward. Restorative Together, our multi-agency partnership led by the OPCC, will increase capacity by training volunteers, police officers and other agencies to be able to use restorative justice
- Working with NHS England on the re-commissioning of the sexual assault referral

centre (SARC) and work within a multi-agency partnership to ensure support for victims of sexual offences

- Working with health partners on a pilot advocacy service for children and young people who are victims of sexual offences
- Ensuring courts are listing cases in the most efficient way to reduce timescales, the number of “cracked and ineffective trials” and the number of pre-trial hearings
- Extending the use of video technology such as giving evidence by video link, virtual courts and body-worn cameras for police

### 2) Stopping people from becoming victims by preventing offending and reoffending

This will involve:

- With the National Probation Service and Community Rehabilitation Company, reviewing and expanding the Integrated Offender Management (IOM) service to include violent offenders
- Leading and resourcing youth offending teams to prevent young people at risk of offending from entering the criminal justice system
- Commissioning prevention programmes to make domestic abuse perpetrators face up to their abuse



## HOW WILL WE KNOW THE PLAN IS WORKING?

There is no single measure that can be used to determine if we are putting victims, witnesses and communities at the heart of everything we do. We will assess a range of information, including:

- Victim, witness and community satisfaction levels
- Feedback from victims and witnesses who have used support services
- Feedback from victims who engage with restorative justice
- Prevention of young people entering the criminal justice system
- Criminal justice indicators
- Reductions in reoffending by those on the Integrated Offender Management (IOM) programme

Visiting the Sexual Assault Referral Clinic (SARC) in Swindon



# PRIORITY FOUR

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

The changing demands faced by the police, alongside the financial challenges, means we must be innovative and continually improve. I will make sure that police officers, staff and volunteers have the tools to keep you safe and, as far as possible, I will protect frontline services.

This will involve:

### 1) Wiltshire Police delivering a high quality police service that is efficient in its understanding and use of resources.

I will look for:

- The Force continuing to be rated at least “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in the efficiency inspection
- The Force responding effectively and proportionately to issues of performance to reassure communities and identify any emerging problems

### 2) Wiltshire Police continuing to embrace innovation and technology to make a real difference to frontline services in a predominantly rural county by:

- Making it easier for the public to communicate with the Force by providing more services online, including the ability to report crime and intelligence, updates on enquiries and buying of licences
- Investing in ICT platforms that are compliant, agile and cloud-based and meet the needs of officers and staff, allowing police and other public sector partners to exchange and make use of information

### 3) Wiltshire Police and public service partners operating more efficiently by:

- Conducting a system review of the crime and communication centre to make sure the needs of emergency and non-emergency callers

are met and increase the ways in which the public can contact Wiltshire Police for non-emergencies

- Policing effectively across boundaries by enhancing the way our Tri-Force collaborations work, in order to deliver an improved service to the public
- Recognising that staff welfare, morale and wellbeing is vital to the efficiency of the Force
- Delivering a modern, flexible workforce that responds to the needs of our communities
- Reviewing the efficiency of our enabling services to provide value for money
- Announcing my estates strategy for the next five years, including the disposal of sites that are no longer required for policing. Savings will be used to close the financial gap and protect frontline services as far as possible
- Continuing to share facilities with Wiltshire Council and improving and redesigning the retained police estate to make sure it is suitable for 21st century policing

### 4) Having a police service that is trusted, professional and respectful to the public by:

- As a minimum the Force continuing to be rated “good” by HMIC in the efficiency inspection
- Wiltshire Police having a more diverse, inclusive and empowered workforce that reflects our communities
- Implementing the changes outlined in the Policing Act in relation to police complaints and build on our unique independent appeals process



## HOW WILL WE KNOW THE PLAN IS WORKING?

There is no single measure that can be used to determine if we are providing a trusted, quality and efficient police service but we will assess a range of information, including:

- Maintaining “good” rating from HMIC for efficiency
- Maintaining “good” rating from HMIC for legitimacy
- HMIC leadership assessments
- Online services in place and being used by the public
- Estates strategy implemented
- Wiltshire Police workforce figures
- Staff satisfaction and morale
- Financial indicators



# OUR INCOME AND HOW WE SPEND IT

As Police and Crime Commissioner, I determine how much money is allocated to Wiltshire Police and to the non-policing services that support this plan. The money to provide policing services comes from central government and the local policing precept.

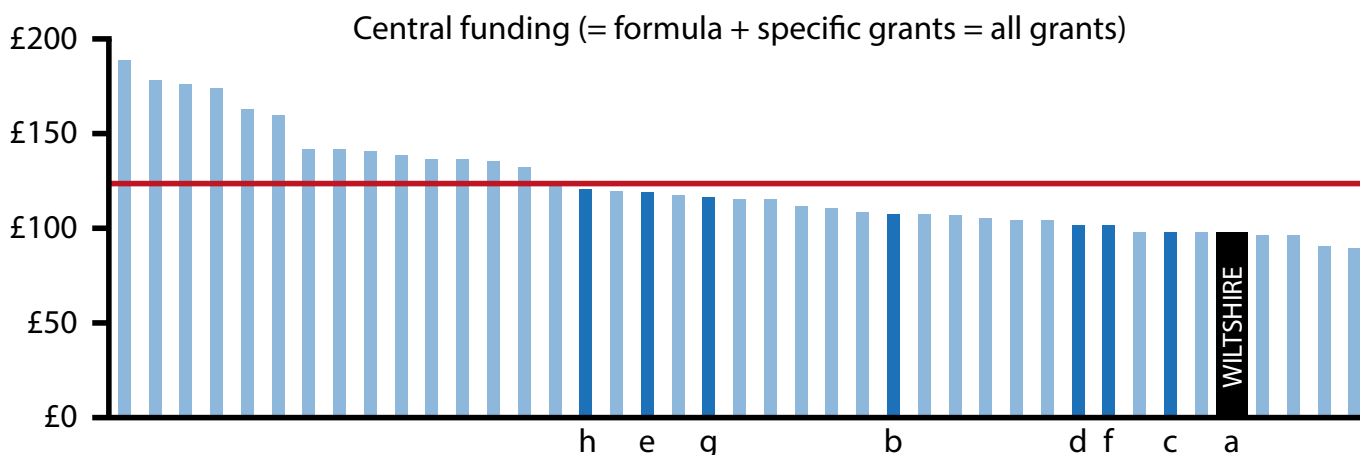
## TOTAL INCOME 2017-18

INCOME	£MILLION
Central funding	62.589
Police and Crime precept - 1.9%	42.950
Other income	0.250
<b>Total income available to PCC</b>	<b>105.789</b>

## CENTRAL GOVERNMENT FUNDING FOR POLICE BY FORCE PER PERSON

Wiltshire receives one of the lowest levels of central government funding for policing in comparison with other police forces.

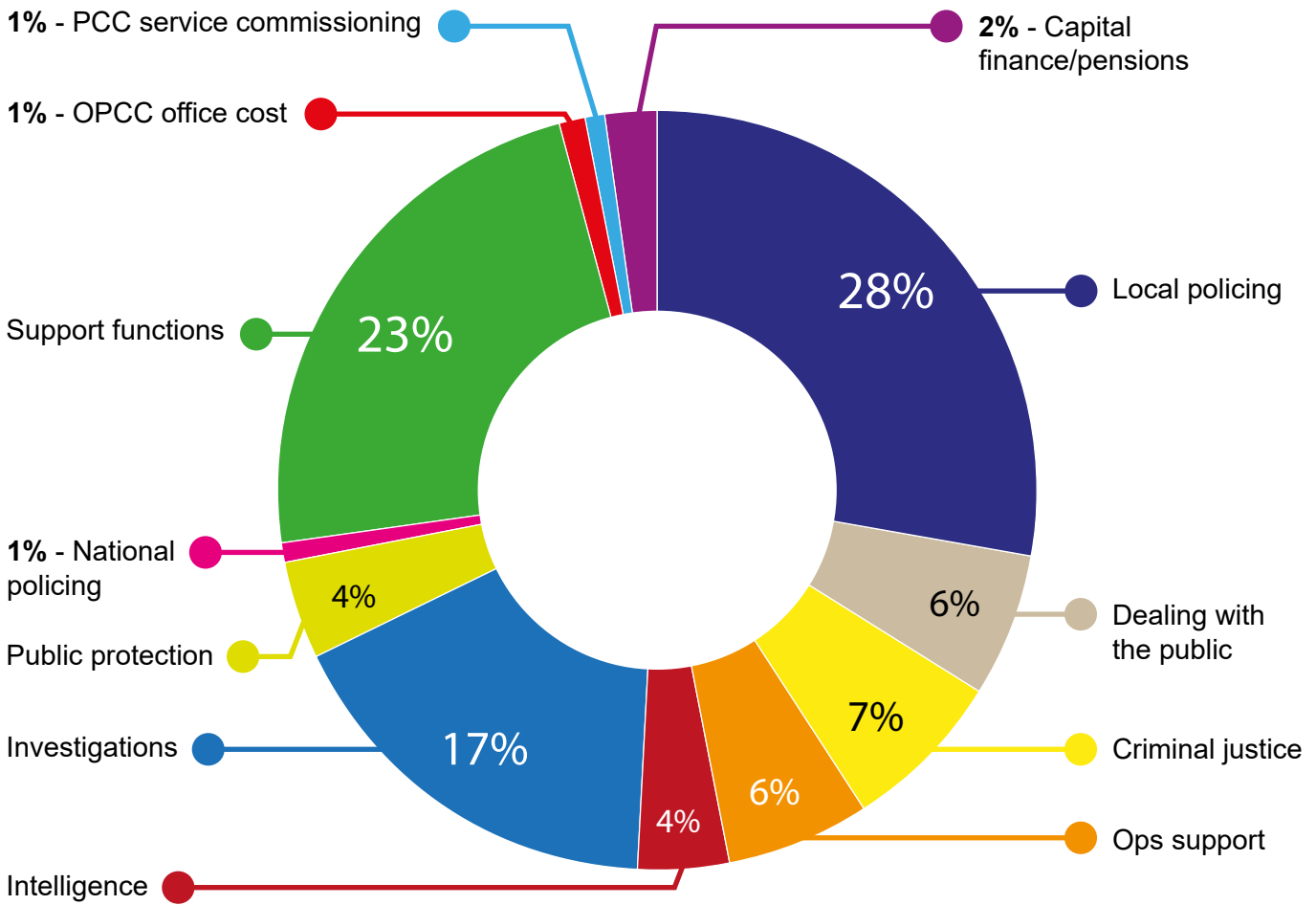
	2016-17
Wiltshire	£156.20
National average	£177.20
Most Similar Group (MSG)	£174.90







## HOW WE SPEND YOUR MONEY



# GRANTS AND COMMISSIONING

As Police and Crime Commissioner I allocate funds in order to deliver my police and crime priorities. Most of the funding I receive - approximately 98 per cent - I allocate to the Chief Constable to provide an efficient and effective policing service. Through my office I commission services for victims that help to deliver my priorities that are not provided by the police service, such as mental health services, domestic abuse services and community speed watch. I review this allocation annually and this is published on my website.

Community Speed Watch volunteers



Wiltshire Community Foundation runs a small grants scheme on my behalf, which awards community and voluntary grants to projects that meet the priorities of this plan.

I have identified the areas where I will commit more resources to work with the community and voluntary sector. I want to encourage innovative approaches to providing services in these areas.

More information about how you can support me in this will be provided on my website.

Spitz Wiltshire delivers support to women and young people experiencing the trauma of domestic abuse





Out and about at local markets

# HOW I LISTEN AND TALK TO YOU

I am responsible for making sure the legitimate concerns of the public on policing are dealt with. Fundamental to my role is to talk to, and listen to, individuals and communities across Wiltshire and Swindon in a variety of ways.

Over my next term I will do the following:

- Hold online forums through my Facebook and Twitter accounts
- Attend community events in Wiltshire and Swindon
- Keep you informed about key issues through blogs and other information on my website
- Consult with you on key matters
- Visit community groups/projects



## HOW YOU CAN CONTACT ME

-  01380 734022
-  PCC@wiltshire.pcc.pnn.gov.uk
-  www.wiltshire-pcc.gov.uk
-  OPCC, London Road, Devizes, Wiltshire SN10 2RD
-  @PCCWiltsSwindon
-  WiltshireandSwindonPCC
-  Angus Macpherson Wiltshire Police and Crime Commissioner

# HOW THE SYSTEM WORKS

Who's in charge of policing? Is it the Home Secretary, the Police and Crime Commissioner (PCC) or the Chief Constable? Who reports to whom? Who's answerable to the public? Where does the buck stop? It's a complex picture, so here is a simple guide to who does what

## PUBLIC

- They vote for the Government and pay taxes. Part of their taxes go to the Home Office to pay, among other things, for policing in England and Wales
- They elect the Police and Crime Commissioner and hold him to account for the police service they receive
- The policing precept is raised by the PCC to help pay for local policing services

## PCC

### RAISE CONCERNS

### CONSULTS THE PUBLIC

### PAY POLICING PRECEPT

- Provides the link between the police and communities
- Elected by the public and accountable to them for the performance of the Force
- Translates the legitimate demands of the public into action
- Sets the strategy for policing and community safety (Police and Crime Plan)
- Maintains an efficient and effective police force
- Sets the budget and precept

## Police and Crime Panel

- Scrutinises PCC
- Reviews proposed appointments of senior officers
- Reviews PCC's proposed precept

## GOVERNMENT

- Sets national policing priorities known as the Strategic Policing Requirement (ie counter terrorism, mutual aid)
- Passes laws which govern policing
- Allocates funds to PCCs in England and Wales

### HOME OFFICE FUNDING & NATIONAL POLICING PRIORITIES

- Hires and (if necessary) fires chief constable
- Holds chief constable to account for performance of the Force
- Commissions range of services to deliver his Police and Crime Plan (ie services for victims and witnesses, initiatives to reduce offending and improve criminal justice)

### SETS STRATEGY FOR POLICING

### ADVISES ON STRATEGY & BUDGET

- Led by the Chief Constable
- Protect the public
- Prevent crime and anti-social behaviour
- Enforce the law
- Investigate crime
- Help victims of crime
- Operate in line with the Force's values and behaviours

### DIRECTION & CONTROL

- Leads the officers and staff of Wiltshire Police
- Accountable to PCC for the performance of the Force
- Advises PCC on strategy and budget to meet current threats, risk and harm
- Has direction and control of the Force
- Responsible for the operational delivery of policing and maintaining "the Queen's Peace"
- Has operational independence and absolute discretion as to who or what should be investigated
- Explains to the public the operational actions of officers and staff
- Responsible for upholding the Force's values and behaviours
- Remains politically independent

## CHIEF CONSTABLE

## POLICE



For further information on this plan and my work as your Police and Crime Commissioner please go to [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)



Angus with Chief Constable Mike Veale and Sgt Ronnie Lungu of the Black Police Association in Devizes



Angus supporting the crackdown on street drinking in Trowbridge town centre



Angus at the launch of Wiltshire Crimestoppers in Salisbury

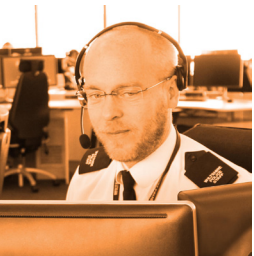


Supporting the #don'triskit campaign in Swindon



Angus promoting eye sight tests for road users in Chippenham







**POLICE AND CRIME PANEL  
2 MARCH 2017**

**AGENDA ITEM NO: 9**

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## **PCC COMMISSIONING ALLOCATION 2017/18**

### **1. Purpose of Report**

1.1. To provide the PCC commissioning allocations for the Community Safety Fund and Victims Fund 2017/18.

### **2. Background**

2.1. The PCC continues to allocate resources to help deliver the Police and Crime Plan, reduce crime and improve community safety and discharge the responsibilities in relation to victims and restorative justice.

2.2. During 2016/17, the OPCC has reviewed commissioning processes to improve the arrangements for planning, allocation and monitoring of these resources. This work will continue to ensure the PCC has robust arrangements in place.

2.3. There continues to be two blocks of funding allocations:

- Victims Fund – to fulfil the duties of the PCC to provide services for victims, including emotional and practical support, specialist services and restorative justice.
- Community Safety Fund – to help deliver the Police and Crime Plan and support work across communities, policing and criminal justice. This consolidates the previous Commissioning Fund and Innovation Fund.

### **3. Victims Fund 2016/17**

3.1. The Victim Fund is constitutes the direct allocation to the PCC from the Ministry of Justice (MOJ) to provide services for victims and restorative justice. The 2017/18 allocation is £824,369.

3.2. The spending of money in this fund is required to meet the conditions of the grant set out by the MOJ.

## Victim Fund 2017/18

Service / Project	2017/18 budget allocation	Provider	Commitment length
Contribution to Victim service - Horizon	125,000	Wiltshire Police	Mar-18
Additional victim service post assessment	235,000	Victim Support	Mar-18
Provision of IDVA (Wiltshire - October 2017)	42,500	WC (SPLITZ)	Oct-17
Provision of IDVA (Wilts commissioned service - Oct 17- Mar 18)	60,000	WC	Mar-20
Provision of DA Service Swindon	85,000	Swindon Womans Aid	Mar-20
Provision of ISVA & Admin Support at SARC	53,000	NHS England	Mar-18
YP SA Counselling	15,000	WC (Oxford Health)	Mar-18
Commissioning support	10,000	TBC	Mar-18
DA Alarms / target hardening measures	12,000	TBC	TBC
RJ Support (including Admin Support)	77,000	OPCC	Mar-19
Specialist support for victims of child sexual abuse	57,000	TBC	Mar-19
RJ Co-ordinator	45,000	Wiltshire OPCC	Ongoing
<b>Total Victims Fund allocation</b>	<b>816,500</b>		

Total Victim funding available	824,369
Currently unallocated 16/17	7,869

### 4. Community Safety Fund 2016/17

- 4.1. The Community Safety Fund is made up of the £1.21M PCC service commissioning budget and consolidated amounts from previous years' Commissioning and Innovation Funds.
- 4.2. The majority of this Fund delivers jointly commissioned or funded services with other public sector partners.
- 4.3. Within this allocation, there are two grants for applications; small community grants administered by the Community Foundation (up to £3,000) and the PCC Community Action Fund (up to £10,000).
- 4.4. The PCC Community Action Fund will provide support to projects to address specific objectives of the Police and Crime Plan 2017-20.



## Draft Community Safety Fund 2017/18

Service / Project	2017/18 budget allocation	Provider	Commitment length
Supporting Swindon substance misuse service	69,380	SBC	Mar-21
Supporting Wiltshire substance misuse service	105,992	WC	Mar-21
Contribution to Swindon YOT	78,554	SBC	Mar-21
Contribution to Wiltshire YOT	137,900	WC	Mar-21
DA Medium risk Outreach	35,565	Splitz	Mar-20
Community messaging	90,000	Wiltshire Police	Ongoing
Community Speedwatch	60,000	Wiltshire Police	Ongoing
Junior Good Citizen	2,810	Wiltshire Police	Ongoing
Diversionary activity for young people	54,835	Community First / SPLASH	Mar-18
WP Volunteers Officer	62,685	Wiltshire Police	Mar-18
ASB Advocacy Service	48,000	Victim Support	Mar-18
Commission of 7 police officers	315,000	Wiltshire Police	Ongoing
Contribution to Victim service - Horizon	285,000	Wiltshire Police	Mar-18
Offender Management Support	10,000	Circles South West	Ongoing
Outreach - sex workers	35,000	Nelson trust	Ongoing
MH triage service	121,667	Wiltshire / Swindon CCG	Ongoing
Support former Police dogs	250	WAGs	One-off
PPA guarantee of funding level	25,000	Community Foundation	Ongoing
PCC community action fund	40,000	TBC	One-off
Contingency	14,861	N/A	N/A
<b>Total Community Safety Fund allocation</b>	<b>1,592,499</b>		

2016/17 Community Safety Fund Budget	1,227,094
Total in reserve	365,405
Total Community Safety Fund 2016/17	1,592,499
Unallocated Community Safety Fund 2016/17	0

### 5. Conclusion

5.1 The Panel is asked to note this report.

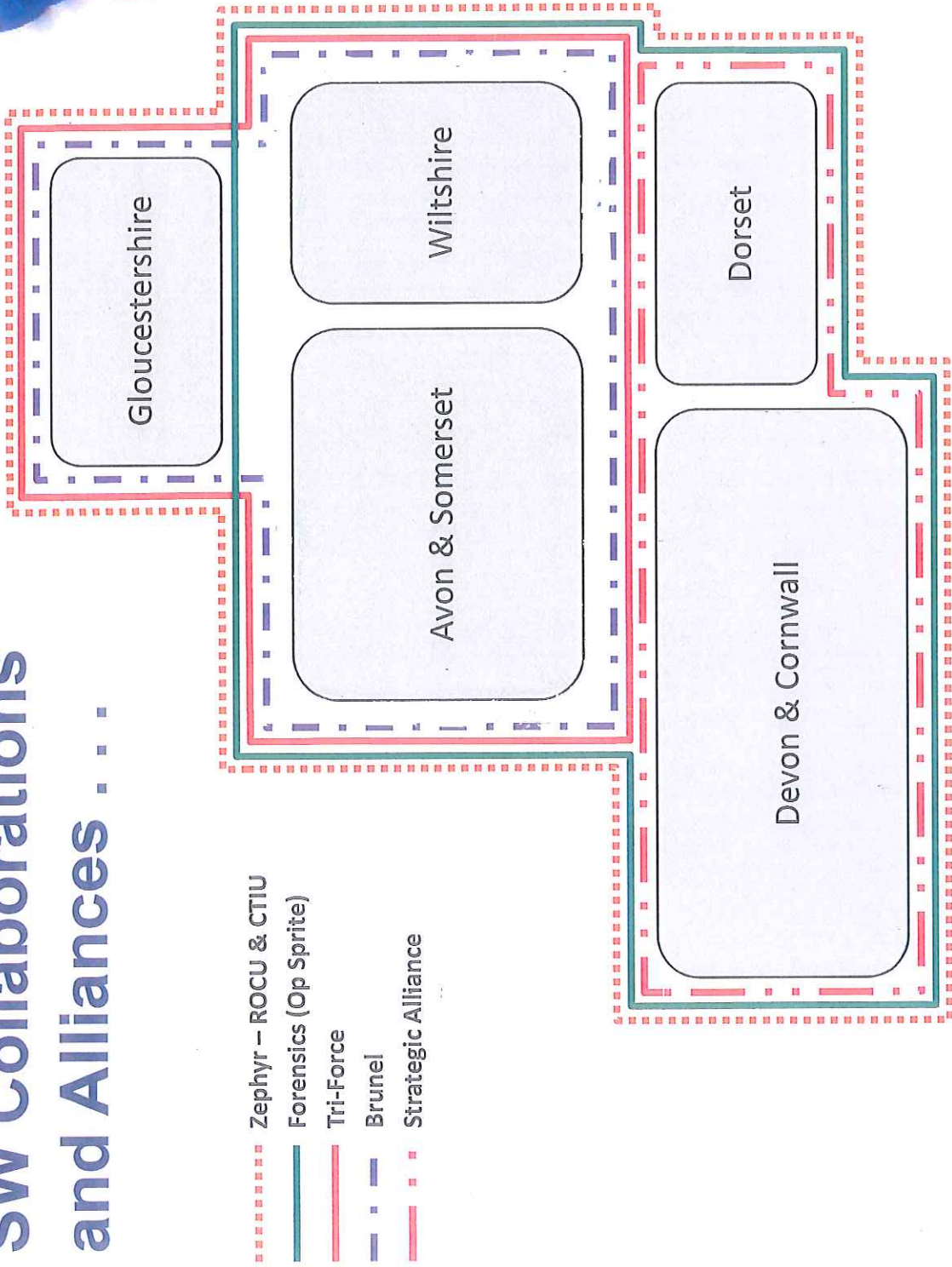
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# Agenda Item 10

Question received	Raised by	Question	Response date	Response
23/01/17	Cllr Richard Britton	During the early stages of the now defunct Tri-Force Collaboration Programme the three forces reached an agreement on how the costs and benefits of individual collaborative projects would be apportioned. Now that Avon & Somerset has dropped out of this programme has a new agreement been reached with Gloucestershire – particularly with regard to the apportioning of project costs?	09/02/17	No agreement has yet been reached with Gloucestershire as we are still discussing with them which areas may be within the scope of future collaborations. In the same way, we review all opportunities for collaborations with the other 42 Forces in England and Wales.
23/01/17	Cllr Richard Britton	You have often stated that Neighbourhood Watch is not a Police programme. Please would you clarify exactly what role you expect the police to play in the running of the much-valued neighbourhood Watch scheme.	09/02/17	<p>Neighbourhood Watch Scheme (NHW) is a very valuable and respected volunteer group and Wiltshire Police currently supports it in many ways, such as making available a staffing resource and working closely with it with regard to Community Messaging, resources for which I fund separately. The police support it to ensure their efforts provide the most effective support to the police, including crime prevention and intelligence, so keeping their communities safe.</p> <p>The liaison with NHW is provided though Wiltshire Police Crime Prevention department. This department is currently restructuring and one of the new roles will be the Crime Prevention and Reduction Supervisor. This role will continue to have liaison with NHW, developing links with Corporate Communications (which manages Community Messaging) and intelligence. This post went out to advert last week, so the liaison and support, which is at the moment carried out by the current Crime Prevention Design</p>

			Advisor, will be handed over to the new post holder to drive forward, when appointed.
06/02/17	Cllr Richard Britton	<p>Your stated ambition to recruit 500 Special Constables means that you plan to have approximately 20 Specials in each Community Area/ Locality.</p> <p>This is equivalent to at least one Full-time post in each Community Area/Locality.</p> <p>Will they be deployed by the Community Coordinator to ensure they are focused on the current Tasking priorities which are agreed with the Area Board/Locality? If not, how will you ensure that the Specials will be fully integrated into the new Community Policing model.</p>	<p>09/02/17</p> <p>Just for clarification, it is Wiltshire Police which is planning to recruit 500 specials. I have made the commitment and funding available to support this initiative. Recruitment is very positive and the Panel will continue to receive regular updates. Although it is planned to recruit 500 Special constables, as part of the recruitment and retention programme, the intension is to fully integrate specials into the Community Policing Teams or within more specialist cadre and the Panel will received the details of this within future reports. The numbers and locations of specials deployment will be balanced with greatest demand and the greatest need and also take into account the specials' views as to how and where their skills can be best utilised.</p> <p>Whilst this is the current plan, as with other officers and staff under his control, the Chief Constable is responsible for operational deployment.</p>

# SW Collaborations and Alliances . . .



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## COMMISSIONER'S BLOG

### POLICE AND CRIME PANEL 2 March 2017

#### Introduction

I now write a regular blog on individual topics in which I have a specific interest. This new format replaces the previous diary blog which was a simple record of events I had attended. My blogs are published on my website ([www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)) and the contents of them are copied below for the Panel's information.

#### WHY WE NEED COMPULSORY PSHE LESSONS IN OUR SCHOOLS

30th January 2017



What is the purpose of schools? An odd question, you might think, for a Police and Crime Commissioner to be posing. Schools, many people would say, are there to teach our children English, maths and science and prepare them for exams. But is that all?

How about preparing our young people for life in the wider sense? Helping them to make wise choices and to keep them safe?

I am talking here of personal, social, health and economic (PSHE) education. And, more particularly, about sex and relationships education (SRE) which is delivered as part of PSHE.

Reports in the mainstream and specialist education media last week suggested that too little focus on sex education in Ofsted inspections was risking pupils' health and wellbeing.

Analysis by the [British Humanist Association \(BHA\)](#) suggests that SRE gets fewer mentions in Ofsted reports than any other subject.

BHA researchers checked every Ofsted inspection report for 2015-16, some 2,200 across both primary and secondary levels, for mentions of SRE and PSHE.

They found SRE specifically mentioned in less than one per cent of reports and PSHE in 14 per cent.

By contrast art and music were mentioned in 31 per cent, PE in 59 per cent and religious education in 22 per cent.

The Department for Education said ministers were "actively considering what further steps we could take to improve the quality and accessibility of sex and relationships education".

A spokesperson said: "High-quality education on sex and relationships is a vital part of preparing young people for success in adult life - helping them make informed choices, stay safe and learn to respect themselves and others."

*And yet the Government has once again stopped short of saying that SRE is to be made compulsory in our schools.*

My concern, as your Police and Crime Commissioner, is that, with the rapid increase in school academies and free schools, many of our young children run the risk of being left in the dark about this vitally important aspect of education.

Freed of local authority influence, and in the absence of a National Curriculum requirement for PSHE, heads and governors could decide (perhaps because of the religious nature of their school) that PSHE and SRE are not suitable subjects.

That is why I, and my fellow PCCs, feel strongly that the Government should make PSHE compulsory, with a mandatory SRE element, in all our schools. And that the delivery of such lessons should be taken into account within school assessments, alongside exam results.

A recent report by MPs on the women and equalities committee spoke of "the shocking scale" of sexual harassment in schools. The campaigning group Stonewall has spoken of widespread bullying of gay pupils in secondary schools.

Then there is child sexual exploitation. We are all aware of the scandals in Rotherham and Oxford. Those young girls who were befriended, made to feel special, and then horribly abused, were victims who were preyed upon. Did they have the benefit of PSHE lessons? I somehow doubt it.

And how about, further down the line, the risk of entering a controlling and coercive relationship? It can happen as soon as university.

Then there are the awful risks associated with drugs misuse and alcohol.

I could go on.

My office has sought to help young people locally to be equipped for some of the issues they will face, but surely this is a national issue which calls for national standards.

Teaching PSHE is no doubt challenging and sometimes embarrassing. It touches on sensitive areas and there will be parents who feel their children should be excused on religious grounds.

Nonetheless, the Government has an important duty to protect our children. I hope that the MPs who represent the people of Wiltshire and Swindon will do all they can to ensure that PSHE has a compulsory place, and time, in the curriculum.

Useful information can be found on the [PSHE Association](#) website.



## THE CHANGING FACE OF CRIME

### 20 February 2017

We are all used to crime prevention advice about locking doors and windows, and keeping valuables in our cars out of sight (although some still don't heed the advice and so make life far too easy for burglars and other opportunist thieves).

But the nature of crime is changing and, even if we have secured our windows and doors, a new breed of offender may well find a way to steal from us without needing to cross the threshold and ransack our rooms.

I'm talking about cyber criminals who may well operate from bases thousands of miles from Wiltshire and Swindon, way beyond the reach of our community policing teams.

In my new Police and Crime Plan for 2017-2021, which will be published in March, I talk about the need for vigilance as criminal threats evolve and become more complex, and I suggest that the way our police operate will need to change to meet this new online threat.

There have been welcome signs that the Government intends to tackle this cyber crime revolution head on. You may well have seen the Queen on the TV news or in the papers the other day as she opened a centre to protect the nation from cyber attacks. Her Majesty was shown how hackers could target the UK's electricity supply.

As consumers are encouraged to embrace the so-called "internet of things" and buy gadgets allowing them to activate household appliances whilst away from home, and as the advent of driverless cars draw nearer, so does the risk of a hacking attack. Just imagine the chaos that could be caused if such an attack was to happen.

The [National Cyber Security Centre](#) (NCSC), which is part of the Government's GCHQ intelligence agency, has been set up in London as part of a £1.9bn five-year strategy with the ambition of making the UK the hardest target for hackers.

I was pleased to read that the NCSC aims to protect wider society as well as protecting against, and responding to, high-end attacks on Government and business.

Closer to home, I am pleased that Wiltshire Police is working hard to keep people safe online. The Force continues to issue very useful advice online and in schools and works closely with other partners to ensure up to date information is available on the [get safe online in Wiltshire](#) website.

I am regularly briefed on fraud matters by Det Sgt Jonathan Lee. He investigates complex fraud cases, but I applaud him for finding the time once a week to offer advice to the public on BBC Wiltshire's lunchtime programme. Just a week or two back, I heard Jonathan talking about online scams and two listeners rang the station to say they had just received suspicious calls from someone claiming to be from their respective banks. Jonathan was able to offer immediate advice to the callers, which would have been of great value to other listeners.

In another welcome development, I heard the other day about additional help for local residents. [The Wiltshire Bobby Van Trust](#) has been operating in Wiltshire and Swindon since 1998 to help elderly, vulnerable and disadvantaged people who are victims of crime, or thought to be at risk. The volunteer Bobby Van drivers fit window locks, door chains and fire



alarms. But now, to reflect the changing criminal landscape, the service is looking to offer cyber crime prevention advice.

All of us, whether running a business, a public sector organisation or simply a household, must be on guard against cyber criminals. Changing passwords can seem a chore, but think of it as locking the door to keep out unwelcome visitors. There is plenty of useful advice available and simple steps that we can all take to reduce the risk of falling victim to the scammers.

# Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
2 <sup>nd</sup> March 2017 10am-2pm	Salisbury, City Hall	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Police and Crime Plan</li> <li>• Review of Community Policing</li> <li>• Inter-Force Collaborations (Tri-Force)</li> <li>• Service Commissioning – 2017/18</li> <li>• Member Questions</li> <li>• PCC Blog</li> </ul>
29 <sup>th</sup> June 2017 10:30am-1pm	Devizes, Corn Exchange	<ul style="list-style-type: none"> <li>• Election of PCP Chair and Vice Chair</li> <li>• PCC Annual Report</li> <li>• Quarterly data (Q4)– Risk / Performance / Finance / Complaints</li> <li>• Deficit/Savings Report</li> <li>• Member Questions</li> <li>• PCC Blog</li> </ul>
14 <sup>th</sup> September 2017 10:30am-1pm	Trowbridge, County Hall	<ul style="list-style-type: none"> <li>• Quarterly data (Q1)– Risk / Performance / Finance / Complaints</li> <li>• Update on restorative justice</li> <li>• Member Questions</li> <li>• PCC Blog</li> </ul>

<p>7<sup>th</sup> December 2017 10:30am-1pm</p>	<p>Chippenham, Monkton Park</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q2)– Risk / Performance / Finance / Complaints</li> <li>• Member Questions</li> <li>• PCC Blog</li> </ul>
<p>18<sup>th</sup> January 2018 10:30am-1pm</p>	<p>Salisbury, City Hall</p>	<ul style="list-style-type: none"> <li>• PCC Budget 2018/19 and MTFS</li> <li>• Member Questions</li> <li>• PCC Blog</li> </ul>
<p>22<sup>nd</sup> February 2018 10:30am-1pm</p>	<p>Swindon, Civic Centre</p>	<ul style="list-style-type: none"> <li>• Formal consideration of PCC Precept proposal</li> <li>• Victim Support Service (Horizon) update</li> <li>• PCC Diary report</li> </ul>
<p>22<sup>nd</sup> March, 2018 10:30am-1pm</p>	<p>Devizes, Corn Exchange</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• PCC diary report</li> </ul>