AGENDA

Meeting:	**WILTSHIRE POLICE AND CRIME PANEL**
Place:	**Kennet Room - Wiltshire Council Offices, County Hall, Trowbridge**
Date:	**Thursday 27 September 2018**
Time:	**<u>10.30 am</u>**

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

Membership:

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

Substitutes:

Cllr Peter Evans - Wiltshire Council
Cllr Sue Evans - Wiltshire Council
Cllr Sarah Gibson - Wiltshire Council
Cllr Ruth Hopkinson - Wiltshire Council
Cllr Gordon King - 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 5 - 14)*

To confirm the minutes of the meetings held on 14 June and 1 August 2018

3   **Declarations of interest**

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

4   **Chairman's Announcements** *(Pages 15 - 16)*

- To confirm confirmation of the co-opted independent members

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 21 September 2018. 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   **PCC Annual Report**

        Postponed from June PCP meeting

7   **Quarterly data (Q1)- Risk / Performance / Finance / Complaints**

8   **Deep dive into Priority 1**

        Postponed from June meeting

9   **Budget Monitoring report**

10   **Member questions** *(Pages 17 - 20)*

        To review written questions submitted to OPCC since June 2018

11   **Forward Work Plan**

        To note the forward work plan

12   **Future meeting dates**

        To note the future meeting dates below:

        - 6 December 2018 – 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

WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 14 JUNE 2018 AT WESSEX ROOM - THE CORN EXCHANGE, MARKET PLACE, DEVIZES, SN10 1HS.

<u>**Present:**</u>

Cllr Junab Ali, Cllr Abdul Amin, Cllr Alan Bishop, Cllr Peter Hutton, Cllr Richard Britton, Cllr Ross Henning, Chris Henwood, Cllr Brian Mathew, Cllr Tom Rounds, Cllr Jonathon Seed and Cllr Caryl Sydney-Smith

<u>**Also Present:**</u>

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Naji Darwish – OPCC
Ryan Hartley – OPCC
Chris McMullin - OPCC
Carolyn Filmore – OPCC

Emily Higson – Wiltshire Council
Kevin Fielding – Wiltshire Council

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34   **Appointment of Chairman and Vice-Chairman**

Cllr Richard Britton was elected Chairman for the forthcoming year.

Cllr Junab Ali was elected Vice-Chairman for the forthcoming year.

35   **Apologies for Absence**

Apologies were received from Cllr John Smale.

36   **Minutes and matters arising**

Decision:

- **That the minutes of the meetings held on Thursday 22 March 2018 and Wednesday 9 May 2018 were confirmed as the correct records.**

37   **Declarations of interest**

There were no declarations of interest.

38   **Chairman's Announcements**

- That Cllr Anna Cuthbert had been replaced by Cllr Tom Rounds as one of the Wiltshire Council panel representatives.

- That a minutes silence would be observed for the Grenfell Tower victims at midday.

- The Commissioner advised that due to a growing workload he had decided to appoint a Deputy Commissioner. Recruitment would be carried out in due course with the PCP holding a Hearing to ratify the appointment of the successful candidate.

39   **Public Participation**

Mr Paul Sunners raised concerns re the proposed appointment of a Deputy Police and Crime Commissioner.

That Citizens in Policing had met for their first meeting with very good feedback.

40   **Wiltshire Police Special Burglary Operation**

Inspector Andy Fee and Detective Sergeant Anthony King gave a presentation that outlined Wiltshire Police's Special Burglary Operation.

Points made included:

- That Wiltshire Police were actively targeting criminals taking part in this type of offence.

- Typically targeted were properties that had high carat gold and jewellery inside. Asian households were at least five times more likely than white European households of being the victim of a domestic burglary where gold was taken. These communities were associated with high value gold within family wealth, ceremonial use and display and were likely to keep significant quantities of high value gold in their homes.

- Engagement work had been undertaken with the Asian community using prevention information and PCSOs were tasked to engage with the Asian community to distribute leaflets and provide reassurance.
  Work was undertaken with the Swindon Hindu Temples to advise on the safe storage of high value items on their site.

- Intelligence identifies suspects were very organised and prepared to travel large distances and across Force boundaries. They were also known to commit distraction burglaries. Previous research and intelligence would also show Distraction Burglary and 'Rogue Trading' crime as linked and had long been considered as how suspects can identify their target addresses.

The Chairman thanked Inspector Andy Fee and Detective Sergeant Anthony King for their informative presentation.

41   **PCP Annual Report**

It was agreed to defer this agenda item until the September meeting.

The Chairman requested that the OPCC provided PCP members with draft copies of the report for their comments.

42   **Quarterly data (Q4)- Risk / Performance / Finance / Complaints**

The Commissioner outlined a report setting out his quarterly performance data – Quarter Four 2017-18 (1 January to 31 March 2018) contained in the agenda pack.

Points made included:

- There were 9,918 crimes recorded during quarter four and 43,744 crimes were recorded in Wiltshire in the 12 months to March 2018.
  This represents an increase of 2,062 crimes (five per cent) compared to the previous 12 months.

- The recorded crime rate per 1,000 population for Wiltshire in the year to March 2018 was 64.3 crimes. This was below the most similar group (MSG) average of 69.6 crimes per 1000 population.

- The Force continued to prioritise residential burglary and the ability to provide the victim with a positive outcome. The head of crime for Wiltshire, Superintendent Sarah Robbins had further developed a detailed improvement plan and updates with regards to progress against this plan had been presented to the Commissioners Monitoring Board (CMB).

- That the recent Salisbury incident had cost Wiltshire Police some 7.5m, some funding would be received from Central Government to offset this.

Deep Dive – Priority 1: Prevent Crime and keep people safe.
Note: It was agreed to defer this item until the September meeting.

Risk Register – 2017-2021
The report was noted.

The Chairman thanked the Commissioner for his reports.

43 **Data on CPT staffing levels**

The Chairman advised that he felt that this was a good report, with useful information.

It was agreed that tables 1 & 2 would be incorporated into the PCP performance framework to enable PCP oversight.

44 **Formation of National Association of PCPs**

Decision

- **It was agreed that £500 would be allocated from PCP funds for membership of the National Association of PCPs.**

45 **Appointment of co-opted panel members**

That work was ongoing re the appointment of two co-opted panel members.

The Chairman thanked Cindy Creasy and Chris Henwood for their valued contribution to the panel.

46 **Member questions**

There were no member questions.

47 **Forward Work Plan**

The Forward Work Plan was noted with the following points:

- Proposed Community Policing Team Resource Framework – That tables 1 & 2 were incorporated into the PCP performance framework to enable PCP oversight.

- That the deferred Deep Dive item to go on to the September meeting agenda.

- Budget Monitoring to go on to the September meeting agenda.

48   **Future meeting dates**

- 27 September – County Hall, Trowbridge

- 6 December 2018 – Civic Offices, Swindon

(Duration of meeting: 10.30 am - 1.00 pm)

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

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

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WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 1 AUGUST 2018 AT THE CORN EXCHANGE, MARKET PLACE, DEVIZES, SN10 1HS.

Present:

Cllr Richard Britton, Cllr Sue Evans (Substitute), Cllr Ross Henning, Cllr Peter Hutton, Cllr Brian Mathew and Cllr Jonathon Seed

Also Present:

Angus Macpherson – Police & Crime Commissioner (part)
Kieran Kilgallen – OPCC (part)
Jerry Herbert – Deputy Police & Crime Commissioner

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49   **Apologies for Absence**

Apologies were received from Cllr Abdul Amin – SBC, Cllr Alan Bishop – SBC, Cllr Caryl Sidney-Smith – SBC, Cllr Tom Rounds – Wiltshire Council and Cllr John Smale – Wiltshire Council (Substitute Cllr Sue Evans)

50   **Declarations of interest**

Cllr Jonathon Seed – had made an application for the position.

51   **Chairman's Announcements**

The Chairman advised that both he and the other panel members were disappointed that the OPPC had failed to provide them with biographical information on the successful candidate. The PCP were also disappointed that they had had no input in the recruitment process.

A motion was proposed to defer the meeting until biographical information on the successful candidate could be provided by the OPPC. This motion was defeated, with the Chairman having the casting vote to continue the meeting.

It was then proposed by the OPPC to adjourn for 15 minutes whilst they obtained biographical information for the panel members to read.

The meeting reconvened after the panel had read the biographical information.

52 Public Participation

There was no public participation.

53 Selection Process

The Chairman welcomed Jerry Herbert to the meeting and requested that he gave the panel an overview of his career and the relevance of it to the post of Deputy Police and Crime Commissioner.

Points made by Jerry Herbert included:

- That he had worked at a fairly high political level during his career.

- That he had had a long interest in political life.

- The importance of "holding to account".

- An interest in policing matters.

The panel were then given the opportunity to question Jerry Herbert.

Points raised during the question and answer session included:

- The importance of understanding diversity particularly in Swindon.

- The need for more partnership working with the other blue light services.

- The need for clarity of the role and good public and community engagement.

54 Exclusion of the Press and Public

55 Review the proposed appointment

The panel then discussed in closed session their impressions of the preferred candidate.

56   **Decision**

- **That the Wiltshire Police and Crime Panel endorses the appointment of Jerry Herbert as the Deputy Police and Crime Commissioner.**

- **The panel did have some reservations and it was agreed that the panel Chairman would write to the Police and Crime Commissioner to outline these.**

Note: Cllr Jonathon Seed abstained from the vote.

(Duration of meeting: 10.30 am - 12.20 pm)

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

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27 September 2018

Wiltshire Police and Crime Panel

Police and Crime Panel- Recruitment of Co-opted Independent Members

Background

1) Co-opted Independent Members of the Wiltshire Police and Crime Panel are appointed for a four year term, the term for the previous two co-opted members came to an end over the summer of 2018 and a fresh appointment process was undertaken.

2) Two Co-opted Independent Member roles were advertised, both by Wiltshire Council and Swindon Borough Council, on social media, and in parish newsletters to ensure potential applicants from both the rural Wiltshire and urban Swindon areas could be reached. The adverts were also picked up by national job agency 'Indeed'.

3) Following a successful advertising campaign, the recruitment panel (Cllr Richard Britton and Cllr Peter Hutton) shortlisted candidates for interview. Interviews took place on 11th and 17th September and each candidate was scored against set criteria. Upon comparison of the scores the interview panel was able to recommend two candidates for the role.

Recommendation

4) The recruitment panel recommends that Anna Richardson and Mamie Beasant be appointed Independent Co-opted Members of the Panel for a 4 year term.

Libby Johnstone
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pcc
Police & Crime Commissioner
for Wiltshire and Swindon

AGENDA ITEM NO: 6

POLICE & CRIME PANEL
27 September 2018

WILTSHIRE AND SWINDON ANNUAL REPORT 2017-18 – CONSIDERATION OF THE DRAFT ANNUAL REPORT

1.   Purpose of Report

1.1   To approve the draft version of the PCC Annual Report 2017-18.

2.   Background and Main Considerations for the Panel

2.1   As required by the Police Reform and Responsibility Act 2011, the PCC is required to produce an annual report on the performance against his Police and Crime Plan (P&C Plan). This includes annual financial information and aspects of his statutory functions.

2.2   It identifies the highlights of the year, areas to improve, progress against his plan and future challenges and opportunities.

2.3   This report is the second report of the Police and Crime Plan 2017-21.

2.4   The Police and Crime Panel (PCP) is asked for feedback on the draft annual report and to provide any recommendations as required.

3   Structure

3.1   This annual report is aimed at a public audience and captures the highlights of the year and the Commissioner's assessment of progress against his plan. The document has three distinct sections, which is a development from last year's report.

3.2   Section one provides the PCC's overall assessment of policing and community safety in Wiltshire, incorporating the learning from inspections by Her Majesty's Inspectorate of Constabulary (HMIC), engagement with victims and local communities. This should be balanced and a transparency assessment highlighting both the achievements and areas to improve.

3.3   Section two identifies the highlights of 2017-18. Section three updates on the progress in delivering the P&C Plan by each priority and an in-depth look at Op Conifer and Op Fairline. The final section provides an overview of financial information from 2017-18 and the PCC's engagement work.

3.4   The report aims to be concise and provides a high level assessment. But extensive efforts have been made to increase the community and personal impact of the PCC's P&C Plan.

3.5   This annual report utilises information in internal and external reports, delivery plan reports, press releases and PCP performance reports.

3.6   In the spirit of previous years, an earlier draft word version of this report has been circulated to PCP members and comments have been incorporated where provided. I would like to thank the PCP members who provided their feedback

4   Next steps

4.1   Following any PCP recommendations, the Annual Report 2017-18 will be published.

5   Recommendations

5.1   The Police and Crime Panel (PCP) is asked for feedback on the draft annual report and to provide any recommendations as required.

pcc
Police & Crime Commissioner
for Wiltshire and Swindon

The Commissioner's Annual Report
2017-2018

Restorative
Together

Hate Crime
#WeStandTogether

My name is Angus Macpherson and I am the Police and Crime Commissioner for Wiltshire and Swindon. I was first elected to the role in 2012 and re-elected in 2016.

My role is to be the voice of the people and to hold the chief constable and force to account, my aim is to cut crime and deliver effective and efficient policing in our county.

I set the police and crime objectives for our area through my Police and Crime Plan, set the Force budget and determine the policing precept. Alongside this I also contribute to the national and international policing capabilities set out by the Home Secretary and bring together community safety and criminal justice partners, to make sure local priorities are joined up.

I have wide experience of policing and the criminal justice system. I was a lead member on the old Wiltshire Police Authority and for 20 years I served as a magistrate in Swindon and was a senior chairman in the adult court. I was a long-serving member of the policy committee and led several local consultations on sentencing guidelines.

My close involvement with two charities - working to help the homeless in Swindon, and my work in the courts - has given me insights into drug and alcohol issues and the need to tackle the cycle of re-offending.

Contents

Introduction

I am delighted to be presenting the second annual report of my current term as Police and Crime Commissioner (PCC) for Wiltshire and Swindon. The report covers the financial year 2017-18 and sets out the progress made up to the end of March 2018. My role is to ensure that you have the police and community services to keep you safe. I hold the Chief Constable to account on your behalf for delivering efficient, effective and trusted services in line with my Police and Crime Plan 2017-21.

I am now in my second term as PCC, and we are now six years into this new-style governance of the police. I am accountable to the public at the elections. I am supported and scrutinised by a Police and Crime Panel which is made up of local councillors and independent members.

I raise part of the policing budget by levying a precept. This year I ring fenced that money specifically for local policing in Wiltshire and Swindon. I hire (and can, if necessary, fire) the chief constable. I am, in addition, directly involved in work to prevent crime, coordinate the criminal justice system and reduce offending.

In March 2018, I asked Assistant Chief Constable Kier Pritchard to become Temporary Chief Constable. I asked Kier to step up following the departure of Chief Constable Mike Veale who accepted the offer to become Chief Constable of Cleveland Police.

Kier's first day in the post coincided with the shocking and utterly appalling nerve agent attack on a father and daughter in Salisbury. This was surely the most challenging and complex first week that any new chief could imagine having to face.

I have been impressed by the cool and calm manner in which Kier has led the Force through this incident. He has made frequent visits to the cordons to thank his officers and those lent to us by forces across the country.

I would like to offer my grateful thanks to all the emergency services staff for their exceptional professionalism and bravery and to recognise the resilience and generosity of the communities caught up in this extraordinary crime who rallied round with hot drinks and snacks for the officers on duty at the cordons in Salisbury. You will find

The Prince of Wales chats to Chief Constable Kier Pritchard during a royal visit to Salisbury

more details on page 20 of this report and I expect to return to the subject in my 2018-19 report.

My report summarises the progress made in delivering my P&C Plan which has four priorities:

1	**Prevent crime and anti-social behaviour**

The central role of the police is to keep the people of Swindon and Wiltshire safe and this is my first priority.

2	**Protect the most vulnerable people in society**

I am working together with police, local authorities, NHS and criminal justice agencies to identify and protect the most vulnerable people in society. This includes protecting those at risk of child sexual exploitation, working with families and individuals who need most support, and helping those in a mental health crisis.

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

At all stages on the journey through the justice system, from reporting an incident to the point of recovery, I believe victims and witnesses must be the central focus of Wiltshire Police and partner agencies.

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

Public services are paid for by taxation, so we have a duty to taxpayers to ensure we use this money as efficiently and effectively as possible. The tremendous changes in society in recent years, and the changing patterns of criminality, mean we must re-shape the way we keep our communities safe with the finite resources we have.

I want to continue to deliver my priorities by collaborating with other police forces, public services and local communities.

Force Management Statement

The Force Management Statement (FMS) forms a technical appendix in this report. This is the first FMS and combines the technical and management information that informs the Chief Constable, who subsequently provides advice to me. This advice underpins my Police and Crime Plan. It is integral to the setting of the policing priorities in Wiltshire, identifying areas for further efficiency and setting the right resources to deliver an effective and efficient policing service. If you are reading this report in hard copy form, please go to my website and search for Force Management Statement.

I will continue to represent your concerns and aspirations for policing. I will make myself accessible and visible, working hard to listen to, and understand, your concerns.

Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon

September 2018

TIMELINE 2017-18

Some of the key events from the year under review

APRIL

First Restorative Together conference

JUNE

Observed police and partner agency operation at Summer Solstice

Attended Force awards to celebrate achievements of officers, staff and volunteers

AUGUST

Published my estates strategy

Attended victims' forum in Wroughton

Estates Strategy 2017 - 2021

2017

APRIL

Downton Cuckoo Fair

MAY

Shadowed rural crime team and control room staff

Celebrated first anniversary of Swindon's Hindu temple

JULY

Attended Wiltshire Islamic Cultural Centre family fun day

Joined the procession at Swindon and Wiltshire PRIDE

Accountability:
Police and Crime Panel

I am ultimately responsible to the electorate of Wiltshire and Swindon for my performance in office. However the Wiltshire and Swindon Police and Crime Panel (PCP) scrutinises my activities, reviews my P&C Plan and annual report, and requests updates. The PCP can veto decisions on the local policing precept and the appointment of a new Chief Constable.

I want to thank the panel members for continuing to provide scrutiny and support to my office and me. They have provided help with the work on changing the performance culture and have offered guidance and feedback on my P&C Plan.

OCTOBER

Publication of summary report into Operation Conifer

Wiltshire Police retains "good" grading by HM Inspectorate of Constabulary for treating public and employees with fairness and respect

Hate crime conference

JANUARY

Consulted with public on whether they would pay an extra £1 a month to protect local policing

MARCH

Appointed Kier Pritchard as Temporary Chief Constable

Sergei and Yulia Skripal and a Wiltshire Police officer, Det Sgt Nick Bailey, taken seriously ill after exposure to nerve agent in Salisbury

2018

SEPTEMBER

Hosted volunteers at Emergency Services Show

Paid my respects at National Police Memorial Day in Cardiff

JANUARY

Spent shift with custody team at Melksham

FEBRUARY

Delivered speech at Black Police Association conference

BPA picture by courtesy of Dominic Parkes Photography

MARCH

Attended Pride of Swindon awards ceremony

State of policing and community safety in Wiltshire and Swindon

" This ability was demonstrated to the world during the Salisbury chemical attack. Not only did Wiltshire Police and partners respond courageously, but the entire Force dealt extremely well with this unprecedented incident whilst maintaining its usual frontline services.

I am optimistic about the state of policing and community safety in Wiltshire and Swindon and of the ability of the Force to meet changing demands and threats. Since my last report the flexibility given to me and other PCCs by the Home Office to increase the policing precept by an average £1 per month has stabilised policing finances. Wiltshire still receives unfair funding from central government. This means we have less money to spend protecting the public than almost all other areas in England and Wales.

Prime Minister Teresa May visits one of the police cordons in Salisbury with Chief Constable Kier Pritchard

We are making good progress in delivering my P&C Plan and we have a good, effective and efficient police service. The Force, with its partners, is responding well to the complex threats from criminals, both in Wiltshire and online. This ability was demonstrated to the world during the Salisbury chemical attack. Not only did Wiltshire Police and partners respond courageously, but the entire Force dealt extremely well with this unprecedented incident whilst maintaining its usual frontline services.

I am pleased that Wiltshire Police has yet again been graded "good" by Her Majesty's

Inspectorate of Constabulary and Fire & Rescue Services (or HMICFRS) under the Police Effectiveness, Efficiency and Legitimacy (PEEL) programme. I am delighted that the work of my office and the Force in investing in support for people experiencing a mental health crisis is recognised as outstanding. With investment in mental health triage for policing, together with additional capacity in mental health services, we are supporting those in crisis to get the right medical assessment and support, which means not using police cells as a place of safety. This is a great example of how police and partners are addressing new demands to protect our communities.

Wiltshire Police improved its crime recording compliance during 2016-17 and this has been maintained in 2017-18, with the HMICFRS rating crime recording compliance as "good".

In 2017-18 crimes recorded by Wiltshire Police increased by five per cent in comparison to 2015-16. This is lower than the national average increase of 11 per cent. Wiltshire is still a safe

place with crime rates lower than other similar force areas. As I identified in 2016-17, Wiltshire has seen increases in burglaries and vehicle crime. This resulted in additional focus from the Chief Constable. Both of these crimes are returning to expected levels thanks to significant enforcement and crime prevention work by Wiltshire Police.

I have been lobbying the Government about the financial challenges being faced by Wiltshire Police. During 2017-18 I was delighted that ministers heard this message and protected national policing budgets whilst also lifting the cap on the policing element of council tax to allow Commissioners to seek an increase of £12 per year. I want to thank the people of Wiltshire for responding so positively to my consultation on the precept. This modest rise allowed me to stabilise the finances and protect community policing team numbers for every community in Wiltshire and Swindon.

The emergency 999 response has been exceptionally good. However, during 2016-17 I identified public concerns about the answering of non-emergency 101 calls and dealing with the callers' requests or queries. I invested £250,000 to address this problem and instructed the Chief Constable to ensure that the average time taken to answer calls was reduced. I am delighted to say that the comprehensive plan has improved performance considerably and addressed both staff recruitment and retention. The average wait for calls to the Crime Incident and Recording Bureau (CRIB) has fallen from five minutes at the beginning of the year to less than one and a half minutes. Only six per cent of people chose to abandon their calls, down from 20 per cent.

During the summer of 2017 I launched my estates strategy for policing for the next five years. It sets out how I will ensure that our estate supports policing in the 21st Century and matches the Chief Constable's operational needs. My investment in mobile technology means that officers and staff no longer need return to a police station to write up reports.

Investment is needed to bring some of our ageing sites up to modern standards. Significant work will be carried out in Warminster, Tidworth and Royal Wootton Bassett.

The Chief Constable and I want officers and staff out working in communities or working with partners in shared buildings. This not only increases visibility and cements relationships but also means we can share costs and put more money into frontline policing. I have set the ambitious goal of reducing estate running costs by 20 per cent with the savings directed back to the front line. I look forward to seeing the changes being implemented in the coming years.

Findings of HMICFRS

Effectiveness ●●●○ GOOD
How effective is the force at keeping people safe and reducing crime?

- How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe? **GOOD**
- How effective is the force at investigating crime and reducing re-offending? **GOOD**
- How effective is the force at protecting those who are vulnerable from harm, and supporting victims? **GOOD**
- How effective is the force at tackling serious and organised crime? **GOOD**

Efficiency ●●●○ GOOD
How efficient is the force at keeping people safe and reducing crime?

- How well does the force understand demand? **GOOD**
- How well does the force use its resources? **GOOD**
- How well is the force planning for demand in the future? **GOOD**

Legitimacy ●●●○ GOOD
How legitimate is the force at keeping people safe and reducing crime?

- To what extent does the force treat all of the people it serves with fairness and respect? **GOOD**
- How well does the force ensure that its workforce behaves ethically and lawfully? **GOOD**
- To what extent does the force treat its workforce with fairness and respect? **GOOD**

Priority One: Prevent crime and anti-social behaviour

> " I committed to protecting the 446 police officers and 132 PCSOs in local policing if I raised the policing element of council tax. I have delivered on this promise. In 2018-19 I will again use any further increase in the policing precept to protect community policing.

Preventing crime and stopping people becoming victims is a collective responsibility for our communities, police and partners. People who live and work in Wiltshire and Swindon or who visit the county should be able to do so without the fear of crime and anti-social behaviour (ASB). Wiltshire is a safe place but if crime and ASB does occur you should have the confidence that you can contact the police, be listened to, and that the crime will be investigated.

Hats off to some very special volunteers: New recruits into the Special Constabulary celebrate at their passing out ceremony in June 2017

Highlights in 2017-18:

■ Protecting Community Policing Teams (CPTs) which are the bedrock of Wiltshire Police. I sought an average increase of £1 a month in the policing precept in order to preserve the numbers of police and Police Community Support Officers (PCSOs). I thank the people of Wiltshire and Swindon who supported the average £12 per year increase in the policing precept. In 2018-19 I will again look for opportunities to protect CPT numbers.

■ Wiltshire Police protected us during two major incidents in March 2018: the severe adverse weather and the chemical attack in Salisbury.

■ Recorded crime in Wiltshire increased by five per cent in comparison to 2016-17. However this was below the national increase of 11 per cent. The rate of crime in Wiltshire is lower than in similar policing areas.

■ As I identified in 2016-17, Wiltshire has seen increases in burglaries and vehicle crime. Thanks to additional focus by the Chief Constable leading to significant enforcement and crime prevention work, both of these crimes are returning to expected levels.

■ The people of Wiltshire and Swindon can trust Wiltshire Police crime figures. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) rated Wiltshire's crime recording compliance as "good".

■ The British Crime Survey rated Wiltshire Police as the best force for dealing with community priorities in England and Wales. It was ranked second for confidence in police and rated third for doing an excellent or good job.

- Working with Dorset & Wiltshire Fire and Rescue Service to pilot Police Fire Community Support Officers. This new role provides multi-skilled staff to be able to act as both PCSOs and on-call firefighters.

- Meeting my commitment to enable more local people to help keep their communities safe by investing in a substantial recruitment of Special Constables. The investment has resulted in 241 Specials actively supporting the Force with 45 more in training and a further 27 due to start training in the summer of 2018. I am delighted that they are becoming an integral part of CPTs supporting local priorities or in dedicated teams like the rural crime team or unmanned aviation vehicle (drone) team.

- Continuing to increase the involvement of volunteers in a variety of roles with 150 (up 20 on the previous year) volunteers directly supporting Wiltshire Police and my office by, for example, taking messages and offering a signposting service at police information points where we do not have a front counter service; bringing together people who have been harmed with those who caused the harm as restorative justice facilitators; helping to protect

and reassure vulnerable residents as Bobby Van drivers and many others. I enjoyed thanking some of our volunteers for the good work they do over a cup of tea at the Emergency Services Show in September 2017.

- Supporting the thousands of people volunteering in Wiltshire and Swindon to keep our communities safe through Community Speed Watch (970 participants), Neighbourhood Watch schemes, street pastors, and other projects.

- Community Messaging continues to grow with 10,000 members, up 2,200 on the previous year, receiving information from their local police teams. Members can now choose in addition to receive messages from Dorset & Wiltshire Fire and Rescue Service.

- Working with Wiltshire Council, Swindon Borough Council, Dorset & Wiltshire Fire and Rescue Service and others to make our roads safer. I am delighted that Community Speed Watch is working more closely with CPTs to provide coordinated awareness and enforcement.

CASE STUDY - RURAL CRIME

"

The Commissioner funded a five-day course for 20 officers from CPTs across the county. This gave officers a better understanding of issues affecting our rural communities, highlighting the six national wildlife crime priorities and specific crimes which affect rural areas. The course was delivered by the national trainer for wildlife crime and supported by partner agencies such as the National Farmers Union (NFU), the National Gamekeepers Organisation (NGO) and the League Against Cruel Sports.

Operation Artemis, launched in October 2017, is designed to disrupt hare coursing and other forms of poaching across the county. The operation is supported by members of the NFU, NGO and the British Association for Shooting and Conservation who worked closely with the rural crime team plus CPTs. The operation led to the arrest of 22 people and 16 successful prosecutions for poaching.

PC Marc Jackson - Rural Crime Officer

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Priority Two: Protect the most vulnerable people in society

> "Prevention is always better than cure and we must move away from reliance on a reactive policing service, that simply responds to incidents. Working with other public services we must make sure there is the right level of resources and services to prevent problems from escalating and find solutions as soon as possible. This is not only better for the individual and their families, but is more cost effective.

I have always sought as Commissioner to ensure that Wiltshire Police, and agencies we work with, do the right thing and focus on the most vulnerable people in society, not least because they are the people who tend to make the greatest use of our public services.

Prevention is always better than cure and we must move away from reliance on a reactive policing service, that simply responds to incidents. Working with other public services we must make sure there is the right level of resources and services to prevent problems from escalating and find solutions as soon as possible. This is not only better for the individual and their families, but is more cost effective.

Leaders across the public sector are working together and making bold decisions to transform public services. This is complex work but we are achieving successes. Supporting those with

mental health problems is a national talking point. I am delighted that our focus and investment in past years is now delivering real improvements for our communities. For example the mental health triage team in the control room helps officers dealing with someone having a mental health crisis.

Highlights in 2017-18:

- Investing £300,000 into a dedicated cybercrime policing team to support national and regional enforcement and to strengthen existing local enforcement.

CASE STUDY - DIVERSITY AND INCLUSION

> "PCC funding has enabled us to create a diversity and inclusion team which is reaching out to the many communities we serve. We have built new relationships with groups who do not normally engage with police. We are working hard to improve confidence in policing with all communities. 'Community Ambassadors' help Wiltshire Police to make sure our recruitment, attraction and retention of officers and staff reflects the communities we serve. We are already seeing a more diverse range of people applying to be officers, specials and staff at Wiltshire Police.

*Sgt Annie Pursey -
Diversity & Inclusion*

- Working with Youth Offending Teams and Wiltshire Police to prevent offending by young people, with a particular focus on addressing knife crime.

- Continuing to deliver benefits to frontline policing by sharing data across public bodies through Single View, a system which helps to protect vulnerable people, deliver better services and help partner agencies work together. For example if a person has physical disabilities and needs support, that information is documented. If there is a call to the fire service from that address they will know about the occupier's disability and will be able to take the appropriate equipment.

- Improvements in 2017-18 have included firearms licensing preventing those with mental health conditions accessing firearms, and sharing information to locate violent offenders faster.

- Stopping those experiencing a mental health crisis from being sent to police cells as a place of safety by working with Clinical Commissioning Groups (CCGs) to invest more in mental health crisis care in Green Lane, Devizes.

- With Wiltshire and Swindon CCGs jointly funding mental health professionals to work 24/7 in the police control room. This service is directly advising frontline police officers and staff who are often the first to support those in mental health crisis.

- Commissioning a new and expanded domestic abuse service in Wiltshire to support victims and families, as well as providing outreach support to victims. Services in Swindon were newly commissioned in 2016-17.

- Investing £170,000 into treatment services for people with substance misuse problems across Wiltshire and Swindon. This will support those at risk of offending to quit drugs and overcome their alcohol abuse.

- Supporting Circles South West to work with probation and police to prevent sex offenders from re-offending.

- Working with the Nelson Trust charity to deliver its harm reduction work for those working in the sex trade across Wiltshire and Swindon.

CASE STUDY - SPLITZ DOMESTIC ABUSE SERVICES

Meeting staff at Splitz which I commissioned to provide an expanded domestic abuse service

"The service was a great help and support. Splitz helped me discuss my choices and feelings and I learnt a lot about power and control, I had not really recognised it before so I am very grateful.

I would like to thank Splitz so very much for always being there to talk through my issues when I really doubted myself and my strength to go on. Without Kim I know I would have crumbled. She never judged my decision to stay in the relationship.

User of Splitz domestic abuse services Commissioned by my office

- Investing, with the Chief Constable, in specialist support and training to improve investigative capability in serious sexual offences. This includes working with the Crown Prosecution Service (CPS) to ensure every opportunity is taken to bring offenders to justice and that victims are supported throughout the process.

- Investing, with Local Safeguarding Children Boards, in staff to investigate (and understand the reasons behind) missing children and to prevent child sexual exploitation.

- Wiltshire Police working with the National Crime Agency and the charity Missing People to take part in a new Child Rescue Alert (CRA) pilot with local professionals and communities to locate missing children faster.

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

> " I have worked closely with Wiltshire Council to develop an integrated service for victims and survivors of domestic and sexual violence across the Wiltshire Police area.

Victims of crime have been through a challenging and sometimes traumatic experience. To support them I commission Horizon Victim and Witness Care to provide a single point of contact for vulnerable victims. Horizon works as a triage service for vulnerable victims and will refer to a number of support agencies as required. I commission a number of specialist services to ensure that all practical and emotional support needs are met.

Working alongside the police and the criminal justice system (CJS) Horizon supports victims and witnesses to navigate the CJS, to cope with the experience and then to recover.

Sometimes the CJS cannot provide the resolution victims need. To supplement the formal legal process I provide restorative justice services via Restorative Together which offers the victim the chance to meet the offender responsible for the

harm. The process enables everyone affected to play a part in repairing the harm and finding a positive way forward.

As chair of the Wiltshire Criminal Justice Board in 2017-18, I have been keen to coordinate system-wide improvements and champion the needs of victims. I want CJS partners to provide a better service to victims, deliver justice and prevent offenders from reoffending. I am

CASE STUDY - RESTORATIVE JUSTICE

> " Restorative practice can be used anywhere to prevent conflict, build relationships and repair harm by enabling people to communicate effectively and positively. Meg Williamson, a teacher from Swindon, went through a restorative justice process after her boyfriend Gavin Roberts died of a brain injury following a head–on crash caused by Lewis Stratford, who was having an argument on the phone when his car crossed the central reservation.
>
> Meg spoke of her anger towards the driver and how she decided she wanted to meet Lewis to answer her questions. She said the restorative justice process had been highly successful and how Lewis had spoken about the impact on his family. Meg said without restorative justice she would not have had the chance to meet Lewis and that the facilitator was there to guide the conversation. For her it was a cathartic process which she felt helped both her and Lewis move forward.
>
> *Inger Lowater - Coordinator, Restorative Together*

Meg Williamson speaking at the first Restorative Together conference

delighted to say that the board will publish its first Wiltshire Criminal Justice Board strategy which will demonstrate how we intend to make improvements in CJS.

Highlights in 2017-18:

■ By the time Horizon Victim and Witness Care celebrated its third birthday in March 2018, 11,439 vulnerable victims had been offered the services of a relevant support agency. Between March 2017 and April 2018 (the period covered by this report) 4,633 vulnerable victims received support. Among them were victims of hate crime, sexual offences, domestic violence, other serious offences, burglaries and those under 18. Horizon also supports victims and witnesses on their journeys through magistrates and crown court.

■ Awarded the Restorative Justice Council quality mark for the RJ services I commission, recognising the impact that Restorative Together has in our communities.

■ I have worked closely with Wiltshire Council to develop an integrated service for victims and survivors of domestic and sexual violence across the Wiltshire Police area. The new Phoenix project will be provided by Splitz Support Services working in partnership with the Nelson Trust, Greensquare Housing, and Salisbury Refuge.

■ The Restorative Together team has trained 262 frontline police officers, sergeants, inspectors and special constables to use restorative practices, providing swift and immediate justice for victim and offender in ASB and low-level crimes.

■ In 2017-18 more than 1,300 people were referred to Victim Support which provides emotional and practical support to help victims to cope and recover from crime and ASB.

■ Together with NHS England my office received national recognition for the commissioning of a new sexual assault referral service, with a centre in Swindon for over 16s and specialist centres in Bristol and Exeter to support children and young adults. This service will begin in October 2018.

■ My office and the Force continue to support and play an active role in Youth Offending Teams

CASE STUDY - VICTIM SUPPORT SERVICES

" *Robert** was a victim of assault whilst out walking his dog. He sustained a broken wrist and knee and was hospitalised until well enough to return home. He is a 71 year old single man who lives alone.

Robert has ongoing issues with his wrist and is in constant pain. He has been informed it may take up to 18 months to heal. Robert was unable to look after his dog whilst in hospital, which caused him added emotional distress. He also had to cancel a holiday due to his injuries.

Practical support from Victim Support included: multi agency advocacy, providing safety alarms, police updates/liaison with CID, helping to arrange medical appointments and family liaison, Criminal Injuries Compensation Authority support and onward referral to the Bobby Van.

Robert said: "I have been very pleased with the [criminal justice] system and support I have received. Victim Support are always available when I've contacted them."

Not his real name

(YOTs). YOTs work to prevent young people from offending and entering the criminal justice system. I provided financial support for knife awareness training for 40 key workers including YOT staff as part of efforts to tackle knife crime.

■ Wiltshire Police is the most advanced force in the South West regarding the use of video technology with two live links to court from Gablecross in Swindon and Melksham custody units. This initiative provides a benefit to victims and witnesses as justice can be swifter and more efficient as well as reducing travel time to court for officers.

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Priority Four: Secure high quality, efficient and trusted services

> " Wiltshire Police has risen to the financial challenges since 2010 extremely well. The Force has introduced technology improvements, redesigned community policing and worked in innovative ways with other public services.

Members of the Special Constabulary have been trained to fly unmanned aviation vehicles, known as drones, and the Force is licensed by the Civil Aviation Authority
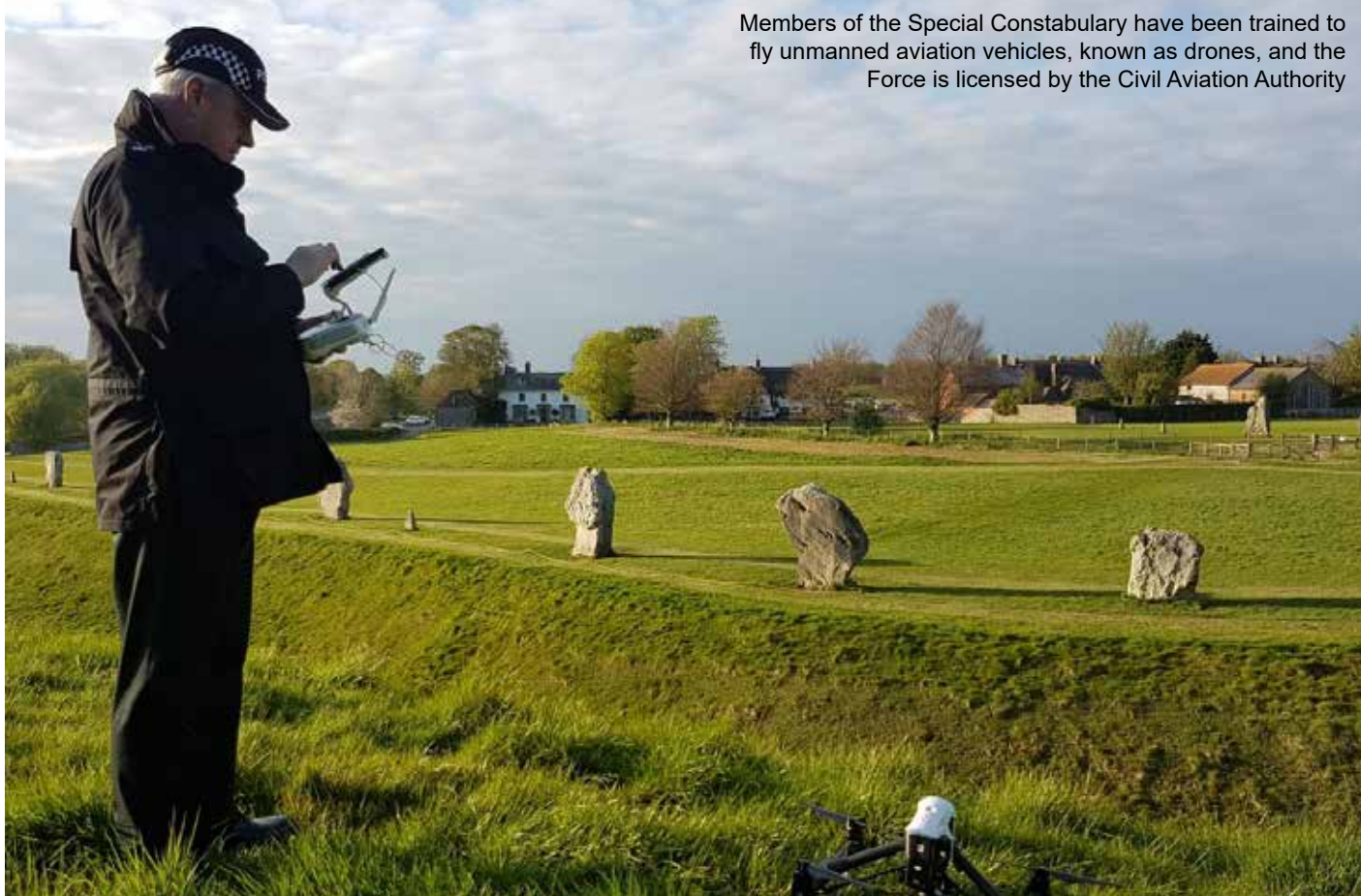
Police and criminal justice services should be accessible to everyone, and of the highest professional standard. Communities should feel confident that the police will listen to their concerns and that the courts will provide effective justice for all. In emergencies, the right response must be provided swiftly.

Wiltshire has good public services and this is confirmed by the "good" rating from Her Majesty's Inspectorate of Police and Fire & Rescue Services (HMICFRS).

Wiltshire Police has met the financial challenges admirably, whilst making continuous improvements in technology, redesigning community policing and working in innovative ways with other public services.

I continue to build on the excellent outcomes achieved so far with our two local authorities, Wiltshire Council and Swindon Borough Council in delivering quality public services for less. At a community policing level we share buildings with

partners and share roles with both local authorities and the fire service in order to work more cost effectively, especially where we are using buildings which are not fit for purpose.

Highlights in 2017-18:

■ Wiltshire Police is one of only seven forces to have achieved a rating of "good" in all areas of HMICFRS PEEL inspections. PEEL stands for the police effectiveness, efficiency and legitimacy programme.

■ Ensuring that the police are there when needed with 999 calls answered within five seconds.

■ Despite the increase in the local policing precept in 2017-18, the Wiltshire Police area continues to have one of the lowest spends on police per head of population in the country. This is because of the historic under-funding of the Force by central Government. Despite this we are one of the safest places in the country with a police force independently judged to be good.

■ Responding to public concern about the time taken to be answered by the 101 non-emergency number, I invested £250,000 which led to average wait times falling from over five minutes to less than one and a half minutes. The percentage of callers hanging up has fallen from more than 20 per cent to six per cent. I expect this good performance to continue.

■ Publishing my estates strategy, setting out how I will ensure the Force has the buildings it needs in the 21st Century. I will dispose of estate that is no longer needed and invest in ageing facilities with significant investment in Warminster, Tidworth and Royal Wootton Bassett.

■ A very pleasing improvement in the quality of files going to court with only 0.6 per cent of files needing improvement, down from eight per cent at the beginning of 2017-18.

■ After investing in staff health and wellbeing services, I am pleased to see a ten per cent decrease in sickness. This is despite the changing, and increasing, demands on all police officers and staff.

■ The annual report on "Professional standards, integrity and complaint appeals" produced by my independent complaints adjudicator provides me with a detailed assessment of performance in this area.

■ I have invested funds to provide every frontline officer with body worn video cameras (BWVs) to protect our staff and assist with evidence gathering.

■ Independent Custody Visiting (ICV) uses volunteers to check on the treatment of detainees and the conditions in which they are held. It also ensures that their rights and entitlements are being observed. We had 19 ICVs as at 31 March 2018. In 2017-18 there were 9,200 detainees in custody, a slight decrease from 10,545 the previous year. A total of 109 visits were made to the custody units (61 at Melksham and 48 at Swindon) compared to 139 last year. The scheme continues to work well and there are good working relationships between the ICVs and the Force.

CASE STUDY - INDEPENDENT CUSTODY VISITORS

"I've been a custody visitor for over ten years now. In that time our team has seen a lot of positive changes to the Police and Criminal Evidence Act and the Independent Custody Visiting scheme. The Wiltshire Police custody staff are inclusive and a pleasure to deal with. It is good to know that the work we do as a team is valued, and that it both supports and contributes to the maintenance of police national standards.

Liz Priscott,
Independent Custody Visitor

Operation Conifer

Publication of the Wiltshire Police report attracted intense media interest

In August 2015 Wiltshire Police began a complex national investigation into allegations that the Right Hon Sir Edward Heath KG MBE (deceased), the former Prime Minister, had committed sexual offences against children.

A summary report into Operation Conifer was published by Wiltshire Police on 5 October 2017. The full report by the senior investigating officer was sent to the Independent Inquiry into Child Sexual Abuse (IICSA). The summary report did not identify anyone who came forward during the course of the investigation. Likewise it did not provide any investigative detail that may inadvertently lead to the identification of any such person. However, the report did indicate that, had he been alive, Sir Edward Heath would have been interviewed under caution in relation to seven of the allegations (including one for which there was potentially undermining evidence).

Wiltshire Police followed nationally issued guidelines, as you would have expected them to do.

However, in my view, these national guidelines are fundamentally flawed: it is simply not possible to both establish the facts of a case and to make no implied comment on the likely guilt of the person investigated.

The term victim is widely accepted and I am responsible for a range of victim services that support and give people confidence to report crime. However the use of the term 'victim' within police investigative guidelines is flawed. These guidelines must articulate that the issue is to determine if the allegations are true or not, based on the available evidence. I have consistently avoided the term victim in this operation and investigative contexts and refer to allegations, not disclosures.

I contend that the national guidance requires amendment in line with the report of Sir Richard Henriques into the Metropolitan Police investigation of people of public prominence (Operation Midland).

Whilst as Commissioner I could not intervene in an operational investigation, I made my views known on the inherent deficiency of the guidance throughout 2016 and 2017 to the then Home Secretary, the then Chief Constable and the Chair of IICSA.

The upshot of the Operation Conifer investigation and report is a perception by many of Sir Edward Heath's supporters that his reputation has been unjustly tarnished. The media headline was, understandably, that Sir Edward would have been interviewed under caution in relation to seven allegations. The headline was not that, out of 42 allegations, most would have been dismissed without the need to seek an account from Sir Edward Heath.

In August 2017, IICSA announced it would review the findings of relevant investigations concerning the alleged involvement of people of public prominence associated with Westminster in child sex abuse cases. It remains my hope and expectation that IICSA will have something to say on the strength or otherwise of any evidence against Sir Edward Heath. To investigate the alleged institutional failings of Westminster but have no view on evidence that may or may not indicate that a past prime minister could himself have been an abuser, is not tenable. Should IICSA maintain that position, the Home Secretary should, in my view, order a separate public inquiry with the necessary powers and the remit to establish the facts.

Twenty four people worked on Operation Conifer at varying points during the course of the investigation. This included police officers, police staff, short-term contract and agency staff. Up to 20 people worked on it at any one time. The total cost of Operation Conifer over the two years of the investigation was £1,484,251 of which staff costs amounted to £1,371,026.

In December 2016, my office made an application to the Home Office for special grant funding to cover the full cost of the investigation as an exceptional event. In September 2017, the Home Secretary approved the application after an independent review found the investigation to have been proportionate. The Home Office agreed it would provide special grant funding for up to £1.1m of the costs of the operation. The award of special grant funding (without the usual deduction of 25 per cent) recognised that Operation Conifer was a national investigation carried out by Wiltshire Police on behalf of 14 police forces, and that the operation was aligned to Government priorities to tackle child sexual abuse and vulnerability. The additional costs of the operation have been met by Wiltshire Police.

Wiltshire Police will cooperate fully with IICSA and with any inquiry instituted by the Home Secretary. However, Wiltshire has borne the brunt of this national investigation and, for a small force, that has had a substantial impact. Wiltshire has more than met its national responsibilities, and I will not commission any further work in relation to Operation Conifer. Whilst this has proven unpopular in certain quarters, my responsibility is to the public of Wiltshire. Policing the county well on the resources available will remain my priority.

I was interviewed by national, regional and local media about the Operation Conifer report

Operation Fairline

" Throughout the incident I was enormously impressed by the hard work and dedication shown by officers, staff and volunteers. They worked tirelessly to ensure the public were kept safe.

I could never have anticipated the circumstances that were to unfold when I arrived at my office in the Wiltshire Police HQ on Monday, 5 March 2018. The nerve agent attack on Sergei and Yulia Skripal led to Wiltshire Police declaring a major incident and drawing on mutual aid support from nearly all other police forces across the country. This unprecedented incident garnered the attention of international leaders and media from across the world.

It was the start of an extraordinary period of demand on Wiltshire Police which saw a large number of agencies come together. Because of the sheer scale of the investigation, which was led by the Counter Terrorism Policing Network and supported by Wiltshire Police, the total projected cost for our force is £10m plus. The Government has so far reimbursed £6.6m. The operation has continued into 2018/19, a further bill will feature in next years report.

It's important to me that these additional costs are not shouldered by Wiltshire Police. I have been in frequent contact with the Home Office and I am pleased that the Policing Minister Nick Hurd has recognised the financial implications of the operation. It remains an absolute priority for me to recoup these costs.

This incident also had a significant impact on those who work for Wiltshire Police, none more so than Det Sgt Nick Bailey and his family after he was contaminated by the nerve agent. Det Sgt Bailey spent just under three weeks in hospital after becoming seriously unwell.

This highlights how every day emergency services run into unknown and potentially dangerous situations in order to help and protect the public.

Throughout the incident I was enormously impressed by the hard work and dedication shown by officers, staff and volunteers. They worked tirelessly to ensure the public were kept

Chief Constable Kier Pritchard briefs Prime Minister Theresa May during her visit to Salisbury. His leadership has been outstanding

safe and as informed as possible in line with the investigation.

The Force's response and leadership received national recognition from the Counter Terrorism Policing Network for the exemplary way in which it managed the initial response. The leadership of Chief Constable Kier Pritchard and Deputy Chief Constable Paul Mills has been outstanding and I would like to fully endorse this comment by Assistant Commissioner Neil Basu: "I have been impressed by their professionalism, commitment and leadership throughout this intensive period which is a credit to themselves and Wiltshire Police".
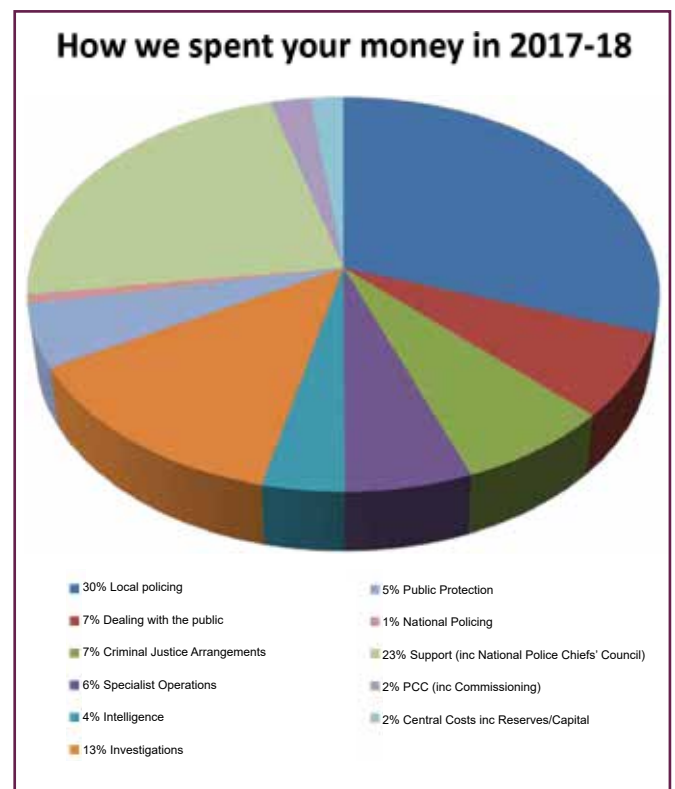
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> ❝ Had the precept not increased by an average of £12 per year it would have meant a financial gap of £4.2m. This would have had a significant impact on policing services.

Summary of financial performance

I have been discussing with the Home Office the financial challenges our Force has faced and have been lobbying to protect our budget and maintain our policing strength. During 2017-18 I was pleased that ministers heard this message and protected national policing budgets and lifted the cap on the policing element of council tax to £12 per year. This modest increase allowed me to stabilise policing finances and to protect Community Policing staff for every community in Wiltshire and Swindon.

I want to thank the people of Wiltshire for responding so positively to my consultation. I will hold the Chief Constable to account to enshrine my commitment to protect CPT numbers.

Had the precept not increased by an average of £12 per year it would have meant a financial gap of £4.2m. This would have had a significant impact on policing services. Instead, I am able to protect the 446 officers, 132 PCSOs and 69 local crime investigators in our CPTs during 2018-19.

Accountability:
Joint Independent Audit Committee

The Joint Independent Audit Committee provides independent assurance on the corporate governance and risk arrangements in place for both the Chief Constable and me. The committee identifies areas for improvement, checks and tests governance arrangements and supports the development of improvements according to good governance principles. I am grateful to members of the committee for their good work.

In 2017-18 I have:

■ Increased the proportion of police funding spent on community policing from 28 per cent to 30 per cent.

How we spent your money in 2017-18

- 30% Local policing
- 7% Dealing with the public
- 7% Criminal Justice Arrangements
- 6% Specialist Operations
- 4% Intelligence
- 13% Investigations
- 5% Public Protection
- 1% National Policing
- 23% Support (inc National Police Chiefs' Council)
- 2% PCC (inc Commissioning)
- 2% Central Costs inc Reserves/Capital

■ Increased the policing precept by an average £12 per household, per year. Despite this Wiltshire's overall police funding is still below the national average and is the lowest in the South West.

■ Allocated to the Chief Constable £103.1 million to deliver policing services.

■ Delivered £1.3 million of efficiencies.

Commissioning of other services

I am responsible for commissioning services other than policing to deliver my Police and Crime Plan.

The Community Safety Fund is money I allocate to support the delivery of my P&C Plan objectives. It is for artner organisations. The fund supports collaborative arrangements with local authorities, third sector providers and Wiltshire Police. I have spent £1,497,450 in 2017-18. This makes up over 50 per cent of the cost attributed to my office cost.

Community Safety Fund 2017-18

SERVICE/PROJECT	2017/18 ALLOCATION	PROVIDER
Supporting Wiltshire and Swindon substance misuse services	175,372	Wiltshire Council Swindon Borough Council
Contribution to Swindon Youth Offending Team (YOT)	80,105	Swindon Borough Council
Contribution to Wiltshire YOT	139,100	Wiltshire Council
Community Messaging	94,548	Wiltshire Police
Community Speed Watch	42,566	Wiltshire Police
Junior Good Citizen	2,810	Wiltshire Police
Diversionary activity for young people	35,000	SPLASH
WP Volunteers Officer	62,685	Wiltshire Police
ASB Advocacy Service	48,000	Victim Support
Commission of seven police officers	315,000	Wiltshire Police
Contribution to victim service - Horizon	286,436	Wiltshire Police
Offender Management Support	10,000	Circles South West
Mental Health triage service	121,667	Avon & Wilts MH/Swindon CCG
PCC Action Fund	39,793	Numerous projects - info on website*
Emerald Team - Wiltshire	26,281	Wiltshire Council
Rape and Serious Sexual Assault project	14,500	Wiltshire Police
Rural Wildlife Champions Course	2,485	Wiltshire Wildlife
Contribution to presentation and workshops	1,100	St Giles Trust
TOTAL COMMUNITY SAFETY FUND ALLOCATION	**1,497,450**	

* https://www.wiltshire-pcc.gov.uk/article/3411/PCC-s-Community-Action-Fund

Victims Fund 2017-18

This is a specific allocation by the Ministry of Justice for victim services and restorative justice services. In 2017-18, the amount provided to me was £824,368. This helps me to commission services to improve services for victims.

VICTIM SERVICES SPEND	2017-18 ALLOCATION (£)
Victim services commissioning/provision	370,280
Services for victims of sexual violence and domestic abuse	298,821
Services for victims of child sexual abuse	57,000
Restorative justice services	101,548
16/17 balance	-3,281
TOTAL	**824,368**

For further financial details please consult the medium term financial plan on my website https://www.wiltshire-pcc.gov.uk/article/1852/Finance-documents

Police Property Act Fund 2017-18

This fund is money raised through the sale of unclaimed lost property and awarded to community and voluntary groups to support the delivery of my P&C Plan. I want to encourage community and voluntary projects and work with the Community Foundation, who administer the fund on my behalf. Projects can bid for a maximum of £3,000 and tackle:

- Anti-social behaviour
- Crime in local neighbourhoods
- Drug and alcohol related crime

- Re-offending
- Violence against women and girls
- Youth crime

Projects supported in 2017-18 are shown below

PROJECT	AMOUNT AWARDED (£)	PROJECT DESCRIPTION - SUMMARY
Waste Not Want Not (WNWN)	1,250	WNWN collects unwanted furniture and household goods to pass on at affordable prices to people on low income. It is staffed mainly by volunteers, including offering work experience to ex-offenders, children at risk of school exclusion and the long term unemployed. Funding will contribute towards running costs.
The Open Door Centre	3,000	A day centre for adults with learning disabilities in Swindon, providing activities and nurturing independence.
Swindon 105.5	1,070	An inclusive community radio station contributing to the cultural life of Swindon and offering training and volunteering opportunities to a wide range of local people.
SMASH Youth Project	3,000	Offering mentoring and activities to young people aged 9-19 years who are disadvantaged and falling short of reaching their potential. SMASH supports young people to build confidence and self-esteem, take on new challenges and broaden their horizons.
Salisbury Street Pastors	2,800	Part of a national church-based scheme, training and supporting volunteers to care for people late at night in the city centre. Funding will go towards the cost of training and uniforms.
Swindon 10-18 Project (STEP)	2,950	Providing therapeutic intervention work to vulnerable children and young people with a range of problems. Funding will enable sessions focused on preventing children and young people from becoming involved in criminal activities or anti-social behaviour.
The New Mechanics Institution Preservation Trust	3,000	The New Mechanics Institution charity works in the railway village in Swindon, focused on plans to restore the New Mechanics Institution and community development based in the Central Community Centre.
Youth Adventure Trust	2,500	Working with vulnerable and/or disadvantaged young people, aged 11-14, helping them develop life skills, confidence and self-esteem through a programme of outdoor and residential activities.
Swindon City of Sanctuary	2,550	A recently formed organisation working to welcome, include and support those seeking refuge in Swindon, particularly those granted refugee status.

Listening to our communities

Market days give me the chance to gather feedback from shoppers

One of the key and vital parts of my role is to engage with communities within Wiltshire and Swindon to ensure that I am able to accurately reflect your voice in policing and crime. Good engagement also allows me to understand your concerns and priorities when it comes to policing and the wider criminal justice system.

I use your feedback to develop my Police and Crime Plan – this is a document that sets the direction and priorities for Wiltshire Police and helps inform me where money is best spent in the broader area of crime and justice.

I have ensured that engagement with communities has been at the forefront of all I have done this year – it is so important to me. I have expanded the ways in which you can contact me, hopefully making it easier for you to give me your views on key matters, whether that is face to face or online.

I now have a more accessible website (see illustration on facing page), which hopefully means

that it is easier for you to find information about me, my role and other relevant information about my office. Through my website, I publish a blog to give my thoughts and views on key areas, both local and national, and inform you about the work that I am doing.

I am delighted over this last year to have had a number of guest blogs feature, such as from Turning Point, the Restorative Justice team, Wiltshire Bobby Van Trust and the Special Constabulary, to name just a few. The website also details all of the ways in which you can contact me and has links to all the news from Wiltshire Police too.

I am using social media regularly to develop contact with online communities, and I am pleased that I have seen a 37 per cent increase in Facebook followers and a 25 per cent increase in Twitter fans over the last 12 months. Social media is such an instant way to engage and I plan to do much more through these channels over the next 12 months. I would encourage you to let me know your thoughts through these channels – you can find me on Twitter @PCCWiltsSwindon and on Facebook at WiltshireandSwindonPCC.

I have a stall in Marlborough, Salisbury and Devizes markets from time to time, so I can speak face to face with members of the public. If you see me there, please do come over and say hello. I also attend area board meetings whenever I can so that I can use these forums to listen and respond to public concerns or feedback.

I regularly spend time with officers, staff and volunteers within Wiltshire Police, and with partners, so I can understand the challenges they face, but also to observe the service provided to communities. The last six months alone have shown challenge on a huge scale as our police

force has worked with partners to support two unprecedented major incidents in Salisbury and Amesbury. I am very proud of the way in which Wiltshire Police, under the glare of the rest of the world, have professionally and expertly managed these incidents as they unfolded.

Working with partners remains of vital importance to me as we continue to work together to understand and manage the demand on all of our services, and develop our working practices to ensure that issues are dealt with by the most appropriate agencies.

A police service that engages and listens to our communities is part of my vision for community policing. As a result the Chief Constable and the Force have worked hard to engage with communities over the last 12 months. The delivery of Community Policing through six Community Policing Teams has remained a key priority for the force, with greater connections to communities through six Independent Advisory Groups (IAGs).

These groups are made up of members of the public who meet to advise and offer ideas to police on the wide range of activities that go into policing and act as a 'critical friend' to them. You can find out more about how to get involved in the IAGs through the Wiltshire Police website: www. wiltshire.police.uk

My P&C Plan reflects that community safety is not just an issue for police but for all of us in society. To highlight this we have run a programme of campaigns and initiatives throughout the year to highlight key areas of policing. The most recent of these campaigns has been #BeyondTheBeat - designed to raise awareness of the more hidden demands and pressures on modern day policing, focusing on areas that are not as visible to our communities such as mental health, modern slavery and missing people.

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Contact me

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✉ OPCC, London Road, Devizes, Wiltshire SN10 2DN
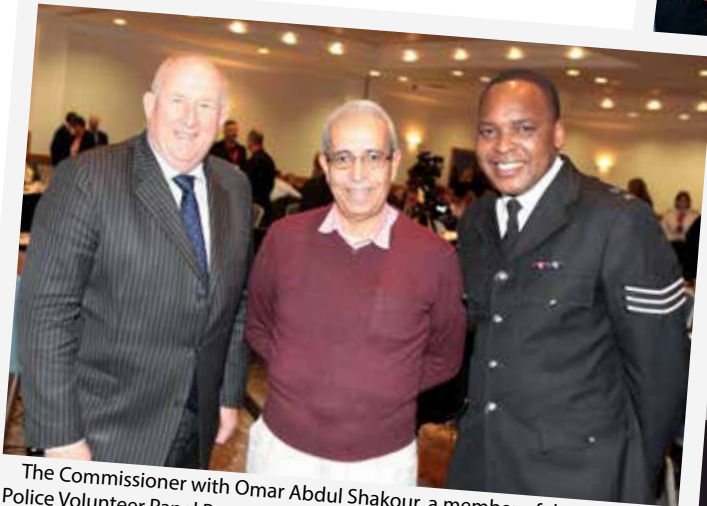
🐦 @PCCWiltsSwindon

f WiltshireandSwindonPCC

in Angus Macpherson Wiltshire Police and Crime Commissioner

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Out and about

The Commissioner with Omar Abdul Shakour, a member of the Wiltshire Police Volunteer Panel Board, and Sgt Ronnie Lungu, chair of the association at the Black Police Association conference in Swindon in February 2018

Angus with fellow members of the Wiltshire and Swindon Hate Crime Group in June 2017

Angus observed the police operation at the summer Solstice at Stonehenge in June 2017

Out with volunteer members of the Community Speed Watch in Southwick in July 2017

Supporting the Everyone's Business campaign against domestic abuse at Swindon Borough Council in November 2017

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Wiltshire and Swindon

COMMUNITY MESSAGING

@ 📱 ☎

www.wiltsmessaging.co.uk

Join over 10,000 other Wiltshire residents already signed up and receiving FREE police, crime and safety updates from Wiltshire Police and our partners

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WHO'S SENDING MESSAGES?

WILTSHIRE POLICE | **pcc** Police & Crime Commissioner for Wiltshire and Swindon | NEIGHBOURHOOD WATCH | DORSET & WILTSHIRE FIRE AND RESCUE | **ActionFraud** Report Fraud & Internet Crime actionfraud.police.uk | SGN

HOW CAN I GET MESSAGES?

You can receive free messages by email, text or voicemail. You have all the control and can choose which organisations to receive messages from and the type of information you wish to receive. You can opt out at any time.

HOW DO I SIGN UP?

Visit www.wiltsmessaging.co.uk or speak to your local Community Policing Team. All we need is one form of contact - email, mobile or landline telephone number - and your address.

Community Messaging aims to improve the flow of information between communities and the local police and our partners. You can reply to messages, for example from your local police officers with information to help them better police your area. You will also have the option to join your local Neighbourhood Watch Scheme or register for Horse and Farm Watch when you sign up.

Wiltshire and Swindon Community Messaging is NOT monitored 24 hours a day. Always call 999 in an emergency or 101 in a non-emergency.

Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter One 2018-19 (1 April to 30 June 2018)

For Police and Crime Panel meeting 27 September 2018

Table of Contents

Introduction by Commissioner Angus Macpherson

This document provides the performance information for quarter one against my Police and Crime Plan 2017-21.

This is the summary performance report for quarter one 2018-19.

This document provides the performance information for quarter four against my Police and Crime Plan 2017-21.

This is the summary performance report for quarter four 2017-18. This report will form the basis for my annual report drawing extensively from the deep dive summary of my police and crime plan.

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:

Salisbury Critical Incidents – Operations Fairline and Fortis

As Operation Fortis moves into recovery, I would like to take this opportunity to thank all those who have worked tirelessly since the incident began to ensure the safety of members of the public in both Amesbury and Salisbury. This includes Wiltshire Police officers, staff and volunteers, as well as our mutual aid colleagues, security officers and a significant amount of partner agencies - both locally and nationally.

I would also like to thank the public for their continued support and patience.

The operational costs for Wiltshire Police are currently projected to exceed £10 million. To date Wiltshire Police has been reimbursed £6.6 million pounds.

The money reimbursed to us so far matches our outgoings in regards to the operations, so the Force is not operating at a deficit.

I am grateful for the support and swiftness from the Home Office. I am in frequent contact with the Policing Minister, and those conversations remain an absolute priority for me, to ensure that policing in Wiltshire and Swindon is not affected by the financial implications of these high profile and complex major incidents.

Improvements in CCC non-emergency answer rates

I would like to draw members attention to the significant improvement in CCC non-emergency performance. Over the last year I have raised this as a significant performance issue, both with the PCP and the Chief Constable.

The public were experiencing significant call times, waiting to speak to the Crime Recording and Incident Bureau (CRIB) to report crime, with average call answer over 5 and half minutes and call abandonment rates of over 20%. Following investment by the PCC and an improvement plan implemented by the Chief Constable which addressed staff recruitment, retention and process changes, we have seen significant improvement to performance. CRIB average call waiting time is now under 1 minute 30 seconds and abandonment rates have fallen to 5%.

This is with the backdrop of a significant increase in call and continually exceptional 999 answer times as well as national reports of other police forces experiencing more pronounced challenges in this area.

There are no other issues that I want to specifically highlight in addition to the areas and discussion points raised in this peroformance report or the risk register.
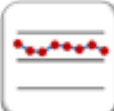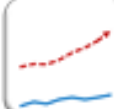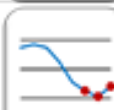
Angus Macpherson

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

September 2018

Police & Crime Commissioner
for Wiltshire and Swindon

Performance dashboard Key

Key to Symbols

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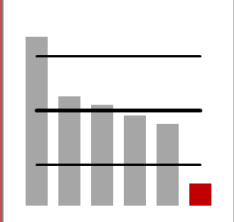
Symbol	Description
	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have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

Performance dashboard

Priority 1:	Prevent crime and keep people safe		
Measure	Data	Infographic	Context
Crime volume	10,921		Stablising trend and significantly lower than peers
Crime recording compliance	89.1%		Area of focus for improved resourcing and performance
Cyber flagged + Key word	615		Long term trend is gradually increasing
Hate crime volume	210		Trend is stable with a single month exception in May
Outcome ratio*	14.4%		* note term change from rate to ratio Decreasing trend but in line with peer forces
ASB volume	4,487		Long term reducing trend with expected seasonal variation
Overall confidence with the police in this area	85.9%		Significant improvement
KSI- Collisions	57		Long term decreasing trend
Special Constables hours deployed	18,712		Increasing long term trend
Number of Volunteers in post	168		Continued uplift in volunteers
Subject to change			

Priority 2:	Protect the most vulnerable in society		
Measure	Data	Infographic	Context
S136 Arrests	62		Stable
Number of Missing Individuals	537		Stable
Volume of CSE crimes	27		Long term, slow increasing trend
Volume of DA Crime (ACPO defined)	1,525		Long term, slow increasing trend
Volume of Sexual Offences (Recent / Non Recent)	456		Significantly lower than peers

Priority 3:	Put victims, witnesses and communities at the heart of everything we do		
Measure	Data	Infographic	Context
Satisfaction of victims with the whole experience	73.0%		Long term significant decreasing trend
Satisfaction with being kept informed	67.1%		Long term significant decreasing trend
Satisfaction with ease of contact	89.9%		Long term significant decreasing trend
Satisfaction with treatment	89.1%		Long term significant decreasing trend
Conviction rates	86.3%		Stable and high
Restorative Justice level 1	117		Sustained and stable
% of cracked or ineffective trials due to prosecution	22%		Small percentage increase
Subject to change			

Priority 4:	Secure a quality police service that is trusted and efficient		
Measure	Data	Infographic	Context
Immediate response time	10mins 23sec		Stable
Priority response time	52mins 21sec		Stable
Average time to answer 999 call	4 sec		Consistently good
Average time to answer CrlB call	1min 28sec		Consistent improvements
CrlB Abandonment rate	5.6%		Consistent improvements
Quality of full files (error rate)	1.5%		Long term improving trend
Volume of complaints	121		Long term reducing trend
% Complaints recorded within 10 working days	93%		Stable
Complaints average number of days to record	8 days		Stable
Percentage of appeals upheld	43%		Long term stable picture
Number of actual days lost per person (rolling 12 months)	12.1		Long term reducing trend

6

1. Prevent crime and keep people safe

Crime volume	Q1. 10,916 - 43,646 rolling 12 months	

1. There were 10,916 crimes recorded during quarter one and 43,646 in the 12 months to June 2018.

2. This represents an increase of 1,112 recorded crimes (2.6 per cent) compared to the previous 12 months.

3. The recorded crime rate per 1,000 population for Wiltshire in the year to June 2018 is 60.9 crimes. This is below the most similar group (MSG) average of 69.5 crimes per 1,000 population and is statistically lower than peers, as shown in the chart below:
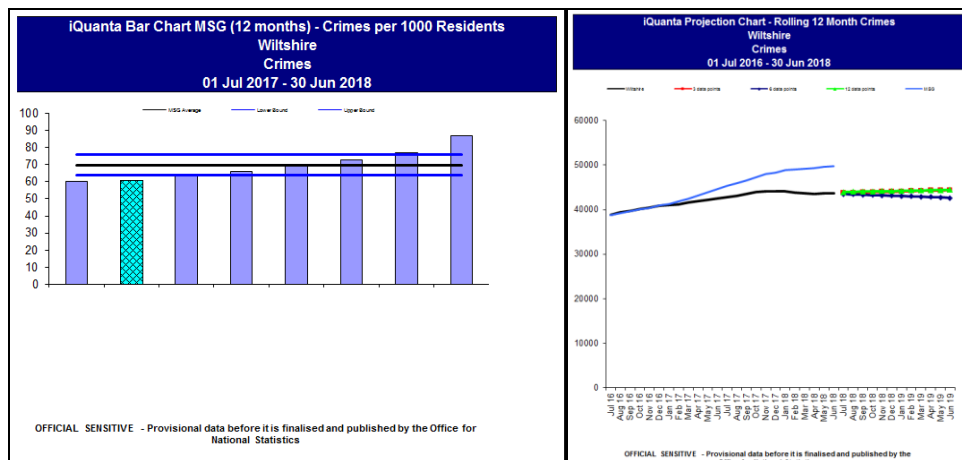
All crime up to June 2018 – most similar group (MSG) position

4. The latest national crime statistics publication[1] cites that police recorded crime is not a reliable measure of levels or trends of crime. This is particularly in relation to the improvements to crime recording practices being adopted up and down the country.

5. Police recorded crime has increased nationally by 10.3 per cent in the 12 months to

---

[1] Crime in England and Wales: year ending March 2018 -
https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingmarch2018

June 2018 and 5.4 per cent regionally.

6. The publication made reference to a national increase in recorded offences involving guns and knives as well as homicide and robbery offences. The link in the footnote provides access to the raw data tables.

7. Reassuringly, Wiltshire has the 2nd lowest homicide rate and 3rd lowest most serious violence rate in the country.

8. Wiltshire are lower than average with respect to robbery, knife and gun crime, ranked 20th, 17th and 18th respectively.

9. The national context with police recorded crime is that there have been significant increases in low level violence without injury offences and public order offences and significant decreases within anti social behaviour.

10. This corresponds to previous analysis conducted on trends within Wiltshire over the last two years, which are still present, but to a lesser extent with short term trends now stable for several months.
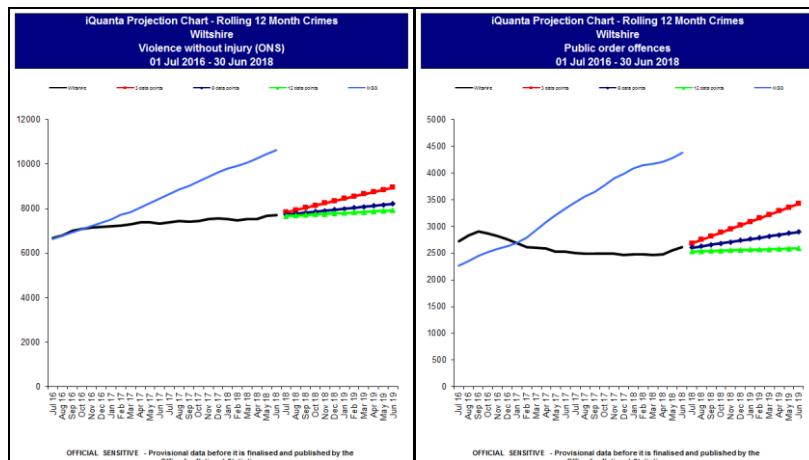
Violence without injury and public order offences – rolling 12 months

11. The volume of burglaries in the county have reduced by 8.1 per cent (340 offences) in the 12 months to June 2018. It is not possible to compare the trends within the burglary subgroups residential or business and community due to only having 15 months of the new classifications.

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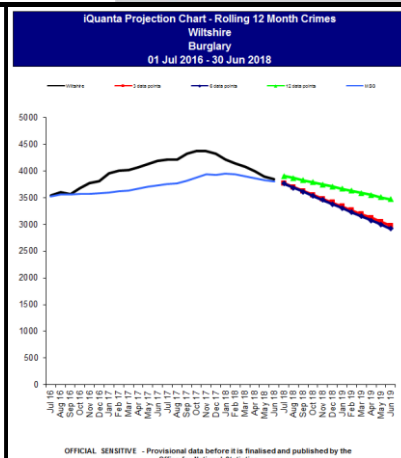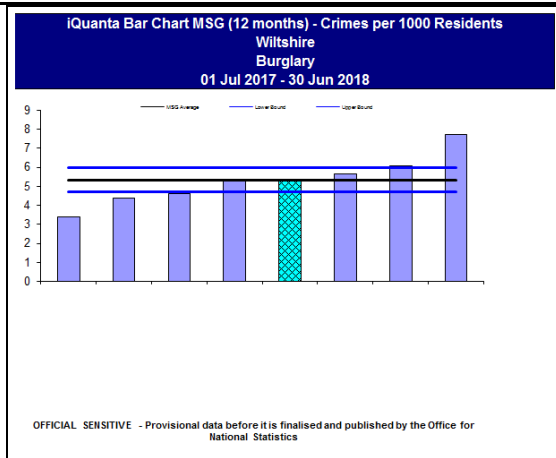
Burglary offences up to June 2018 – most similar group (MSG) position
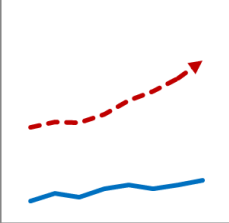
12. Internal trends would indicate that there have been sustained reductions in the volume of recorded residential burglaries since December 2018. This is testament to the improvement the Force has been making with the way it tackles burglary through the Burglary Improvement Programme led by Detective Superintendent Sarah Robbins, as outlined in previous quarterly reports.

13. The volume of sexual offences recorded is showing a decreasing trend during quarter one, while our most similar forces continue to experience increases.

Sexual offences up to June 2018 – most similar group (MSG) position

Crime recording compliance rate	Q1: 89.1 per cent	

14. Wiltshire Police and the Office of the Police and Crime Commissioner (OPCC) are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.

15. By recording crimes correctly, victims receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local communities; PCCs, forces and their partners can fully understand the extent of demands made on them and Government policy can be developed to reduce crime.

16. Increasing the focus on recording crimes properly does result in an increase in the recorded crime levels, and this is seen across the country and has been previously reported. In this context, increasing crime levels due to improved crime compliance is a good thing.

17. To achieve this, a Crime and Incident Validation Unit (C&IVU) was created with the sole purpose of reviewing all crimes and specific incident categories which may risk inaccurate recording to enable compliance with national standards, swift correction of any errors identified and timely feedback to staff. The nature of these audits vary between each report to ensure as many high risk recording categories are monitored. Consequently, this measure will not be directly comparable for each quarter.

18. The audit during quarter one involved data from May which included 351 records and 89.1 per cent were compliant with national crime recording standards (NCRS) and Home Office counting rules (HOCR).

19. At the time of audit, the C&IV team only consisted of one member. The Force Crime and Incident Registrar presented a report to the Executive Leadership Team in June wherby additional resourcing in the C&IV team was agreed and an aspiration of at least 95 per cent compliance was set.

10

Cyber flagged + key word	Q1: 615 crimes – 2,167 rolling 12 months	

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

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

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

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

21. To calculate the overall volume of cybercrime, the Force extract crime records that contain a cyber flag or cyber related word/phrase in the summary field of the crime record within NICHE. The key word search is maintained and updated by the Force's Criminal Intelligence Department in line with national trends.
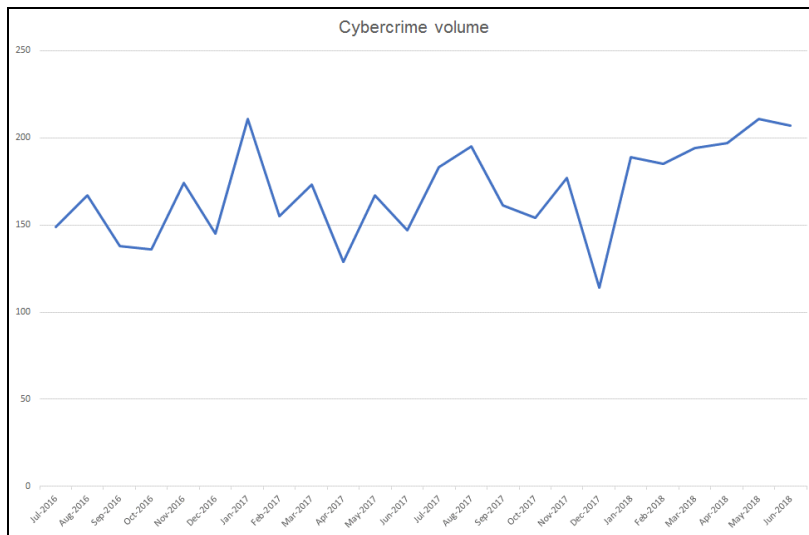
Cybercrime monthly volume up to June 2018

22. In Wiltshire during quarter one, there were 615 cybercrimes recorded and 2,167 crimes reported in the 12 months to June 2018. This compares to 1,891 crimes recorded in the year to June 2017 which represents a 14.6 per cent increase.

23. The Force has developed a 21 point plan to improve its cyber capabilities. The first area of risk being addressed is inaccurate and missing data. There has been a push to train and educate staff, particularly those within the crime and communication centre and sergeants and this has resulted in improved compliance and therefore increased volumes of recorded cybercrimes.

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

Hate crime	Q1: 210 hate crimes - 609 crimes rolling 12 months	

24. The overall volume of hate crime reported has remained relatively stable for the last two years. There were 609 hate crimes reported in the year to June 2018. This compares to 560 hate crimes in the year to June 2017 (a 8.7 per cent increase).
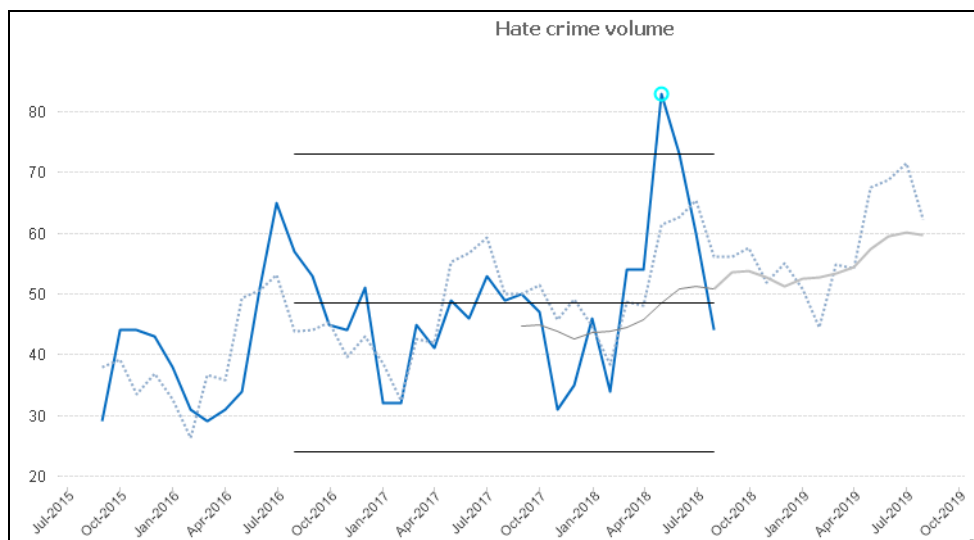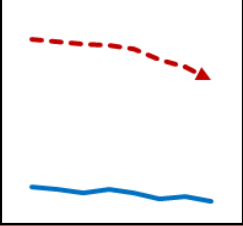
Hate crime to June 2018

25. The majority of this annual volume increase occurred during May 2018 when there were 83 offences recorded.

26. Analysis of this increase was reported to the Hate Crime performance meeting in June.

27. This analysis found that increases were seen in a number of locations across the county and not specifically isolated to one area in particular.

28. It also found that there was nothing specific within the strands of hate crime to suggest anything significantly different was happening. It must be noted that the numbers are low which can cause percentages to vary.

	Mar-18	Apr-18	May-18	Mar-18	Apr-18	May-18
Disability	7%	13%	15%	4	7	12
Racial	77%	64%	79%	46	36	65
Religion	8%	5%	4%	5	3	3
Sexual Orientation	8%	14%	2%	5	8	5
Transgender		4%			2	
Total	60	56	82	60	56	82

Hate crime proportions and volume by strand

29. It is worth noting that one crime can be tagged with multiple national incident category list (NICL) prejudice tags.

30. Analysis of this crime type is considered in fortnightly tasking meetings chaired by superintendents where the Force's key local threats, harm and risk are discussed alongside key events covered by the media.

31. Wiltshire supports the national hate crime portfolio through the weekly submission of hate crime data to the National Community Tension Team (NCTT).

32. The NCTT predicted an increase in the volume of hate crimes, particularly in relation to PRIDE events. This was not seen to be the case within Wiltshire.

Positive Outcome ratio*	14.4 per cent rolling 12 months	

*Note that this measure now represents a ratio rather than a rate, to bring it more in line with the Home Office methodology for reporting outcomes.

33. The move from the Home Office is to understand the investigation as a process rather than specifically focus on the outcome rates.

34. This methodology involves understanding the efficiency as well as the effectiveness of crime investigations.

35. The methodology for the outcome ratio is to understand the current investigation status of the crimes recorded within the given time period. This factors in the current status of the investigation (under investigation or finalised) and the timeliness with which investigations are completed, as well as the type of outcome applied by crime type.

36. In the year to June 2018, based on the 43,646 crimes reported, 14.4 per cent have been `detected` (a positive outcome), 72.7 per cent `undetected` and 10.7 per cent remain under investigation. (Figures accurate as of 11th September 2018)
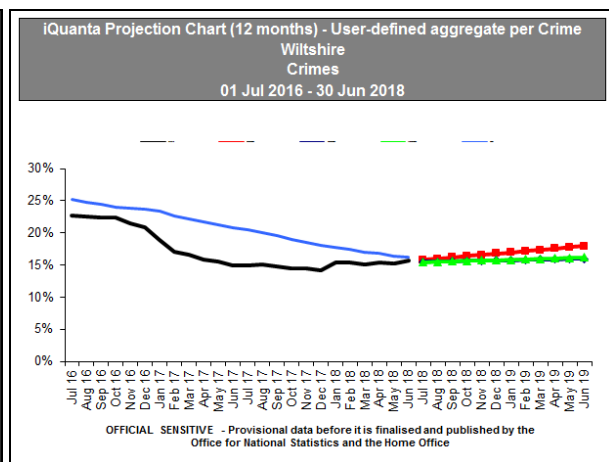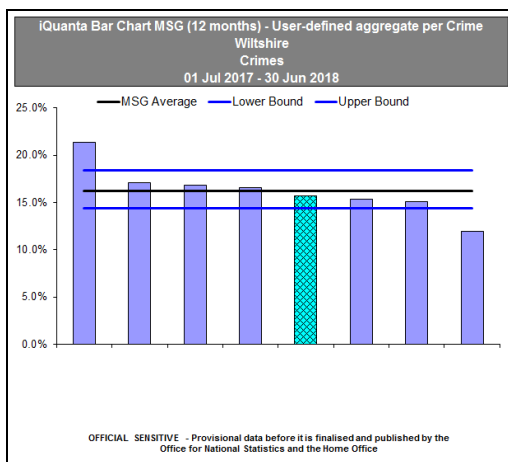
Positive outcome ratio up to June 2018 – most similar group (MSG) position

37. Forces nationally are seeing their outcome ratio decline and this is most significantly correlated with increased crime recording compliance. The drive in other forces is to better understand "solvable factors" and understand their performance against these,

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identifying learning opportunities along the way.

38. This is something which Wiltshire will be looking to develop in the coming months.

39. The breakdown of high level crime groups can be seen in the table below.

	Detected	Under Investigation	Undetected
Drug Offences	73%	17%	7%
Possession Of Weapons	51%	18%	26%
Theft	19%	6%	75%
Miscellaneous Crimes Against Society	22%	21%	38%
Public Order Offences	18%	15%	66%
Violence Against The Person	14%	14%	67%
Arson And Criminal Damage	10%	7%	83%
Theft Offences	9%	12%	79%
Burglary	6%	6%	88%
Robbery	6%	20%	75%
Sexual Offences	5%	28%	62%
Vehicle Offences	3%	4%	94%
All Crime	**14%**	**73%**	**11%**

Investigation status by crime group – 12 months to June 2018

40. As mentioned within previous reports, there is a disproportionate number of crimes that take over 100 days to resolve and this is indicative of a process bottleneck and does not affect the timeliness with which the crime is investigated and the victim updated.

41. There is a big drive to improve the investigative standards of our community policing teams. The improvement plan, led by Detective Superintendent Sarah Robbins covers training, resourcing and governance arrangements as well as a desire to have a better understanding of the performance information available.

42. This performance information is to be understood in line with the cultural developments and made accessible to the right people, to enable them to improve the quality of investigations.

Anti Social Behaviour Volume	Q1: 16,317 incidents rolling 12 months	
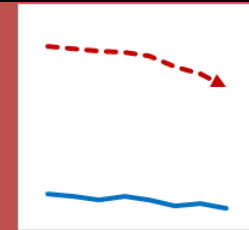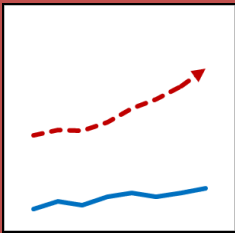
43. The volume of Anti Social Behaviour (ASB) incidents has shown a significant long term reducing trend.

44. There were a total of 16,317 ASB incidents reported in the 12 months to June 2018 which equates to a seven per cent decrease on the 17,554 incidents recorded in the 12 months to June 2017.

45. The reduction in the volume of recorded ASB correlates with the increased recording of crime as show within the chart below.
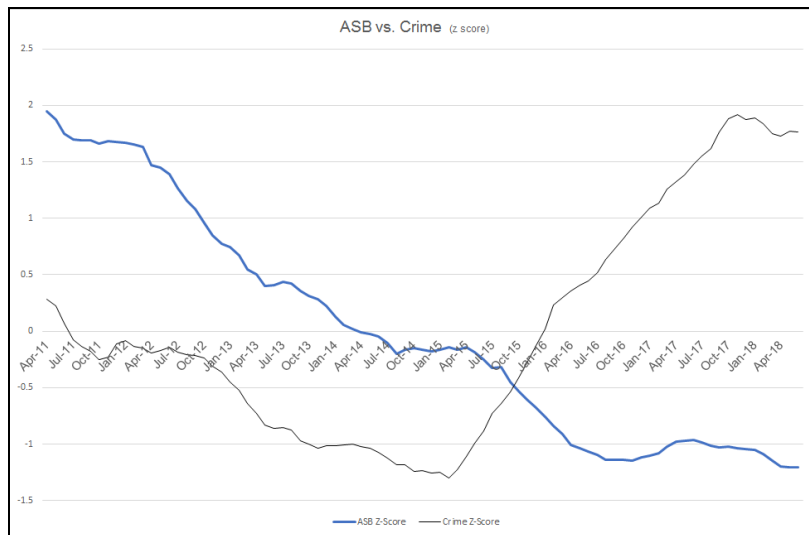
ASB and crime volume trend comparison – z score

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

Overall confidence with the police in this area	85.9 per cent (±2.8 per cent) 12 months to March 2018	

47. This measure is usually informed by the Public Opinion survey which I commission twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.

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

49. This survey is conducted by Kantar Public on behalf of the Office for National Statistics.

50. The survey measures crime by asking members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.

51. The CSEW data for the 12 months to March has been published. Figures show that 85.9 per cent (±2.8 per cent) of respondents have confidence in Wiltshire Police.

52. This figure places Wiltshire has having the second highest public confidence rate in the country, improving from 20th the previous March (2017).
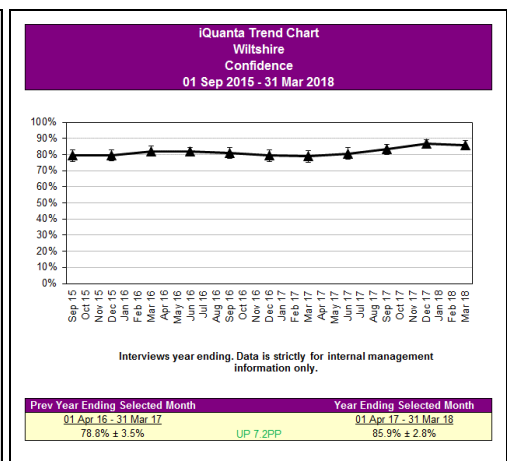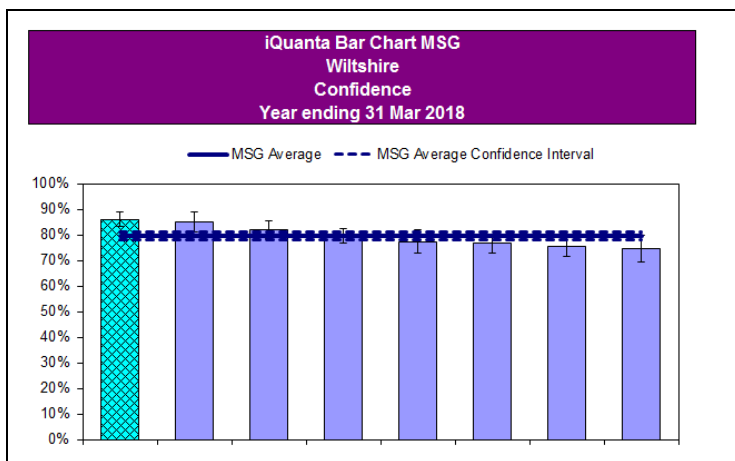
CSEW Public Confidence – 12 months to March 2018

53. This significant improvement in public confidence is not driven by the recent events in Salisbury as the survey sample period relates to the full financial year 2017-18 and it would not be possible to skew the data based on three weeks of March.

Killed and seriously injured (KSI) - Collisions	249 collisons – 12 months to June 2018	
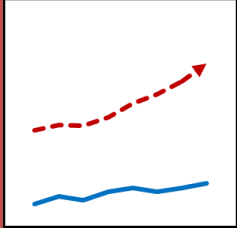
54. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI). This is monitored by the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.
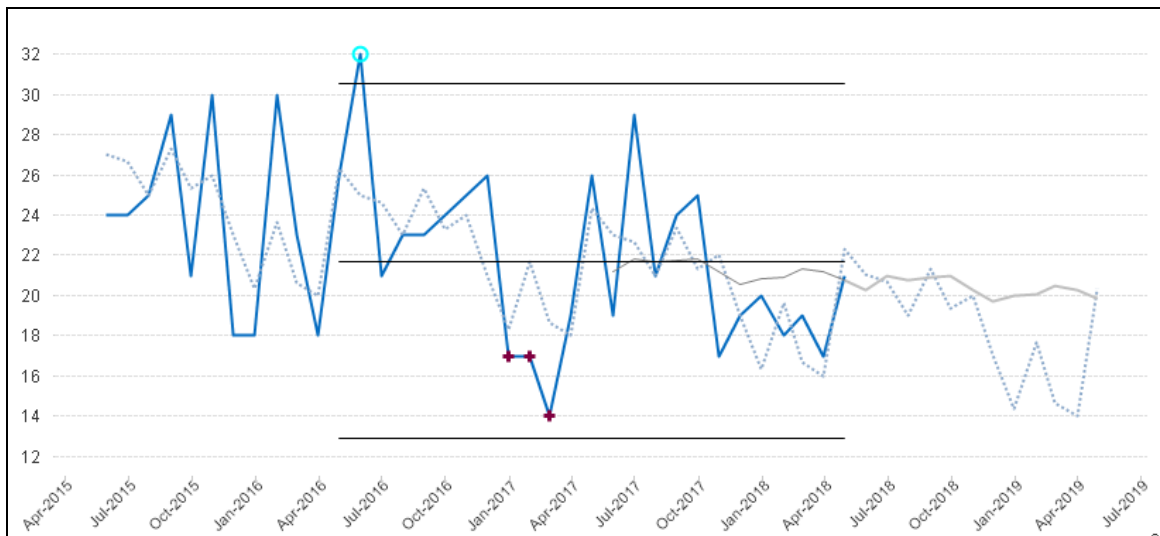
The discrete monthly volume and rolling 12 month trend of KSI collisions

55. In the 12 months to May 2018, there was on average of 21 KSI collisions a month and 249 in total. The longer-term trend is decreasing. There are no exceptional volumes of KSI collisions to report in the last fiscal year.

Special Constables hours deployed	Q1: 18,712 hours deployed	

56. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.

57. As such, I have provided the funding for a recruitment website www.wiltshirepolicespecials.co.uk which has been designed and launched to provide the link between the marketing strategy and the on-line selection process.

58. This measure shows the total amount of hours that the special constabulary were deployed for during each month. This trend is increasing as the number of Specials attested increases.

Front line policing hours delivered by specials
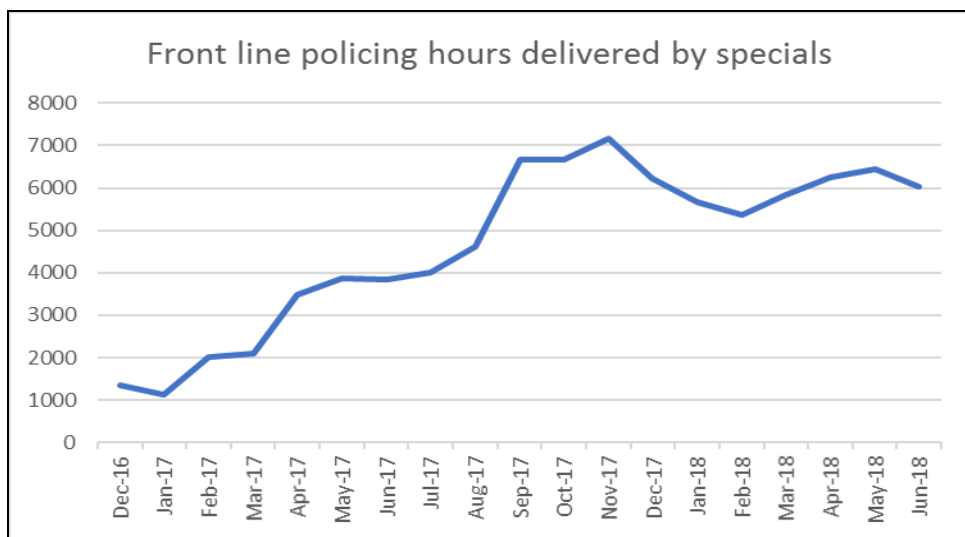
The discrete monthly total hours that special constables were deployed

59. In the 12 months to June 2018, special constables have delivered a total of 70,909 policing hours.

60. The efforts and the contributuion of the special constabulary were recognised by Assistant Chief Constable Gavin Williams during the exceptional demand period which included the Salisbury incidents, the World Cup and the Royal International Air Tattoo (RIAT).

Number of Volunteers in post	Q1: NPPV level 1 – 6 Q1: NPPV level 2 – 100 Q1: NPPV level 3 - 1 Q1: Total (incl N/A*) – 168 *Non Police Personnel Vetting	

61. My office and the Force are committed to promoting volunteers across the organisation.

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

63. Support volunteer roles within the Force are varied. Most roles offer support to police roles, help the police to become more accessible to the community and to better understand the issues that affect communities across the county.

64. Volunteers in the organisation are vetted using the national vetting standards. There are three levels of clearance which are used in-Force. Volunteers who require access to Force buildings or IT will need to be cleared at level two which classifies them as non-police personnel vetting (NPPV) volunteers.

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

Volunteer Role	N/A	NPPV1	NPPV2	NPPV3	Grand Total
Bobby Van			5		5
Cadet Core Leader			13		13
Call Quality Appraiser			4		4
Chaplain			13		13
HAD Member	60				60
Neighbourhood Watch Support			1		1
Office Support			7	1	8
On-Line Safety			8		8
Performance Management Coach			2		2
Police Information Point			3		3
Restorative Justice Facilitator			31		31
Rural Crime Support			2		2
Stop Search Scrutiny Panel		5			5
TBC			2		2
Vehicle Cleaning and Inventory			1		1
Volunteer Panel Member			1		1
Volunteer Recruitment Liaison			1		1
Watch Scheme Processor			5		5
Wiltshire Employment Services Team (WEST)		1			1
WorkFit			3		3
Grand Total	60	6	100	1	168

Total number of volunteers in post in the Force, by role and level of vetting clearance
*HAD – Humane animal disposal

66. Since the start of the financial year we have gained agreement and support from Unison to allow WorkFit/WEST volunteers to gain new skills by working on 'attachment' to different departments.

67. This officially gives staff the chance to show them how to do tasks they are paid to do. This is fantastic news and opens more doors for the future in embracing diversity into our work place.

68. Volunteers have undertaken a web user experience session for digital comms to get an understanding of the public's view and perception of the new website.

69. We have gained 10 nominations for consideration at the South West Region Special Constabulary and Police Support Volunteer Awards 2018 (4 SC & 6 PSV) which we host in October.

70. Volunteers week was a success as there was daily publicity, which led to numerous enquiries and applications.

2. Protect the most vulnerable in society

Section 136 arrests	Q1: 62 S136 arrests		

71. It is acknowledged that the nature of vulnerability is wide ranging. There are many measures which are used to understand how effective the Force is at protecting the most vulnerable people in society.

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

73. The VDB is chaired by an Assistant Chief Constable (ACC) and exists to provide the appropriate governance arrangements and oversight of 19 strands of vulnerability.

74. Section 136 (S136) is part of the Mental Health Act. The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control. [2]
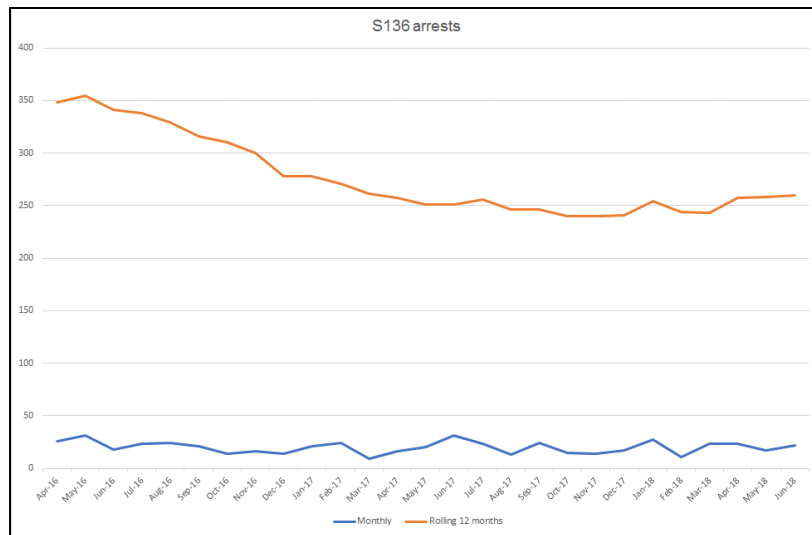
Discrete monthly volume and rolling 12-month trend of section 136 arrests

75. A particular issue in March that led to increased use of S136 was the lack of S12 trained doctors to complete the Mental Health Act assessments, both in the community and for those in police custody having been arrested for a criminal offence.

76. Consequently, on some occasions, officers were being advised by mental health professionals (EDS, LADS, Intensive Teams, Triage) of the need to use S136 powers due to delays in convening a MH Act assessment.

77. A similar number of S136s was seen in April, although during the month the delays in convening MH Act assessments (and subsequent use of S136) subsided and the number of S136s was in fact largely due to an increase in the number of acutely unwell people in the community.

78. This is evidenced by the fact that 61% of all those detained S136 during April were subsequently admitted to hospital.

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

Number of missing individuals	Q1: 537 Individuals		

79. This measure represents the total number of **individuals** who have been reported as missing, not the total number of **incidents**.

80. In April 2016, the recording of missing incidents and individuals was centralised in NICHE. The Force is now able efficiently to record information relating to missing people in one location, ensuring the data is more accurate and can be linked to victims of child sexual exploitation (CSE) which helps the Force gain a greater insight into its threats, harm and risk.

81. In quarter one 2018-19, there were 537 people reported as missing. Of these, 235 were children and 302 were adults. Research shows that some people have been reported as missing on multiple occasions. For example, there were 746 incidents of adults and children being reported as missing.

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

23
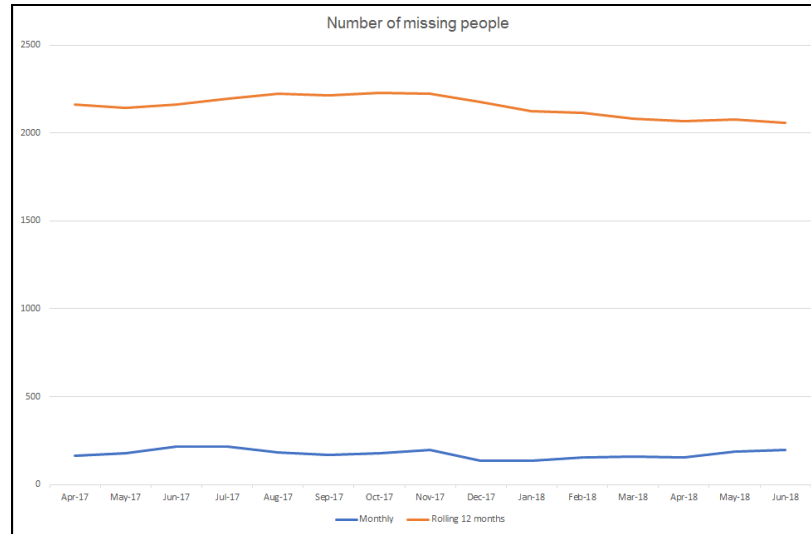
Discrete monthly volume and rolling 12-month trend of section 136 arrests

83. Seasonality shows that quarters one and two are the highest period for missing people demand. The overall trend of individual missing people is reducing and the force is working to reduce the volume of repeat incidents, in partnership with other agencies and in particular, to reduce the vulnerability factors and those at risk of child sexual exploitation (CSE).

Volume of Child Sexual Exploitation (CSE) crimes	Q1: 27 crimes	

84. Since April 2016, the trend of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of 11 crimes tagged with a CSE marker per month. Although the figures are low, the impact on the victim and others affected is very high and is consistently prioritised within the Force.
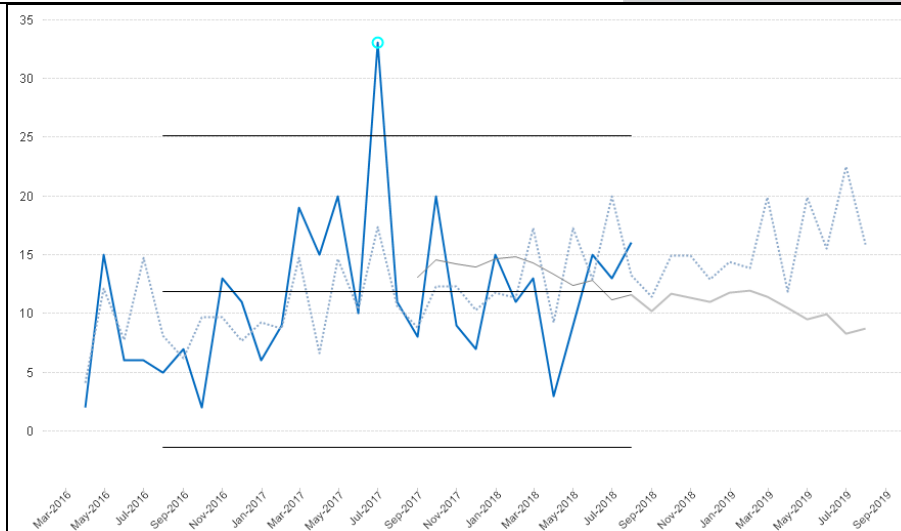
The discrete monthly volume and rolling 12 month trend crimes tagged with a CSE marker

85. Training to identify a crime with a CSE marker was delivered to officers and staff in Force at the end of 2016 with the aim of them understanding the true nature of this offending.

86. Because of this commitment to training staff, it was to be expected that we would see an increase of this nature. This is highlighted in the chart above by the grey trend line that demonstrates an increase for the forthcoming quarter.

87. National research suggests that the gradual increase of CSE tagged crimes is because of staff getting better at recognising and identifying the threat, harm and risk of CSE and tagging the appropriate crimes as such.

88. In quarter one there were 27 crimes tagged with a CSE marker. In the 12 month period to June 2018 there were a total of 154 crimes, this compares to 123 crimes in the previous 12 month period. The reported level of CSE crime shows no exception in quarter one.

89. Regular training is being delivered internally with the aim of educating staff in how to identify whether a victim, suspect or nominal is at risk of CSE. The Force continues to treat crimes of this nature as a very high priority and have a member of staff conducting weekly audits of CSE tagged crimes to ensure the quality of tagging is maintained and learning points are captured to help form further training.

Volume of DA Crimes (ACPO defined)	Q1: 1,525 crimes; 5,848 rolling 12 months	

90. The trend for the volume of domestic abuse (DA) crime shows a gradual increase over time.

91. There were 5,848 DA crimes reported in the 12 months to June 2018. This compares to 5,382 in the year to June 2017 which is an increase of 8.7 per cent (466 DA crimes).
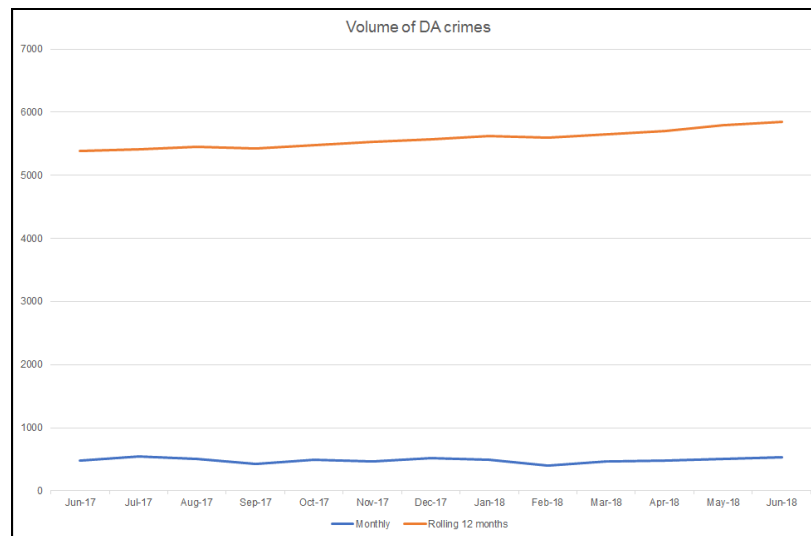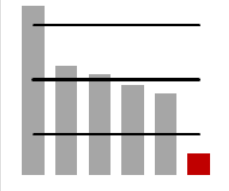
Discrete monthly volume and rolling 12 month trend of DA crimes

92. Domestic abuse features as part of the Force's control strategy for 2018 and as such, has a tactical plan in place. The plan includes 27 actions which covers areas such as partnership working, information sharing, improving victims experiences, education, training, public engagement, resourcing, investigations and processes.

93. There is particular focus on DA outcomes and Detective Superintendent Deborah Smith has led an evidence led prosecutions workshop to address some of the gaps internal audits have identified.

94. This evidence led prosecution training is being rolled out through the Force's DA lead, Detective Inspector Simon Childe with support from an independent training consultant and ex-crown prosecution service (CPS) lawyer.

Volume of sexual offences (recent/ non-recent)	Q1: 439 crimes – 1,650 rolling 12 months	
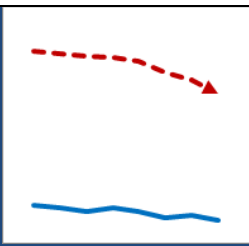
95. Nationally the volume of recorded sexual offences continues to increase (18 per cent), with 41 of the 43 forces recording more offences in the 12 months to June 2018.

96. Wiltshire recorded 439 sexual offences during quarter one and 1,650 in the 12 months to June. This equates to an increase of 25 crimes (1.5 per cent) on the previous 12 months.

97. Wiltshire has the 13th lowest rate of sexual offences per 1,000 population in the country and the lowest within its peer group.
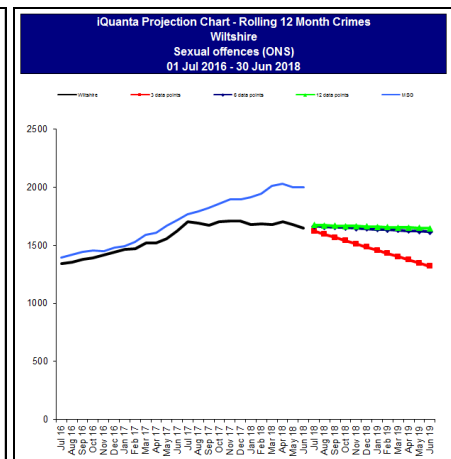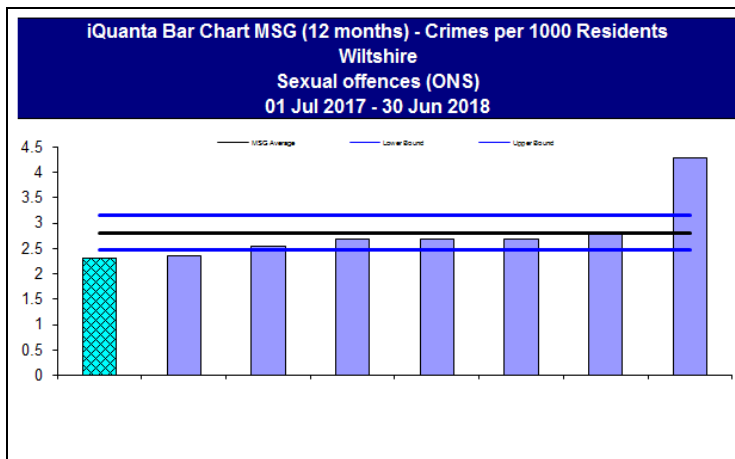
Sexual offences up to June 2018 – most similar group (MSG) position

98. The volume of sexual offences is showing a decreasing trend during quarter one, while our most similar forces continue to experience increases.

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

Satisfaction of victims with the whole experience	73 per cent (12 months to June 2018)	

99. 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.

100. The victim satisfaction rate was 73 per cent in the 12 months to June 2018. This is a drop of seven percentage points compared to the 12 months to June 2017.

101. This decrease is considered a significant decrease and is seen across all crime types surveyed.
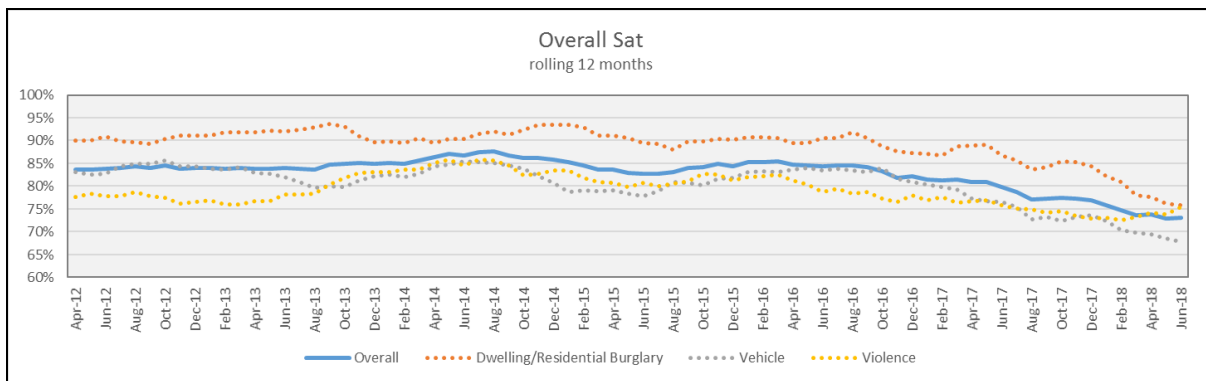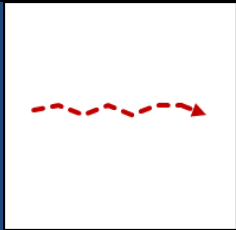
Rolling 12 month - satisfaction of victims per crime type

		12 month satisfaction level				Year on year change			
		All Groups	Dwelling/Residential Burglary	Vehicle Crime	Violent Crime	All Groups	Dwelling/Residential Burglary	Vehicle Crime	Violent Crime
Overall Satisfaction	Jun-14	87%	90%	85%	85%				
	Jun-15	83%	89%	78%	81%	-4%	-1%	-7%	-4%
	Jun-16	84%	91%	83%	79%	2%	1%	6%	-2%
	Jun-17	80%	87%	77%	76%	-5%	-4%	-7%	-3%
	Jun-18	73%	76%	68%	75%	-7%	-11%	-9%	0%
Ease of contact	Jun-14	97%	99%	98%	95%				
	Jun-15	95%	95%	94%	97%	-2%	-4%	-4%	3%
	Jun-16	94%	96%	95%	92%	-1%	1%	1%	-5%
	Jun-17	91%	95%	88%	91%	-3%	-1%	-7%	-1%
	Jun-18	90%	92%	88%	89%	-2%	-2%	-1%	-2%
Time to arrive	Jun-14	91%	95%	92%	87%				
	Jun-15	89%	93%	84%	89%	-3%	-2%	-8%	2%
	Jun-16	88%	94%	88%	82%	-1%	2%	4%	-8%
	Jun-17	83%	90%	83%	78%	-5%	-5%	-5%	-4%
	Jun-18	83%	88%	78%	83%	-1%	-2%	-5%	5%
Actions taken	Jun-14	71%	82%	68%	64%				
	Jun-15	71%	82%	66%	66%	0%	-1%	-2%	2%
	Jun-16	74%	81%	71%	69%	3%	0%	6%	3%
	Jun-17	68%	78%	60%	66%	-6%	-4%	-11%	-3%
	Jun-18	68%	74%	62%	67%	0%	-4%	3%	1%
Investigation	Jun-14	78%	85%	69%	79%				
	Jun-15	77%	84%	69%	77%	-1%	-1%	0%	-1%
	Jun-16	78%	84%	76%	72%	1%	0%	7%	-5%
	Jun-17	73%	83%	64%	73%	-4%	-1%	-12%	1%
	Jun-18	61%	58%	53%	71%	-13%	-25%	-11%	-2%
Keeping informed	Jun-14	79%	84%	76%	77%				
	Jun-15	77%	85%	73%	73%	-2%	1%	-3%	-4%
	Jun-16	79%	82%	80%	74%	2%	-3%	7%	1%
	Jun-17	73%	81%	66%	73%	-6%	-2%	-14%	-1%
	Jun-18	66%	66%	61%	71%	-7%	-15%	-4%	-2%
Treatment	Jun-14	95%	98%	95%	91%				
	Jun-15	93%	94%	94%	92%	-2%	-4%	-2%	0%
	Jun-16	93%	98%	94%	87%	0%	4%	0%	-5%
	Jun-17	91%	95%	89%	89%	-2%	-3%	-4%	2%
	Jun-18	88%	92%	87%	85%	-3%	-3%	-2%	-4%

Full breakdown of rolling 12 month satisfaction rates by question and crime type

102. Since April 2017, it has not been possible to compare victim satisfaction with most similar forces as it is no longer a mandatory survey. HMICFRS has advised that forces should continue to consult with service users and to adopt a tailored approach to best suit the needs of the community the Force serves.

103. The Force have decided to continue with surveying victims using the Home Office methodology in the interim. A breakdown of each question area can be seen below. The most significant changes have occurred within responses from victims of vehicle crime and burglary, most notably, in the question categories of investigation and being kept informed.

104. There are number of factors that are likely to have contributed to the decrease in victim satisfaction. These include themes discussed in other areas of this report such as;

- changes in recording from dwelling burglary to residential burglary

- increased recording of crime, particularly low-level violence with no injury or slight injury

- attendance at vehicle crimes

105. It is not possible to make a direct comparison with survey results for burglaries completed in the previous 12-month period as dwelling burglary and residential burglary are not comparable crime groups. Previously we surveyed victims of dwelling burglary (house breaks only), whereas now we survey victims of residential burglary (this includes burglaries in a shed, outbuilding or garage as well as a house).

106. Although violent crime satisfaction has seen a downward trend over the last two years, we are now seeing this starting to plateau. The downward trend falls in line with the period in which crime recording practices were improved, therefore it is possible that this is a contributing factor to the decline in satisfaction levels as we record increased offences where we are unable to progress an investigation.

107. Previous analysis has shown that we are able to increase victim satisfaction through attendance at every vehicle crime incident, and while this had a positive impact on satisfaction levels, there was no further positive impact in terms of increased outcome rates or increased forensic hits.

108. A thorough assessment of the latest survey findings, including drivers of dissatisfaction and opportunities to improve, is being reviewed by Assistant Chief Constable Gavin Williams, chair of the Community Policing Programme Board.

| Conviction rates | Q1: 86 per cent | | |
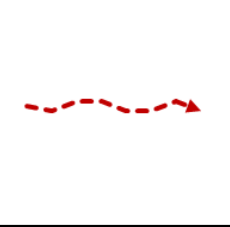
109. The long-term trend for the volume of convictions in the Wiltshire courts is relatively stable.
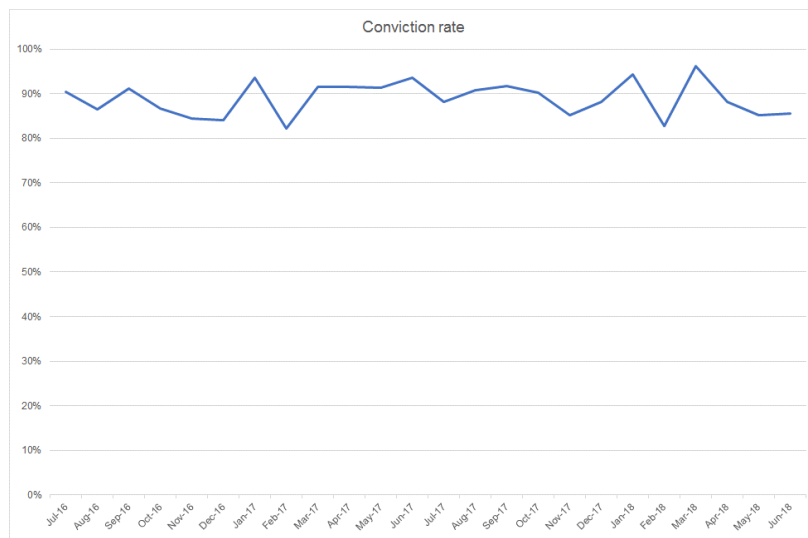
Monthly overall conviction rate at all courts in Wiltshire and Swindon

110. There were 4,285 convictions recorded in the year to June 2018 and 1,120 during quarter one.

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

Restorative Justice (RJ) Level 1	Q1: 117	

112. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)'3 as follows:

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

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

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

113. In quarter one, a further 60 officers have been trained to deliver RJ level one. Currently, there are 376 police officers, and staff including PCSOs, local crime investigators (LCIs) and specials in the Force who can deliver RJ level 1.

114. During quarter one, 117 community resolutions were issued that included RJ level one and a total of 432 in the 12 months to June 2018.

[3] The Ministry of Justice 2015
https://www.gov.uk/government/collections/restorative-justice-action-plan

Percentage of trials that are cracked and ineffective due to prosecution reasons	Q1: 22 per cent		

115. There were 270 trials listed during quarter one, of which 151 were cracked or ineffective and 60 of these were due to prosecution reasons.

116. Analysis has identified an increase in the overall cracked and ineffective trial rate throughout quarter one. The findings were presented to the Criminal Justice Board in September.

% Cracked and Ineffective trial rate
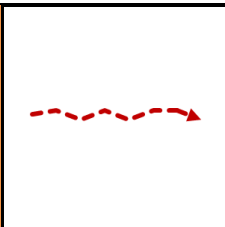
Overall cracked and ineffective trial rate by month

117. The volume of trials listed had reduced by 14 per cent and the volume of cracked and ineffective trials had reduced by ten per cent. This had therefore resulted in a marginal increase of 2 percentage points on average in the overall proportion of cracked and ineffective trials.

118. There was little insight gleaned from looking at the differences within courts or reasons for why the case was cracked or ineffective. The issue was noted by partners with no subsequent concerns or actions raised.

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

Response time (average)	Immediate Q1:10 minutes 23 seconds	Priority Q1: 52 minutes 21 seconds	

119. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

120. The Force attended 4,704 emergency incidents during quarter one and 17,894 in the 12 months to June 2018.

121. The amount of time it takes to arrive at an emergency incident has generally improved throughout 2017-18 with monthly averages consistently less than forecasts despite relatively stable demand.

33

122. This would indicate an improvement in the efficiency or resourcing of the operating model.

123. There was an exception in March and this was due to the periods of snow which meant we were unable to get to incidents as quickly as usual, but still managed an average well below 15 minutes.
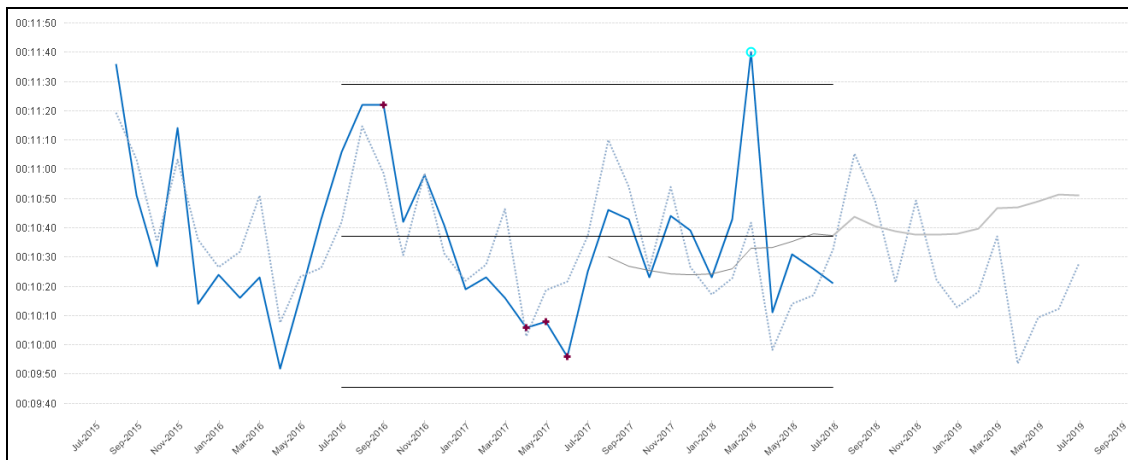
Monthly average immediate response arrival time
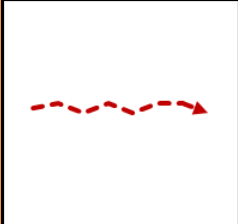
124. The Force attended 9,466 priority incidents during quarter one for which an estimated time of arrival of within one hour is given.

125. In the 12 months to June 2018, 36,766 priority incidents were attended at an average arrival time of 52 minutes 21 seconds.

126. There is a national increase in the 999 demand being placed upon police services across the country. A benchmarking exercise was carried out during quarter one, which 13 forces contributed to.

127. The findings of this exercise found that despite Wiltshire experiencing a 999 volume percentage increase comparable to the Greater Manchester Police (GMP) and the Metropolitan Police Service (MPS), the ability to service this demand was much more efficient.

128. Wiltshire had one of the quickest immediate response rates, but what was notable was the significant differences within the ability to service priority demand, being one of only three forces who contributed to the exercise to have an average under one hour.

Average time to answer 999 calls	Q1: 4 seconds			

129. During quarter one, 24,264 999 calls were received and answered within an average of four seconds.
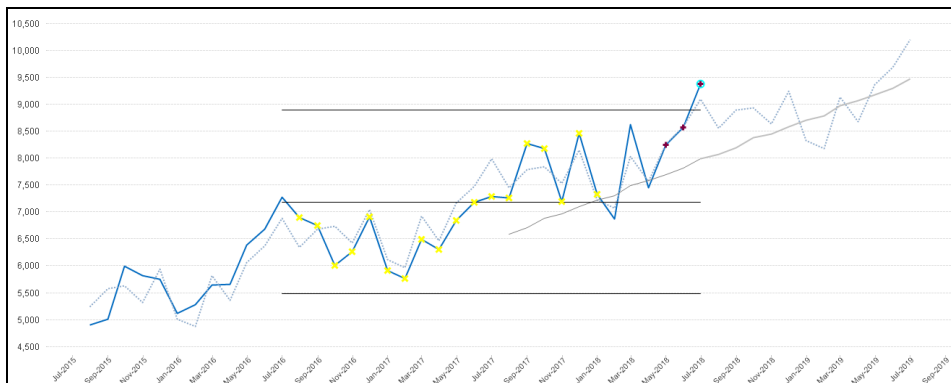
Volume of 999 calls answered

130. The Force has experienced a significant increase in the volume of 999 calls
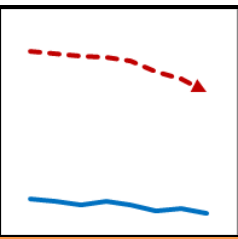
answered compared to previous years which is forecasted to increase as per the blue dotted line.

131. In the year to June 2018, the Force received 93,739 999 calls which is a 19.3 per cent increase on the year to June 2017, where 78,598 999 calls were received.

132. This means on average, Wiltshire receive approximately 41 extra 999 calls every day.

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

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

Average time to answer Crime and Incident Bureau (CRIB) calls	Q1: 1 minute 28 seconds		
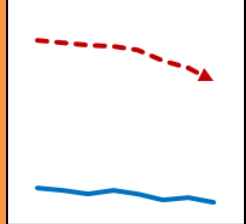
135. A total of 40,383 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter one.

136. The length of time it took to answer a CRIB call significantly decreased during quarter one, well below expected forecasts and to similar levels experienced in 2015.
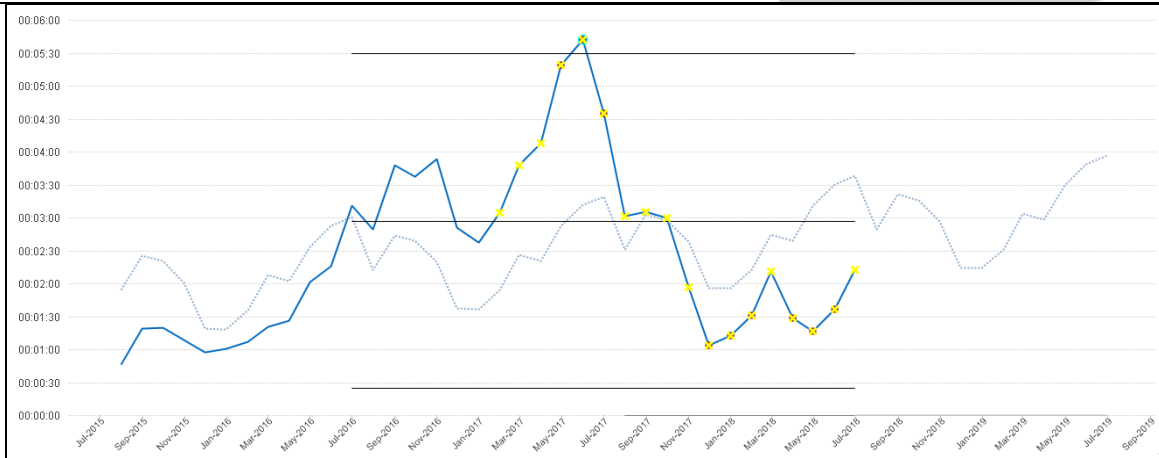
Average CRIB call answer time

137. The Force's capability to answer calls directed into the CRIB remains a key priority and it is reassuring to see the progress and improvement being made.

Crime and Incident Bureau (CrIB) abandonment rate	Q1: 5.6 per cent			

138. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon the call before it is answered.
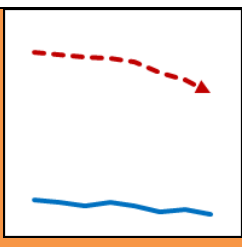
139. The abandonment rate has significantly reduced and performs below expected forecasts.

140. The abandonment rate for quarter one 2018-19 was 5.6 per cent. This is significantly lower than the 20.2 per cent for the same quarter in 2017. This is reflective of the improvements made under the Crime and Communications Centre Improvement Programme (CCCIP) and the resourcing which is now better aligned to demand.

37
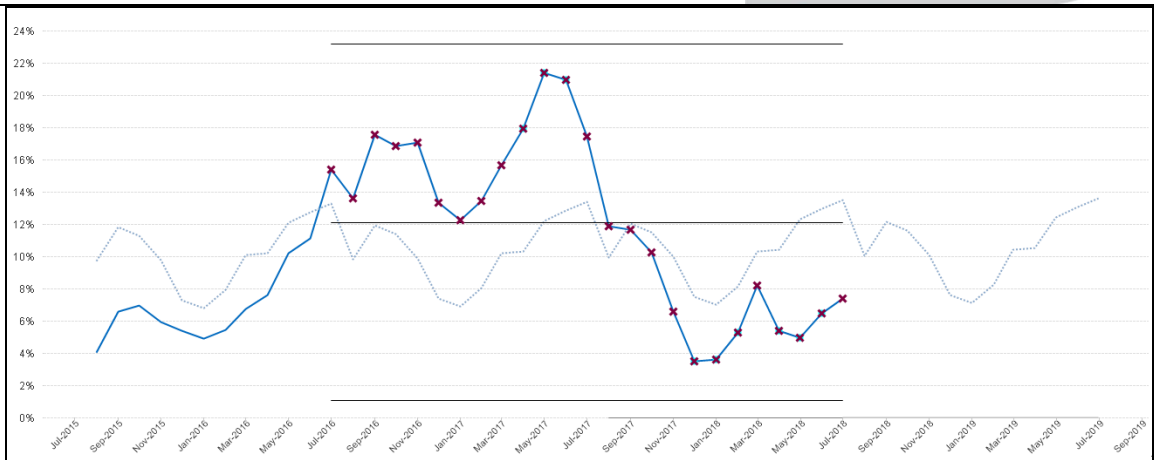
Percentage of CRIB calls abandoned

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

Quality of full files (error rate)	Q1: 1.5 per cent			

142. 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.

143. 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.

144. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments. Updates are provided to managers on a fortnightly basis to ensure feedback is delivered quickly.
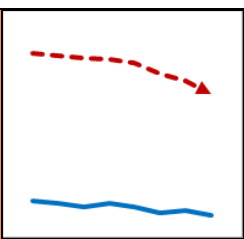
145. There were 198 full files sent to the CPS in quarter one, of which 3 (1.5 per cent) had an

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unsatisfactory grading.

146. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.
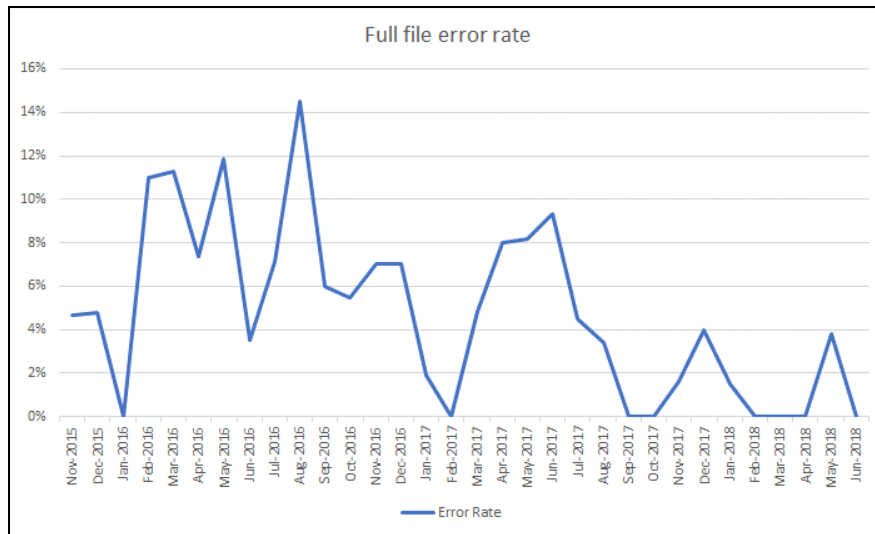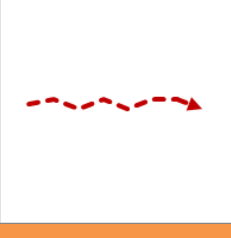
Volume of full files and error rate by month up to June 2018

Volume of complaints	Q1: 122			

147. There were 122 complaints recorded during quarter one and 567 in the 12 months to June 2018.

148. This represents a 13.3 per cent reduction on the previous year where 654 complaints were recorded.

Recorded complaint volume rolling 12 months
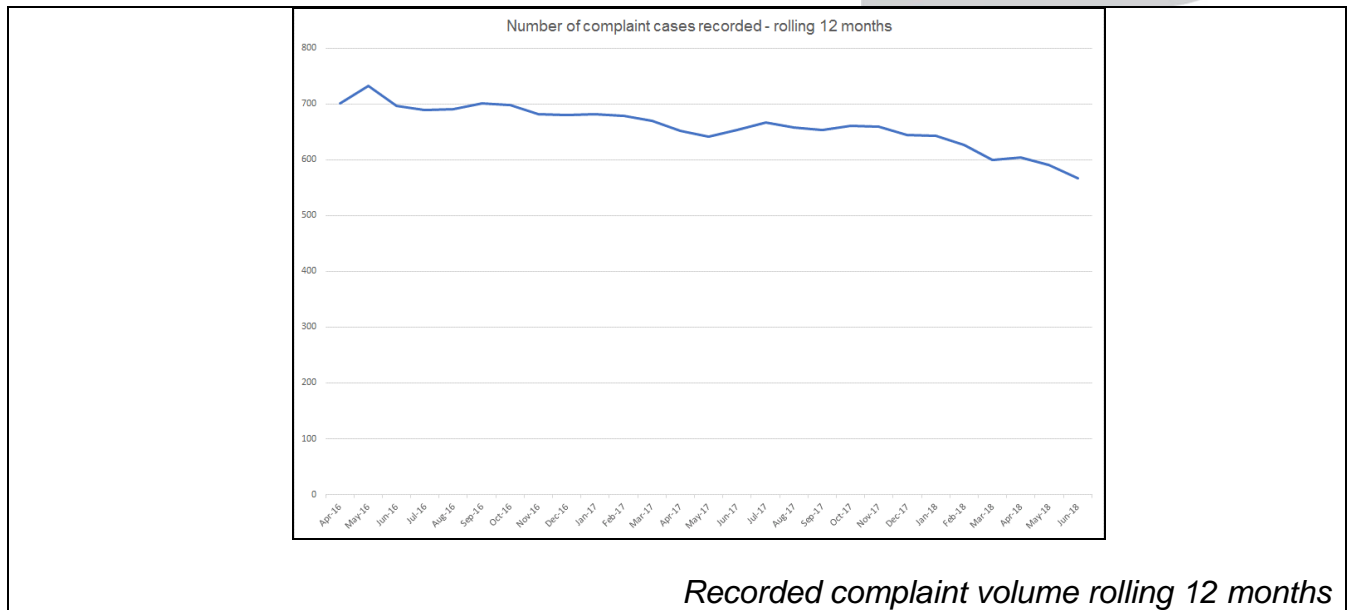
Percentage of complaints recorded within 10 days	Q1: 93 per cent			

149. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

150. The percentage of complaints recorded within ten days is consistently high and that has been the case since January 2016. This demonstrates an efficient process that is being sustained.

151. There had been a slight dip to 86 per cent of compaints recorded within ten days in January 2018 and 82 per cent in June. This was a result of resourcing over the seasonal period. The usual excellent performance recovered between February and May.
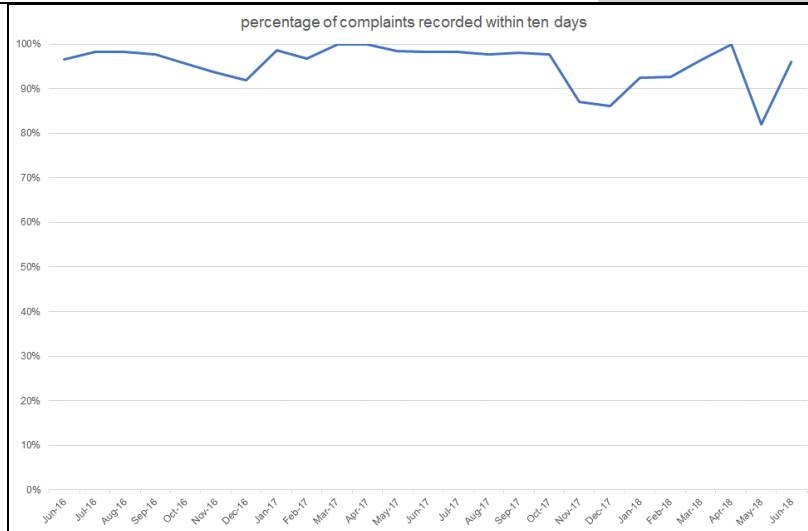
Percentage of complaints recorded within ten days

152. The average number of days it took Wiltshire Police to record a complaint throughout quarter one was 8 days.

153. The Independent Office for Police Conduct (IOPC) quarter one report shows Wiltshire in line with its most similar forces.

Percentage of complaint appeals upheld	Q1: 43 per cent (7 appeals completed and 3 upheld)	

154. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

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

156. For quarter one, seven appeals were completed and three were upheld.

157. Of the 43 appeals completed in the 12 months to June 2018, ten were upheld. This represents 23 per cent of appeals and 1.8 per cent of the total number of complaints

received.

percentage of appeals upheld
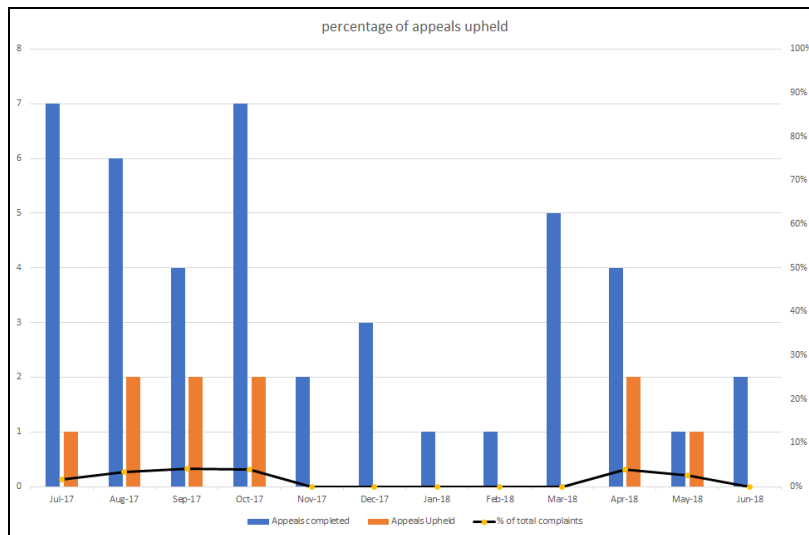
Force appeals completed and upheld

Number of actual days lost per person	Year to June 2017	Year to June 2018	
	28,306 total actual days lost	25,338 total actual days lost	
	13.8 actual days lost per person	12.1 actual days lost per person	

158. This measure demonstrates the average number of calendar days lost per year due to police officer and staff sickness.

159. The total number of days lost to sickness reduced by ten per cent when comparing the year to June 2018 with the year to June 2017. This is the equivalent of 2,968 fewer days lost to sickness in the 12 month period.

160. The number of days lost per person has reduced by 12 per cent over the last 12 months. This reduction is greater than the actual days lost because the total number of staff has increased during this period.

161. The reduction in sickness is driven by reductions in both Police Officer and Staff sickness.

162. For the 12 months to June 2018, the actual days lost (per person, per year) for officers was 13.7, down from 15.3 in June 2017. This equates to a 11 per cent reduction in 12 months.

163. Police staff sickness has reduced by 13 per cent from 12.4 actual days lost per person for the 12 months to June 2017 in comparison to 10.8 in June 2018.

		Force	Officers	Staff
Actual days lost	Year to Jun 17	28306	15042	13264
	Year to Jun 18	25338	13452	11886
	Change	-10%	-11%	-10%
Days lost per person	Year to Jun 17	13.8	15.3	12.4
	Year to Jun 18	12.1	13.7	10.8
	Change	-12%	-11%	-13%

Actual days lost and lost per person – broken down by officers/staff

Sickness Cost

164. The table below demonstrates the costs of sickness, this is based on a mid-point cost per rank/grade and is calculated based on the equivalent cost of the number of days that have been lost.

165. Sickness costs to the organisation have reduced in line with the reduction of days lost, with the average cost reducing by £157 per person over the last year, the total reduction in cost was nine per cent or £249,678.

166. The reduction in police officer sickness accounts for 75 per cent of the total reduction in cost.

		Force	Officers	Staff
Sickness cost per person	Year to Jun 17	£1,355	£1,954	£833
	Year to Jun 18	£1,198	£1,714	£750
	Change	£157	£239	£82
	% Change	-12%	-12%	-10%
Sickness total cost	Year to Jun 17	£2,790,327	£1,875,389	£914,939
	Year to Jun 18	£2,540,648	£1,688,593	£852,055
	Change	-£249,679	-£186,795	-£62,884
	% Change	-9%	-10%	-7%

Sickness cost per person based upon actual days lost – broken down by employee role

Sickness Term

167. The reduction in the number of days lost is driven by a significant decrease in long term sickness over the last 12 months. Days lost to long term sickness have reduced by 14 per cent in the 12 months to June 2018. This is broken down further in the table below.

168. Short-term sickness saw increases in December 2017 and January 2018, this spike was driven by respiratory conditions and is in line with the findings of Public Health England[4].

		Long	Medium	Short	Total
Actual days lost - year to Jun 17		18312	4257	5601	28170
Actual days lost - year to Jun 18		15791	3926	5621	25338
Change	Volume	-2521	-331	20	-2832
Jun 17 - Jun 18	%	-14%	-8%	0%	-10%

Actual days lost – broken down by term of sickness

[4]https://www.gov.uk/government/statistics/weekly-national-flu-reports

169. The graphs below demonstrate the breakdown of sickness by employee type and term over a rolling 12-month period. These graphs show the decreases in long and medium term sickness for police officers and staff.

Police Staff - Sickness Term
Days lost - rolling 12 months
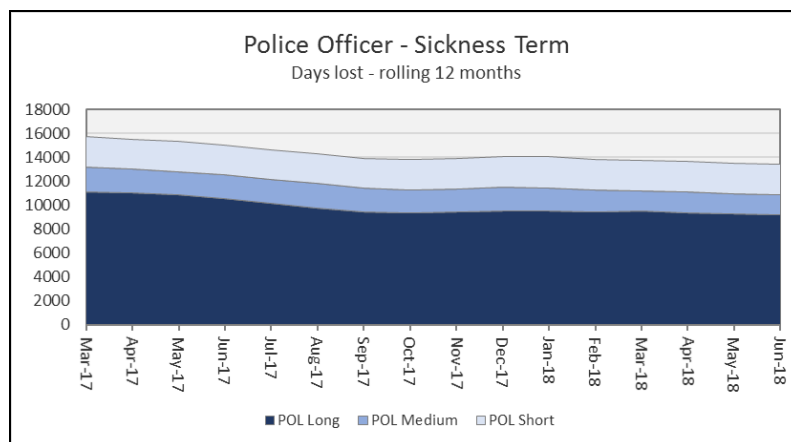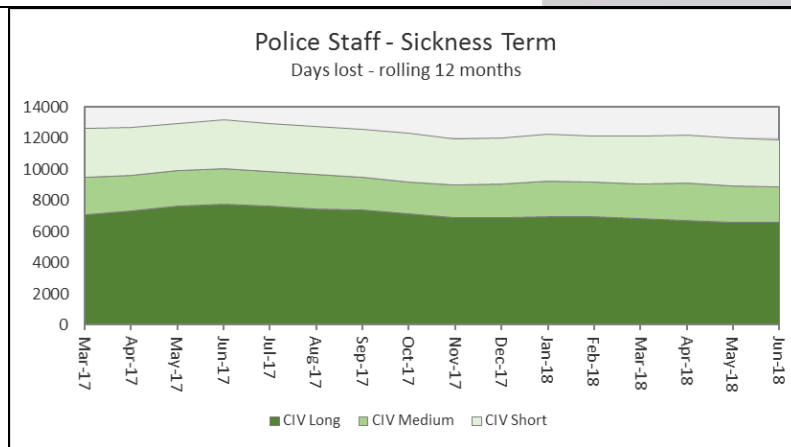
Trends for breakdowns of sickness by officers/staff and term

170. The overall sickness cost has reduced by more than 16 per cent in the last two years. The driving factor of this reduction is the 21 per cent reduction in long term sickness.

		Long	Medium	Short	Total
Cost - year to Jun 16		£2,087,192	£400,373	£519,859	£3,007,425
Cost - year to Jun 17		£1,871,448	£402,860	£516,019	£2,790,327
Cost - year to Jun 18		£1,651,145	£365,578	£523,926	£2,540,648
Change	Amount	-£436,048	-£34,795	£4,066	-£466,776
Jun 16 - Jun 18	%	-21%	-9%	1%	-16%
Change	Amount	-£220,304	-£37,282	£7,907	-£249,679
Jun 17 - Jun 18	%	-12%	-9%	2%	-9%

Overall costs based upon actual days lost – broken down by term of sickness

Sickness Reason

171. In Force, sickness is categorised using the Dorset 12 method endorsed by the Health and Safety Executive (HSE)[5]. In doing so, it enables the Force to classify sickness using 12 different categories as displayed in the table below.
[5]http://www.hse.gov.uk/research/rrpdf/rr582.pdf

172. In Force, in the year to June 2018 over a third of actual days lost due to sickness were attributed to psychological disorders (35 per cent) and almost a fifth were attributed to miscellaneous reasons (18 per cent, which includes operations).

Dorset 12	Actual days lost year to Jun 17	Actual days lost year to Jun 18	Proportion of total sickness	12 month % change
Psychological Disorder	9939	8820	35%	-11%
Miscellaneous	6115	4590	18%	-25%
Musculo/Skeletal	3673	3607	14%	-2%
Respiratory Conditions	2547	3045	12%	20%
Digestive Disorder	1729	1625	6%	-6%
Infectious Diseases	935	1236	5%	32%
Cardiac/Circulatory	1074	718	3%	-33%
Headache/Migraine	551	628	2%	14%
Nervous System Disorders	650	480	2%	-26%
Ear/Eye Problems	728	311	1%	-57%
Genito-Urinary	346	277	1%	-20%
Skin	19	44	0%	132%

Actual days lost by sickness type

173. The top five sickness reasons account for 85 per cent of the total sickness.

174. Reductions have been seen in psychological disorder, miscellaneous and digestive disorder sickness, however there have been increases in respiratory condition and musculo/skeletal sickness. The increase in respiratory conditions is linked to the spike in sickness seen in December 17 and January 18.

175. Psychological disorders have seen a reduction of 11 per cent over the last year. This reduction is driven by the reductions in actual days lost for police staff and police officers.

176. It is worth noting that police officers have a significantly higher volume of actual days lost due to psychological disorders, with an average of 5.9 actual days per officer, per year. Police staff have an average of 2.8 actual days lost per year due to psychological disorders.

Psychological Disorders Actual days lost	Force	Officers	Staff
Year to Mar 17	4.75	6.68	3.00
Year to Mar 18	4.16	5.88	2.76
% change	-12%	-12%	-8%
% of total days lost	34%	43%	26%

Actual days lost for psychological disorders, per person, per year by employee role

177. Psychological disorder sickness for police officers accounts for 43% of their actual days lost, compared to just over a quarter of police staff days lost.

Deep Dive section on Police and Crime Priorities

Priority 1 - Prevent Crime and keep people safe

Wiltshire Police and partners will understand and respond effectively to local communities' concerns and priorities
1.01 **Wiltshire Police continuing to increase the accuracy of recorded crime**

Since October 2014, detailed auditing has taken place within the 'command and control' and 'records management' systems (Storm and Niche) to determine the forces' compliance with the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) in relation to the conversion of incidents to crime and the correct classification of crime records. The incidents selected were considered high risk, such as sexual offences, rape and violence, and those most likely to reveal mis-recording or under-recording of crime.

An ongoing audit of crimes and incidents reviewed and corrected by the Crime and Incident Validation Unit (CIVU) since June 2016 has demonstrated an improvement in overall compliance. Monthly meetings are held with the Chief Constable to discuss the audit results and this is followed by a crime recording meeting in which tactical leads take action to improve compliance based upon the audit results. In June 2018 the Executive Leadership Team agreed additional resourcing for the CIVU and recruitment is currently ongoing.

In August 2017 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted a crime data integrity inspection in Force. The inspection primarily focused on the accuracy of incidents being accurately recorded as crimes relating to rape, sexual offences and violence. The Force was issued with a 'good' rating for crime compliance and acknowledged the impact that understaffing the CIVU had on the overall crime compliance rate. The results of the inspection placed Wiltshire in a strong position compared with other forces in the country.

1.02 **Local communities continuing to be satisfied with the service they receive from Wiltshire Police**

Wiltshire Police are committed to delivering Community Policing Teams (CPT) whilst ensuring that they are built on effective engagement and consultation with communities.

Based on the College of Policing guidance essential elements include:

- A clearly defined and transparent purpose for engagement activities

- Regular formal and informal contact with communities

- Making available information about local crime and policing issues to communities

- Engagement that is tailored to the needs and preferences of different communities

- Using engagement to identify local priorities and inform problem solving

- Officers, staff and volunteers providing feedback and being accountable to communities

- Officers, staff and volunteers supporting communities, where appropriate, to be more active in the policing of their local areas.

Engagement plans for CPT's are in place. They identify both community priorities and hard to reach communities, ensuring we address needs and concerns. Community issues are discussed at the daily management meetings (DMM) to ensure daily activity and focus and the DMM chair holds 24/7 Inspectors to account for delivery.

The new Force website enables CPT's to make available information about local crime and policing issues to their communities and identify and communicate priorities. This allows the public to see that we understand their issues, are connected to their concerns, hear what they say and ultimately evolve our response. The new Force website also provides crime data so that communities can understand the issues impacting their communities. This coupled with an increase in a social media presence, which is tailored to each CPT area, means we help ensure that communities are satisfied with the service they receive.

PULSE patrols (a Met tactic recommended through HMIC) have been widely adopted amongst CPT. Community officers will identify local issues and flood areas,

offering reassurance and disrupting harmful activity. Engagement then continues through social media as we promote activity and once again reaffirm to communities that we are listening.

Recently, Wiltshire Police Officers attended a local youth forum which was held in partnership with the Council, Youth Service and Charities where issues such as how to best engage with this demographic were discussed. The meeting was a huge success as there was representation from hard to reach younger people and the forum received some excellent ideas. We are now working alongside our partners to develop a strategy for how to best engage with younger persons, especially those from hard to reach communities.

Swindon CPT have been holding specific community events with partners whereby they engage with hard to reach communities. Swindon North have been scoping through an app, specific questions regarding visibility and engagement with communities in order to better understand and tailor how we embed with communities. This helps inform and deploy 'community cards' in Swindon, whose aim is to improve visibility and engagement.

By regular engagement with our communities the Force has been successful in identifying community members that are willing to join Independent Advisory Groups (IAG's). Local Independent Advisory Groups work closely with CPT Inspectors. Their role is to reflect the views of increasingly diverse communities and advise Police on how best to respond to crime and community issues. We use this insight to shape our service for the benefit of all our communities and engender trust, confidence and satisfaction.

Service user satisfaction continues to be monitored through the victim satisfaction survey. The survey allows us to understand the satisfaction levels from different groups of victims in more detail and identify potential gaps in our service delivery.

The latest Crime Surveys make for an extremely positive read. Wiltshire scored very well and actually achieved a 1st for meeting community priorities which is a good indication that our improvement plans are having a positive impact.

1.03 Community Policing being embedded into the fabric of communities

Community Policing Teams (CPT) have been in post for over a year and have

become embedded in process and structure. A clear drive has been to stabilise the teams and, through strong leadership, embed a "one team" ethos and a more responsive way of working. The CPT Inspectors have the responsibility for being the visible Senior Police Officer for the area. The structures and staff reporting within these teams are tailored to the respective geographical areas to ensure the effectiveness of service delivery. Each Hub Command has a flexible tasking team who can be dynamically tasked to respond to emerging issues within community areas.

 Local Independent Advisory Groups (IAG's) have been introduced and work closely with CPT Inspectors. Their crucial role is to reflect the views of increasingly diverse communities and advise Police on how best to respond to crime and community issues. Recently IAGs have provided feedback on Hate Crime Policies as well as the use of 'Spit Hoods'. These have been used to alter documents and we have created a 'you said, we did' process to ensure that membership of IAGs can see their contribution to our service.

Volunteers are a core part of the Community Policing Teams and they perform a crucial and varied role. They range from Community Speedwatch, where local people play a key role in tackling speeding in their community, to the Special Constabulary. Special Constables perform the same role as their full time colleagues, and are an essential part of the Community Policing Teams. Importantly, they are also members of the public and are able to represent Policing in their communities. The volunteers are part of the Government's "Citizens in Policing" priority, which traces back to Robert Peel's Principle's in Policing.

Current initiatives being run throughout the county include:

- We have created one page fact sheets for our officers to detail in a quick and digestible format the expectations of leaders and communities regarding visibility and engagement.

- Our CPT Officer's use community messaging to ensure key information and priorities are shared. This is backed by a strong social media presence.

- CPT County and Swindon have embedded early intervention officers to help younger members of our communities to focus down the right pathways and divert them away from experiences that may cause them harm.

- PCSOs are aligned to schools to help establish and maintain relationships.

CPT has worked closely with partners, such as FACT, Wiltshire and Swindon Councils to identify and develop strategies and tactics for engaging harder to reach communities. Examples include a partnership initiative in Pinehurst where partners and police are using applications to ask communities how we should engage and what their expectations are of services including the Police. In CPT County we ran a similar scheme with local authorities speaking to younger, hard to reach under 18 year olds and are tailoring what service we provide; we are currently looking at whether a single point of contact resource is the best for our communities and partners. In Wiltshire we also participate in the Vulnerable Persons Re-Settlement Scheme whereby we help Syrian families re-settle in Wiltshire. This involves specific engagement with both the families and the communities supporting them.

Through the Community Policing Innovation Board, Chaired by the ACC Operations and Partnerships, continued improvements will be sought to the delivery of Community Policing in Wiltshire. This Board is committed to bringing the best service, through innovation, to the communities of Wiltshire.

Over the next few months CPT will be working towards College of Policing guidance regarding the modernisation of Neighbourhood Policing. This will be governed by a project board and strategic board. We will be asking our frontline staff for ideas on improving community policing and facilitating change through a project team.

1.04 Police informing the public about how they are keeping them safe

During the first quarter (1 April - 30 June 2018) Wiltshire Police have continued to regularly inform the public about how we are keeping them safe. Engagement with the public, and internally with our colleagues, was essential during this time period as the Force dealt with the Salisbury poisoning on 4 March. Operation Fairline (and subsequent second major incident known as Op Fortis in quarter two) remained the most high profile incident for the Force until the recovery phase was announced at the end of April.

This major incident attracted local, national and international media interest and had the potential to cause widespread panic. It was essential to keep the public updated and warning and informing played a critical role in reassuring local communities. Corporate Communications played a key role in Strategic Command Group and Tactical Command Group meetings and were in regular contact with the Counter

Terrorism (CT) policing network throughout. The Home Secretary, Prime Minister and Prince of Wales and Duchess of Cornwall made visits to Salisbury, offering support to the community in the wake of the poisoning. The Force received hugely positive feedback for the way in which it kept communities informed and updated, using a mix of traditional media, social media and face to face engagement.

#BeyondtheBeat was a summer long campaign that aimed to raise awareness of the hidden demands faced by Wiltshire Police. An issue, crime type or demand that Wiltshire Police deal with on a daily basis was explored during a dedicated week to demonstrate what policing in 2018 involves. The campaign launched on 14 May, focusing on mental health and coinciding with Mental Health Awareness Week. Additional themes that were covered before the end of June included county lines, Citizens in Policing (in line with national Volunteers' Week and Specials Weekend), alcohol and drug abuse, coinciding with the start of the World Cup, child sexual exploitation and 'who you gonna call' – an educational campaign reminding the public when to call 101 and 999. Wiltshire Police also highlighted how the Force works with partner agencies on key issues as part of the #BeyondtheBeat campaign. Social media, media releases, guest website blogs and media interviews were used to raise public awareness of the hidden demands each aspect brings, with opportunities taken to inform the public how we keep them safe and reiterate safety advice.

Four episodes of the Channel 4 documentary '999 - What's your emergency?' were aired between mid-April and mid-May, focusing on Cars, Mothers & Sons, Isolation and Cannabis. As has been the case throughout, each episode has been supported with social media activity which has provided an opportunity to engage with members of the public as the show aired. In general terms, public opinion has been very supportive.

A total of 295 media releases were issued during this quarter. Information about assault, burglary, drugs and theft made up almost half (42 per cent) of these releases with other content including appeals for information, incident updates, arrests, crime prevention advice, good news stories and wider Force updates.

Social media remains a key channel and we continue to look for creative ways to communicate our messages. Our fans and followers on Wiltshire Police social media accounts have continued to increase, from 50,869 to 51,808 fans on Facebook and 59,818 to 60,662 followers on Twitter during this quarter. Our Instagram following is currently 2,440 and Community Messaging members have increased from 10,142 to

10,290.

Objective two

Preventing crime and reducing harm by working with local communities

1.05 **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 are fortunate to have some exceptional people within our communities, who undertake volunteering roles. As an organisation we value the unique skills each volunteer brings and the time they invest in helping to make our communities a safer place.

Over 160 people currently work directly with Wiltshire Police as volunteers. Their roles are considerably varied and include; restorative justice facilitators, office support, bobby van and online safety support.

More recently the force have been developing new volunteer roles including community messaging and support, rural crime partnership support and vehicle cleaning and inventory and these roles have been advertised via the new force website and social media. In order to seek more diverse recruitment the Volunteers Manager has also been working with positive action organisations such as WorkFit, Wiltshire Employment Services Team (W.E.S.T) & Step Together at Tidworth. The total number of approved volunteer roles now stands at 20 roles.

With the support of the National Volunteer Police Cadets (NVPC) Programme the force has been working hard to increase the number of cadets and to recruit young people from 'hard to reach' groups. NVPC have offered access to training, resources and other support to assist development of the Wiltshire Cadets Programme.

Cadets volunteer at community events and initiatives alongside our officers and members of the Special Constabulary. Cadets have supported a number of high-profile events including Solstice, WOMAD, Remembrance events, Swindon Pride and the Emergency Services Show.

Community Speed Watch (CSW) consists of 110 teams across Swindon and Wiltshire which is made up of over 1,100 active participants who volunteer in their

communities with the aim of enhancing road safety. The scheme continues to be evaluated by a working group consisting of CSW volunteers and police and valuable in allowing us to utilize the expertise of our volunteers whilst keeping them integrated and engaged. We are also hoping to adopt a new procedure (with the acronym 'Swan') which will improve the administrative burden for CSW volunteers.

The force is also part of a regional working group consisting of CSW representatives from Wiltshire, Gloucestershire, Avon and Somerset, Devon and Cornwall and Dorset. The working group has been set up to share best practice and develop current processes.

After a successful pilot CSW are also now working with Community Policing Teams, identifying hotspot areas which and then resourced through CPT local tasking allowing enforcement activity to be carried out.   Key benefits include a joined up approach between CSW and CPT, enabling local officers to be tasked effectively and proportionately and increase visibility across our CSW areas and teams.

The relationship between Wiltshire Neighbourhood Watch Association (WNHWA) and Wiltshire Police has been developing over the last year and formalised agreements are currently being developed including exploring how it links in better with CPT.

In June 2018 the Force celebrated all volunteers across the organisation as part of National Volunteers week. The force recognised that volunteers enable us to go above and beyond the service we provide to the public alone and help us to expand on the service we offer to the public, such as restorative justice. Volunteers also help us to check and test our services through Independent Advisory groups and Independent custody visitors holding the Force to account on behalf of the public.

1.06 Wiltshire Police recruits and maintains 500 Special Constables and makes them an integral part of community policing teams

The Special Constabulary Development project team was created to deliver the business case aimed at attracting, recruiting and training 500 specials. As the project now nears to an end it is anticipated the number of specials in force will be 350, each contributing on average 18 hours a month to policing in Wiltshire and Swindon. In July 2018 a record breaking 6,651 hours were given by Specials throughout the county and the PCC is so proud of our Officers and the commitment

they show to keeping our communities and key events safe.

The project will now become business as usual and a new command structure has been communicated to the Force with Special Superintendent Oaten leading the Special Constabulary in Wiltshire. Steps are being taken to integrate the Special Constabulary into the Citizens in Policing (CiP) portfolio and the aim is for Specials to be better integrated into CPT. Five strategic aims of the Special Constabulary have been created and include:

- Feel engaged and valued
- Be appropriately trained
- Fully utilise their existing skillsets.
- Be fully integrated
- Support the delivery of the Force's strategic aims.

The Police and Crime Commissioner understands that volunteers bring with them additional skills and experience from business and industry and the aim is for them to reflect the communities we serve. This can only add value to the work we do and benefit the communities of Wiltshire and Swindon.

1.07 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

The Rural Crime Team (RCT) is a highly skilled team of individuals whose aim is to provide the rural community with a single point of contact, whilst offering specialist policing advice and guidance. The dedicated team deals with the specific rural crimes that affect our most isolated communities. Rural crime can be broken down into four main types:

- Heritage Crime
- Environmental Crime
- Wildlife Crime
- Agricultural Crime

The RCT, which consists of 2 x full time PC's and is supported by trained wildlife crime officers, who in turn support our Community Policing Teams (CPT) with their improved knowledge of rural and wildlife related offences. The team also help run

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Farm Watch and Horse Watch. These schemes encourage the sharing of information, partnership working and help provide crime prevention advice.

The force has recently invested in the training of 20 officers at Lackham college by a wildlife crime trainer. This will greatly enhance the forces response to Wildlife crime investigations.

In October 2016 Wiltshire Police launched the Rural Crime Partnership (RCP) for Swindon and Wiltshire. This partnership is now fully established and meets on a quarterly basis.

The aim of the Partnership is to bring together representatives from a number of organisations to provide coordination and strategic leadership in tackling rural crime issues. The aims of the Partnership include:

- Reducing the number of victims of rural crime
- Improving the confidence of rural communities in reporting crimes knowing that action will be taken
- Reducing offending and re-offending
- Strengthening the Partnership over time to improve outcomes for all communities across Wiltshire.

The partnership is seen as the flagship in the region and other forces have visited Wiltshire to observe the RCP forum in action.

In July two national strategies were launched by the National Police Chiefs Council in conjunction with a number of partner agencies, for Rural crime and Wildlife Crime. The RCT will be looking to ensure that we are working to and achieving those objectives set within the strategies.

The RCT sits on the SW regional Rural crime group and also has an input into the National Poaching Priority group. Both groups seek to share information and best practices to help educate the public and disrupt those breaking the law.

A number of proactive Operations have been run by the RCT, in conjunction with CPT's. Operation Artemis is the force response to all aspects of poaching. This will be the second year Op Artemis is run within Wiltshire; last year there were 22 arrests within Wiltshire, leading to 16 successful prosecutions against individuals.

In September 2018 Wiltshire Police collaborated with MOD and the volunteer Special

Constabulary for Operation Aston which resulted in bikes seized under section 165 of the Road Traffic Act for not being road legal & being driven on an MOD area where the public aren't permitted.

In addition, the Wiltshire Rural Crime team supports Operation Clampdown, working closely with the Angling Trust and the Environment Agency focusing on tackling fishing offences.

A recent rural survey also identified people's concerns with Fly tipping and the Force are currently working with trading standards to deal with this issue.

Finally, the RCT have continued to develop the use of social media helping to communicate to farming communities through the creation of a closed Facebook page and a number of What's App groups. The page now has over 300 members and is continuing to grow.

1.08 Wiltshire Police work with community safety partnerships to improve the management of evening and night time economies in Salisbury, Swindon, Chippenham, and other larger market towns

The licensing team at Wiltshire Police continues to be proactive, supported by Wiltshire Council (WC) and Swindon Borough Council (SBC), in providing advice and guidance to licensed premises.

Licensing Officers work with partners to promote pub watch schemes throughout the county resulting in positive benefits for the NTE in these areas and a reduction in public disorder. Chippenham and Trowbridge schemes have been reinvigorated and are developing well. Work in the south of the county has encouraged liaison between Salisbury and Amesbury pub watch schemes fostering closer collaboration and partnership working. Swindon town centre and old town pub watches have merged together and they have been working with In Swindon to develop an APP to improve the process of ban requests.

The licensing team continues to develop the Community Resolution Training project. This offers an alternative route to prosecution for first time offenders and the opportunity for them to develop an awareness of the impact of disruptive and disorderly behaviour under the influence of alcohol, in public spaces. The intention is to create a programme that focusses on reducing the number of repeat offenders for

drunk and disorderly behaviour. The target group will be first time offenders, aged 18years and above, who have been involved in alcohol related incidents. The objectives of the project will be reducing alcohol related risks, raising awareness of health issues, encouraging responsible drinking and reduced re-offending.

Working with both authorities Wiltshire Police are committed to implementing the 'ask for Angela' initiative across the County by the end of the year. This is a national initiative in which licensed premises can be alerted to, and offer help to, customers who find themselves concerned about a date when on the premises. The scheme is fully operation in Gloucestershire and the Licensing team has visited the force to see how the initiative is implemented and to learn best practice. The scheme is set to be launched in October 2018. This will prove to be the first tri agency scheme with further plans for a joint Christmas campaign to support a safe night time economy during the festive season.

In February 2016, Chippenham was awarded purple flag status and in January 2017 Salisbury was reassessed and retained its purple flag status. Swindon continues to work towards this status. Purple flag status is awarded for town & city centres that meet or surpass the standards of excellence in managing the evening and night time economy. This is a great recognition to the safety of the night time environment that exists in these areas. A considerable amount of partnership work has gone into these achievements

Regular informal and formal Licensing Tasking meetings are now established with both Local Authority's. County Police licensing staff provide two weekly reports which allow for constant checks with WC licensing authority over joint operations. Swindon's licensing officer meets regularly with his counter-parts from SBC licensing authority ensuring ownership of issues and the tracking of progress.

Regular communications between multi-agency partners has allowed for more joint visits and joint operations including SBC working with Special Constables on taxi operations.

Wiltshire police are currently trialing a traffic light scoring process allowing a transparent and regulated approach to working with premises. This approach ensures the premises are aware of the process and the same action is taken against the premises irrespective of its location: Swindon or Salisbury for example.

1.09 Local authorities, police and fire service work together to improve road safety through the three E's: engineering, education and enforcement

The Road Safety partnership operational group now reports to both Community Safety Partnerships and is led by the fire and rescue service. Both police and local authorities are developing refreshed plans to address death and serious injury on Wiltshire Roads.

Death and serious injury continue to present a public health and safety challenge compared to similar areas. The road safety partnship group have identified and working to resolve issues wthin Thamesdown Drive in Swindon where the LA have installed a range of engineering and enforcement measures to address community concerns.

The PCC continues to commission and support local communities through the Communty Speed Watch Scheme and the special constables have been providing additional enforcement to ensure support this work.

Objective three

Wiltshire Police is effective at preventing crime and reducing threats

1.10 Maintain the rating of "good" by Her Majesty's Inspectorate of Constabulary (HMIC) in its inspection of effectiveness

Wiltshire Police has, for the second year running, maintained its rating of 'good' from the 2017 HMICFRS Effectiveness Inspection. The next Inspection will take place in the December 2018 and subsequent publication will be March 2019. The Effectiveness Inspection evaluates the following pillars :

- Preventing crime and tacking anti-social behavior
- Investigating crime and reducing re-offending
- Protecting vulnerable people
- Tackling serious & organised crime.

1.11 Increase the capacity to work with partners to embed crime prevention in policing and local communities

The Crime Prevention Department manages tactical crime prevention, youth

engagement, mental health, licensing, troubled families and cyber -crime prevention.

These roles work alongside partners to ensure that threat, risk and harm drives preventative activity as well as offering advice on problem solving and having a good understanding of "what works" in terms of crime prevention. The team place a focus on early intervention and this is the key thread that runs through all work.

The Crime Prevention Department has been working with partner agencies to provide safety advice around the threat of knife crime. Swindon and Wiltshire Community Safety Partnerships (CSP) have formally assumed governance for the knife crime early intervention and prevention action plan, and confirmed knife crime as a CSP priority. Early interventions for young people have been identified and prioritized and in January 2018 over 40 front line practitioners were trained to deliver the 'Fearless' approach to young people at risk. The aim is to support young people to not become involved in knife/weapon related offences in the first instance.

Both CSP's have given a mandate to scope developing an intervention used successfully in Gloucester, known as The Call In. This brings (calls in) young people with a risk marker for knife crime into court, where they see real footage of knife crimes and hear testimonies of the impact of knife crime from a range of partner agencies, victims, harmers and family members. An initial meeting has been held which included CPS, the Gloucester team as advisors, a resident Judge who wants to give his time, and crime prevention leads. The scope will go to CSP's in the autumn and we hope to deliver the intervention in Swindon and Salisbury in early 2019.

The possibility of establishing a Wiltshire football tournament targeting "at risk" young people as a means of promoting a positive relationship with the police is being looked at. Such an event would be run in collaboration with the Kickoff@3 charity and would link in with a national final held in London in Summer 2019.

A detailed crime prevention toolkit has been developed and implemented to deal with the increased prevalence of Asian gold thefts in and around Swindon. The toolkit includes advice on protecting your jewellery and property and a communication strategy has been developed to target high risk groups via social media and posters. Toolkits for frontline officers have also been produced around the topics of Modern Slavery and County Lines.

The 2018 Junior Good Citizen scheme was held across a four-week period in June at the Punjabi Community Centre in Gorsehill, Swindon and at the Wiltshire Scout

Centre, Potterne near Devizes, enabled by a grant from the Police Crime Commissioner. This year marked the 30th anniversary of Junior Good Citizen for the Swindon area. The events were well attended with 1,695 Year Six (10-11 years old) children took part, from 39 schools across Swindon and 52 schools with 1,163 children attending from across Wiltshire.

Police Cadets and World of Work continue to attract involvement and engagement of young people, and the team has been working with Trowbridge College students to create a short film educating young people of the risks of carrying a knife, which will be made available via social media outlets in the autumn term.

CPT have visited 60 primary, secondary and colleges over the past academic year and lessons delivered to over 9,000 students around topics such as personal safety, sexting, bullying, knife crime awareness and the primary role of police.

The organisation continues to develop the 'Safety Centre' project. The purpose of a safety centre is to offer purpose-built sets based on real-life situations such as a road, a shop, a dark alley and a burning building. Such centres give children and young people an opportunity to learn how to keep themselves safe by giving them practical training in how to handle unexpected events. In December 2017 the Fire Authority concluded that the Wroughton site was not suitable and the project team is now working on delivering the centre at a site in Swindon, with a view to opening in the summer of 2020. Wiltshire Police are working alongside Dorset and Wiltshire Fire Service, who are leading the project, as part of the ongoing working group.

Wiltshire Police have a dedicated Mental Health Lead, Sgt Mike Hughes who is supported by two Community Engagement and Demand Management Officers (CEDMOs). They work within the Mental Health Recovery Teams, one in Swindon one in Salisbury. As part of the 'high intensity user network scheme' a small cohort of high intensity users (approx. 10 per area) have been identified and the CEDMOs are working alongside health colleagues, providing appropriate support and setting clear boundaries, the aim being to reduce the level of demand placed on police and health services.

Wiltshire Police work together with a number of partners within the local multi agency care planning groups to produce mental health care plans, ensuring that the response provided by partners when responding to individuals is joined up and that the person receives the most appropriate level of care according to their needs.   In addition, the

mental health control room triage team continues to receive very positive support, assisting officers in providing the most appropriate level of care and support.

1.12 **Work to protect people from becoming victims of cyber crime**

In July 2018 the Digital Investigations & Intelligence Unit (DIIU) was formed. The DIIU provides leadership, best practice, research and support for digital investigations with a team of skilled and experienced investigators focusing on cyber dependent and high end cyber enabled crime. The unit assists Officers with digital elements of investigations including the development of digital intelligence and has a dedicated prevent officer to help give cyber advice to our communities and businesses.

Local trends will be identified within this work, alongside national trends which are fed in by the South West Regional Organised Crime Unit, the National Fraud Intelligence Bureau and Action Fraud. The will work to identify opportunities to educate individuals and corporations around cyber dependent crime, and cyber security. A campaign around cyber safety is currently underway as part of the 'beyond the beat' communications with the DIIU coordinating cyber inputs from across the force and from Stay Safe Online, Bobby Van, Action Fraud and the Forces Fraud Department. The DIIU will constantly seek to support the front line and investigative departments providing up to date and current advice and guidance on matters such as sextortion and phishing, as well as technical support on more common issues.

Our Cyber Prevent Officer has been working closely with and supporting the DIIU in making contact with all reported victims of crime and providing individuals with protection advice. He has established a close working relation with the Bobby Van Trust ensuring that there is continuity in the protection messages being delivered, as well as working closely with the "Get Safe Online" team with a view to having an interactive Protect Stand at the Emergency Services Show being held on 16th September 2018 at Kemble. The Prevent Officer has also met with some local businesses in recent months in order to raise awareness of specific crime trends and to discuss their security measures as well as establishing contacts within the education arena.

1.13 **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**

As a Force we have made significant improvements in working with partners to

reduce vulnerability to organised crime. Following an upsurge in the number of local children being exploited by organised criminals, last year, we have worked effectively with partners to put effective pathways in place for raising to the attention of MASH (Multi Agency safeguarding hub) and MARP (the Multi Agency Risk panel) the children we feel may be being exploited by organised criminals. We are also piloting a Criminal Exploitation of the Vulnerable officer within the Opal CSE team to further reduce the vulnerability of these children.

We have effective partnership working groups such as the Anti- Slavery Partnership and Operation Tarak partnership against County Lines in place, as well as an over-arching Organised Crime Partnership Board to help partners come together to more effectively protect communities and tackle organised crime. In addition, Force wide communications and awareness campaigns are scheduled to be rolled out to further raise awareness among partners and the public around organised crime.

Wiltshire runs an Organised Crime Partnership Board which oversees the activity against a range of strands, including Modern Slavery and County Lines. A number of active partnership working groups addressing organised crime and gang related threats (County Lines) exist. Organised Crime Group mapping has now been regionalised and as of the April 2018 the ROCU (Regional Organised Crime Unit) now undertake mapping and scoring, supported by the Serious and Organised crime threat desk in the Intelligence Development Hub. Processes to identify organised crime and priority individuals are currently being explored in the Intelligence Development Hub.

1.14 Improve criminal investigations to provide an effective service

Wiltshire Polices Head of Crime has been developing a number of key strands of work aimed at improving criminal investigations across the force and enhancing our service to victims. This is supported by a Major Crime Review Officer whose role is to conduct investigative debriefs, peer support and reviews.

In April 2018 Rhoda Nikolay began her work with the Community Policing Teams (CPT's) across Wiltshire to assist in improving investigative standards. Rhoda is a qualified lawyer and ex Head of CPS Berkshire. She has been commissioned for 12 months and will provide 10 sessions a month in which she will work alongside PC's and Sergeants in their file building and ongoing cases. She will review cases and provide expert advice on a one to one level. She has a wealth of experience and knowledge and has been commissioned previously by Thames Valley Police where

she has carried out a similar initiative. The feedback from her initial session has been very positive and officers are making good use of her skills and advice. In addition all CPT and Duty Inspectors are undertaking Evidence Review training in September 2018 which as a result will allow them to scrutinize their teams' workloads. The force is currently exploring options to roll out Evidence Review training for all CPT Sgt's.

A working group has been created by Rhoda and D/Supt Sarah Robbins looking at Improving Investigative Standards. The meeting is represented by members of all investigative departments from CPT to CID and Public Protection Department (PPD) and incorporates supervisors from the Command and Control Centre. Its focus is to identify new initiatives whereby improvements to the standards of investigations can be achieved over the next year or so. It is acknowledged that improving standards will not be a quick process and officers will need support from those members of staff that have more expertise and accreditations in investigations such as members of CID and PPD.

In January 2018 the Pre-Charge Advice Submissions Panel was introduced to quality assure cases thought to be ready for a CPS charging decision. The purpose of the Panel, which is chaired by Rhoda Nikolay, Guy Turner (Force Review Officer) and DS Bob Cooper, is to ensure that those cases progressing to CPS are of sufficient standard to negate or substantially reduce the need for case Action Plans and to identify and conclude those cases where there is no realistic prospect of a conviction. The Panel also provides advice on CPIA/Disclosure, lines of enquiry not considered and provides bespoke feedback to the OIC and Supervisor on the content and quality of their MG3.

We continue to invest in improving the quality of our investigative interviews, particularly in rape and serious sexual offence investigations. In the past year we have trained 20 Interview Advisers to provide high level support and guidance to all staff in planning, conducting and evaluating our investigative interviews, both victim/witness and suspect. Further upskilling of staff has been made through a number of CPD events with presentations from national experts in interviewing our most vulnerable.

We have also undertaken significant Estates work at Melksham with a complete refurbishment of the unit to improve the environment for those vulnerable victims and witnesses attending to provide video interviews.

Bob Cooper and Rhoda Nikolay continue to work with CPT/LCI staff across the

county to support them with their sexual offence investigations. This is achieved through inputs and presentations and by providing direct investigative advice and guidance.

It is clear that the confidence and competence of our staff to investigate rape and serious sexual offences has improved. The overall standard of our investigations is improving as is the quality of our file building and there is now a better understanding of what is required if a charging decision is to be achieved.   There is also a better appreciation of those cases that will never realistically reach a charging threshold and for those cases earlier decisions are being made to conclude the investigation and thereby reduce the time victims spend in the justice system, allowing them to move on with their lives.

POLICE AND CRIME PANEL
27th September 2018

AGENDA ITEM NO:

PCC RISK REGISTER

1.   Purpose of Report
1.1   To update the Police and Crime Panel (the Panel) on the PCC Risk Register.

2.   Background and Main Considerations for the Committee
2.1   The risk register is aligned to the lifespan of the Police and Crime Plan (2017-2021) and has been reviewed and updated as at 14th September 2018.

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

2.3   The register is a dynamic document and is intended to capture live management of risk and mitigation rather than being a record of all possible risks.

2.4   The register is reviewed monthly on an informal basis by the Deputy Chief Executive and formally by CMB on a quarterly basis, usually prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. The Commissioning and Policy Officer has responsibility for the day-to-day management of the register.

2.5   Owners for each risk are identified and they are responsible for providing updates on mitigation and score.

2.6   The risk appetite remains at 30.

2.7   The PCC Risk Register is attached at Appendix A.

2.8   Attached at Appendix B is a glossary setting out the meaning of the acronyms used and the scoring brackets for identifying risks as high, moderate, acceptable, or minor.

3.   Key Risks to Consider – Inherent
3.1   The register identifies eleven inherent risks, six are considered as either minor or acceptable, four are considered moderate, and one is considered major. Details on these risks are provided in Paragraphs 3.3, 3.4 and 5.1 below.

3.2   One new inherent risk has been identified and is considered a moderate risk. Further detail is provided in Paragraph 5.1.

3.3 Details on the one risk identified as major is:

- *Risk I8: ICT services are not resilient and transformational to support effective and efficient policing*
  Members will be aware of the strategic partnership between the OPCC, Wiltshire Police, and the Council to deliver ICT services. This collaboration has been successful however the demands for ICT projects in both organisations continue to increase. In the police sector there is an increase in mandating of infrastructure which is causing a degree of divergence. On the Council side ICT projects are required to deliver efficiency projects to assist in improving services and meeting budget shortfalls. These activities lead to a requirement for additional ICT resource. The ability to attract the correct resources is currently being focused on and where possible new resource is being identified, there however remains a shortfall which leads to the identified risk.

3.4 Details on the three risks considered moderate are:

- *Risk I1: Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats*
  Members will be aware of the impact Op Fairline and Op Fortis has had on the Force. As a result of this the Force are reviewing delivery against the priorities set out in the Police and Crime Plan. It is expected that timescales will be delayed as opposed to the Force not being able to carry out planned work. A joint OPCC/Force awayday will be held in October where the implications of these two operations in relation to the Police and Crime Plan will be further discussed. The Commissioner's draft Annual Report for 2017-18, which reports on progress against the Plan, is due to be considered at the September meeting of the Police and Crime Panel.

- *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*
  Although early in the financial planning cycle for the 2019-20 budget, the Chief Finance Officer has been made aware that local authorities savings target will increase for the next financial year. It is quite likely, therefore, that decisions will be made by partners impacting upon the work of the PCC and the Force. As a result of this, the likelihood for this risk has increased from 2 to 3 (overall score now 24 from 16).

- *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*
  This risk has now been fully updated following a strategic seminar that was recently held. As a result of tri-force and regional reviews taking place this risk is still considered a 'moderate risk' although the scoring has reduced from 27 to 18 (control score reduced to 2 from 3).

4. Key Risks to Consider – Topical

4.1 The register identifies eight topical risks, three are considered moderate. Details on these risks are provided in Paragraph 4.3 below.

4.2 One new topical risk has been identified and further detail is provided at Paragraph 5.2.

4.3 Details on the three existing risks considered moderate are:

- *Risk T4: Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010*
  The planned internal audit has now taken place which resulted in a 'partial' assurance. This mainly related to a number of HR policies being out of date and requiring review. This work is taking place as a matter of urgency and expected to be completed by the end of the month. The OPCC is meeting regularly with HR to discuss progress.

- *Risk T7: Ongoing Op Fairline / Op Fortis impacting upon community confidence and police resources*
  Op Fairline and Op Fortis are still ongoing. To date £6.6million additional funding has been provided by government to help with these costs although operational costs for the Force are projected to exceed £10million. It should be noted that in a letter to the Police and Crime Commissioner, the Policing Minister Nick Hurd MP, acknowledged the 'excellent work undertaken by officers and staff in response to these incidents' and recognised that the incidents had 'placed an unprecedented pressure on Wiltshire Police'. Positive feedback has also been received from the community and around the County.

- *Risk T8: Failure to comply with General Data Protection Regulations (GDPR)*
  Work is ongoing to ensure compliance with GDPR. The Joint Independent Audit Committee is due to receive an update at their next meeting in November. This risk will be fully reviewed following that meeting.

5. New Risks

5.1 Two new risks have been identified (one inherent and one topical). The new inherent risk is considered moderate. Further information is provided below:

- *Risk I11: OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies*
  The Deputy Chief Executive is leading on a piece of work to ensure the OPCC has adequate resources to support the Commissioner to meet responsibilities, fulfilling the office's role as system coordinator and service commissioner and in preparation for further devolution of police complaints, criminal justice and probation services. At this stage the work is being scoped and information obtained with comparisons to take place with other OPCCs in due course

5.2 The other new risk (topical) is considered acceptable but is nonetheless important:

- *Risk T9: Failure to commission service for victims of crime*
  The Commissioner has a statutory responsibility to provide a victims service for victims of crime. All Police and Crime Commissioners have had this responsibility since April 2015. The OPCC is currently in the process of recommissioning this service which is to be in place as from 1st April 2019. As can be seen from the risk register a number of mitigation and controls have already been taken and are in place. Due to the tight timescales for implementation, this project is being closely monitored as is this risk.

6. Corporate Risk Management Internal Audit

6.1 The PCC risk register and the Force risk register have recently been subjected to an internal audit. The report gave a 'reasonable' assurance and made two recommendations. Both recommendations related to the Force risk register.

6.2	A sample of five risks was selected from the PCC risk register and traced through papers presented to the Joint Independent Audit Committee from June 2017 to June 2018. It found that updates were invariably received and scoring adjusted frequently in correlation with the narration.

6.3	One of the risks selected superseded a related but more specific risk and the report states that '*this confirms the risk register is being managed proactively to avoid duplication or 'drifting'*'.

6.4	Following discussion with the JIAC Chairman, the audit also considered comparisons with other OPCC and Force risk registers in a separate benchmarking exercise. No clearly relevant risks were found to have been omitted from either the PCC or the Force risk register.

**7.	Future Reviews of Risk Register**
7.1	The attached version of the risk register will be considered at the next Joint Independent Audit Committee (15th November). Any amendments required following this meeting will be made at the monthly informal review by the Deputy Chief Executive.

Naji Darwish
OPCC Deputy Chief Executive

ACRONYM	MEANING
ACCs	Assistant Chief Constables
APAC^{2}E	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BAU	Business As Usual
BUSS	Best Use of Stop and Search
CC	Chief Constable
CFO	Chief Finance Officer
CJB	Criminal Justice Board
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSPs	Community Safety Partnerships
CX	Chief Executive
D&C	Devon and Cornwall
DA	Domestic Abuse
ESN	Emergency Services Network
GCHQ	Government Communications Headquarters
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
JIAC	Joint Independent Audit Committee
LA / LAs	Local Authority / Local Authority's
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
Op Fairline	Salisbury incident
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
PACCTS	Police and Crime Commissioners Treasurer Society
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSOs	Police Community Support Officers
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
PPA	Performance, Planning and Assurance
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SBC	Swindon Borough Council
SCT	Senior Command Team
SW	South West
T/CC	Temporary Chief Constable
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board

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 DYNAMIC RISK REGISTER 2017-2021

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

						Residual Risk Score					
ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
Inherent Risks											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	• Failure to discharge role of PCC • Reduced public and partner satisfaction and confidence in PCC and OPCC • Damage to partnership relationships • Criticism from Government / HMIC and adverse media attention	Reputational	• P&C Plan integral part of planning cycle • P&C Plan reviewed annually • P&C Plan agreed as key document for police community safety partnerships and WCJB • Informed by CC's operational advice and partnership delivery plans • Comprehensive engagement and consultation with the public in developing final P&C Plan • Attendance at strategic boards with partners • Attendance at Force SD&T where performance is reviewed • PCC commissioning of services in addition to policing to support delivery of P&C Plan – 2018-19 commissioning plans agreed • Quarterly reporting to the Panel on performance against plan • Publication of annual report summarising progress made against priorities and P&C Plan – draft Plan to be considered at September Panel meeting • Continue to receive 'good' grading in HMICFRS PEEL inspections • Following public consultation, police precept for 2018-19 increased by £12 for Band D property • Recruitment of police officers • Joint OPCC/Force Awayday to be held in October	3	2	4	24	14-Sep-18	**Maintain** - business as usual
I2	15-May-17	Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	• PCC and OPCC failure in statutory obligations • Unable to commission required services or provide enough funds to CC to provide efficient and effective police service • Unable to deliver P&C Plan priorities • Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided • Look at borrowing money options – would no longer be debt free • Negative impact on future budgets and reserves • Impact on Wiltshire public through the services they receive and setting of the precept • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMIC and adverse media attention	Financial Legal Operational Delivery Performance Reputational	• HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO • Member of APCCs / APAC²E / PACCTS • Horizon scanning database referenced • Fortnightly finance meetings between PCC and CFO • Collaborations / projects require financial sign-off at CMB • Continual review and update working closely with CC • Central government determined by Treasury • Restrictions on council tax amended, PCCs now able to increase precept up to maximum of £12 per year and for 2019-20 (PCC has held public consultation on proposal and increased precept to maximum limit) • Precept consultation conducted January 2018, findings summarised and reported to PCP in February • PCC presented his plans for precept increase to PCP at February meeting • Work commenced to identify savings requirement - joint OPCC/Force Awayday to be held in October	2	2	4	16	14-Sep-18	**Maintain** - business as usual
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	• Insufficient resources available • Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives • Failure to maximise performance • Failure to secure value for money • Stifle innovation and creative / effective solutions • Failure to comply with legal requirements on procurement • Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act	Reputational Operational delivery Performance Legal	• Commissioning Strategy in place • Partnership agreements / grant letters issued for each commissioned service outside of the police • Commissioned services provided by Wiltshire Police reviewed • Regular / Final reports a prerequisite of all commissioned services • Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review • Monthly Commissioning Update meetings established between officers • Constant future planning of allocation of Community Safety Fund and Victims Fund – 2018-19 commissioning plans agreed at February meeting CMB • Planning underway for review of services to ensure timely and smooth transition to new provider where necessary • Ongoing / New commissioning with LAs meeting all legal and procurement requirements • Internal audit reviewed ethical arrangements and gave a 'reasonable' assurance with no significant findings • Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings	1	2	2	4	14-Sep-18	**Maintain** - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I4	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	• Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media	Reputational	• Fortnightly CMB meetings with CC • Attendance at monthly SD&T • Review of performance data • Regular review of force spend • Engagement with public and partners to understand requirement and needs • Development of P&C Plan and objectives in consultation with the CC • HMICFRS inspections – PEEL efficiency grading published on 9th November 2017, Legitimacy on 12th December, Effectiveness on 22nd March 2018, Wiltshire graded as 'good' in all • Working with CC to review all accountable mechanisms to ensure they are fit for purpose • DCC/ACC attending all Area Boards	1	2	4	8	14-Sep-18	**Maintain -** business as usual
I5	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies and commissioning of effective services for victims	• Justice processes become inefficient and not joined up • Justice outcomes, victim satisfaction, and care declines • Reduced satisfaction and confidence in criminal justice process by victims of crime • Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners	Reputational Operational delivery Performance	• PCC Chair of WCJB, additional support being provided by OPCC • PCC has coordination role across CJS system on behalf of victims • WCJB delivering substantial parts of the P&C Plan • WCJB action plan in place and being delivered by sub-groups • Victims, Witnesses and Most Vulnerable sub group coordinate victim through CJS and CSPs manage offender work • RJ strategy agreed by WCJB • Partnership working to support delivery of specialist victim services for DA and SA • Victim services being redeveloped to further integrate support • Work to improve interface between force and CPS to improve efficiency with sexual offences • In conjunction with Northumbria OPCC, Wiltshire is coordinating WCJB work to identify areas for improvement in specialist courts and support for victims • Improved links and coordination between local and national CJB through APCC and portfolio leads • CJBs from other areas been in contact to learn lessons from progress made to date in Wiltshire • Performance dashboard now in place • WCJB approved first strategy that sets direction for criminal justice agencies • Strong relationships with CSPs and YOTs	2	2	3	12	17-Sep-18	**Maintain -** business as usual
I6	18-Aug-15	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	• Missed opportunities to collaborate / save money / provide a more efficient and effective service • Unexpected detrimental impact on the PCC's ability to deliver the P&C Plan objectives • Unexpected detrimental impact on policing affecting funding and police officer time • Increase demand on PCC and OPCC staff • Increased demand on policing services • Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process • Negative reaction from the public / media	Reputational Operational Delivery Performance	• Regular engagement with LA Leaders • Attendance at strategic boards with partners • OPCC engagement with partners and stakeholders and attendance at relevant boards • Fortnightly meetings of CMB discuss emerging developments with partners • Updating and monitoring of Horizon Scanning database • Early engagement with LAs and partners to identify and reduce demand on policing services • PCC Chairs Tri-Force Board and is supported by CX • Investment in mental health collectively worked through to reduce demand on policing • Local Authorities have indicated increased savings requirement for 2019-20 • No formal notification received from partners on where savings are being made	3	4	2	24	14-Sep-18	**Increased** (previously 16) - maintain watching brief
I7	31-Jan-17	PCC estate fails 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 public / local media • Underestimate estate requirement and dispose of too much estate • Sub-optimal estate provision is ineffective use of resources • Loss of opportunity to share properties and associated costs with local partners / communities	Financial Reputational Operational Delivery	• PCC's Estate Strategy published and key stakeholders (including the public) notified • PCC met with Wiltshire and Swindon MPs to advise them of strategy • Estates strategy governance in place and appropriate Boards • PCC holding officers to account for delivery of strategy • CC has provided operational requirements to PCC • Operational requirements developed across all police departments and informed by current and future predicted demand • Delivering against Estate Strategy • Plans being designed and developed, business cases due	2	2	2	8	14-Sep-18	**Maintain -** delivering against strategy

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I8	15-May-17	ICT services ~~with Wiltshire Council~~ are not resilient and transformational to support effective and efficient policing	• ICT vulnerable to cyber attack • ICT is out of date, fails and is unsupported • Missed opportunities of improvement technology • Impacts upon delivering P&C Plan objectives • Use of older / out of date equipment limits capability • Criticism from Government / HMIC and adverse media • Reduced public and partner satisfaction and confidence in PCC and OPCC	Financial Operational Delivery Performance Reputational	• Additional resources required to continue to deliver improvements and efficiency, ability to do this is being reviewed • Strategic work ongoing with WC to identify priorities, timescales and governance – expectation is for improved clarity surrounding ICT • Regular meetings with service providers and increased monitoring occurring • Test incident conducted with GCHQ • Business continuity plans in place for all business areas • PCC identified funds available for specific ICT projects in capital plan • Joint Technology Board meets regularly – PCC, CC, and WC are represented • ICT disaster recovery plan received • Formal agreement with WC for signing, revised version sent end of October 2017, OPCC working to revised version • JIAC received presentation on cyber security at June meeting • Specific resources have been reallocated to manage compliance and updates presented on frequent basis to national accreditors • Op Connect overseeing all ICT issues • Unsuccessful attempts made to breakthrough ICT security wall providing some assurance • Emerging divergence of ICT requirements for Police and local authorities	4	2	4	32	14-Sep-18	**Increased** (previously 24) - Gold Group established and working through issues
I9	18-Aug-15	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	• PCCs or CCs do not agree on a model of collaboration for any particular function • Collaborative partners do not wish to pursue collaborative opportunities • Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public • Reduced influence of PCC to provide local accountability • Effective and efficient service not delivered • Reduced public and partner confidence and satisfaction in PCC and police • Negative reaction from the public / media • Criticism from Government / HMICFRS • Damage to partnership relationships	Financial Operational Delivery Performance Reputational	• Governance arrangements outlined in all collaborative agreements • Performance, finance, and strategic risks are managed at Strategic Board • Collaborative arrangements standing agenda item on CMB • PCC strategic parameters for collaboration set and communicated December 2017 • Tri Force reviewed in order to develop closer working for armed response and more local control of roads policing and dogs	3	2	3	18	14-Sep-18	**Reduced** (previously 27) - risk reviewed and scoring reduced following strategic seminar
I10	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010	• Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Damaged relationship and reputation as an employer	Reputational	• Membership of APCC, APAC²E, and PACCTS • All HMICFRS reports considered and responded to • Appropriate staffing structure in place with clearly defined roles and responsibilities • PCC staff conduct horizon scanning and provide regular briefings to the PCC	2	2	2	8	14-Sep-18	**Maintain -** BAU
I11	17-Sep-18	OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies	• Failure to deliver statutory responsibilities • Failure to support the PCC to fulfill his role and responsibilities • All risks in every aspect will increase	Legal Reputational	• Annual review of OPCC delivery demands • Policy and horizon scanning for changes in PCC statutory responsibilities • Discussions with PCC and partners on anticipated direction and requirement for officers • Identified gaps to be addressed in next six months • Comparison of resources with other OPCCs • Review national guidance (APCC/APACE) • Results of scoping, identified demands, outcomes of discussions to be fed into planning cycle • Expansion of PCC role - increased devolution from central government (criminal justice / fire governance) • Further refinement of shared service model with Wiltshire Police - provides access to greater range of services than an OPCC can deliver but additional resources required	3	2	3	18	17-Sep-18	**NEW**

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ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
Topical Risks											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	• PCC and OPCC failure in statutory obligations • Not able to provide enough funds to Chief Constable to provide an efficient and effective police service • Unable to commission required services due to reduced funding • Unable to deliver P&C Plan priorities • Further savings would need to be identified • Reduction in reserves • Reduced satisfaction and confidence in PCC and OPCC • Criticism from Government / HMIC and adverse media attention	Financial Legal Operational Delivery Performance Reputational	• HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO • D&C PCC is a member of the Technical Group and PCC able to channel his views through her • Review put on hold following announcement of general election and purdah and no further announcement with regard to review - publication of National Audit Office report may reignite this issue • PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this • Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review • £1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16 • Restrictions on council tax amended with PCCs now able to increase precept up to maximum of £12 per year and for 2019-20 (PCC has held public consultation and increased precept to maximum limit)	2	4	2	16	14-Sep-18	**Maintain** - review of funding formula on hold
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	• ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) • Commons Public Accounts Committee has been told that ESN will be running in September 2020 • Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown • Negative reaction from the public / media • Damage to reputation of PCC, OPCC, and Force • Limited control due to national programme	Financial Operational Delivery Reputation	• PCCs represented by PCC Katy Bourne on HO Oversight Group • National meetings taking place at which police forces are represented • CC SW representative – information received more timely and increased force focus • Situation reviewed by the Public Accounts Committee and has national profile • Updates being received on a regular basis but not providing confidence or clarity on timescales and costs – latest update provided to PCCs at January APCC General Meeting • Concerns around devices provided and whether they can deliver the necessary technology • Potential for significant cost increases • CFO delivered update to JIAC December meeting • Refreshed business case, budget and timeline to be produced as part of programme reset – expected later in the year • Stop on project team recruitment to limit cost and no longer rolling funds forward • New communications expected imminently - still awaiting national guidance • Funding allocated in capital plan	4	4	1	16	14-Sep-18	**Maintain** - no new information available, awaiting national guidance
T4	18-Aug-15	Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010	• Failure of the PCC to hold the CC to account • Wiltshire Police does not fulfil legal duty and values of organisation • Wiltshire Police does not reflect the diversity of the community it serves • Failure to identify and respond to demands of diverse communities • Reduced public satisfaction and confidence – disproportionate effect in diverse communities • Reputational damage to PCC, OPCC and Police • Increased risk of HR tribunals and litigation • Damaged relationship and reputation as an employer	Legal Operational Delivery Reputational	• Assessment undertaken of victim's vulnerability, including aspects of diversity • Specialist support services in place for ensuring support for a range of diverse groups • Force has S&S policies in place and is BUSS compliant • Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures • Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity • HR Policies set out obligations and procedures to meet Force duties - currently being reviewed due to 'partial' assurance from Equalities audit • Recruitment, redeployment and support policies in place • Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants • Force presented CMB with comprehensive action plan to address areas for improvement • PCC receiving monthly briefings on delivery against improvement plan from lead officer • Updates will now be provided by exception through the usual performance mechanisms • Equalities internal audit will be considered at JIAC November meeting	2	3	3	18	14-Sep-18	**Maintain -** audit taken place and 'partial' opinion given

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T5	13-Feb-18	Failure to secure a high-calibre candidate, who shares the ambitions and vision of the PCC, for the role of Chief Constable due to extremely competitive market	• Decline in force performance • Decline in force morale • Reputational damage • Not delivering or unable to deliver P&C plan	Operational delivery Performance Reputational	• T/CC appointed as of 5th March to ensure stability • T/CC appointed from within existing leadership team ensuring course and progress maintained • APCC working with College of Policing to ensure that the talent pool of applicants is as broad and deep as possible (APCC Police Leadership Portfolio Lead, PCC Dafydd Llywelyn) • Work on recruitment process has commenced • Efforts being made to ensure advert circulated as widely as possible	2	2	3	12	14-Sep-18	**Maintain** - to review risk once appointment process begins, the event has been updated following comments made at the March Panel meeting
T6	13-Feb-18	Unable to continue to meet demands of frontline policing	• Decline in force performance • Decline in force morale • Damage to reputation of PCC, OPCC, and Force • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Service quality decreases and visibility falls	Operational delivery Performance Reputational	• Ongoing recruitment of police officers and PCSOs • Ongoing review of assets / resources • Working towards identifying a maximum level of abstraction for CPTs to ensure policing remains visible • Intake of new police officers progressing through training • Maintaining 'good' gradings for HMICFRS PEEL assessments • Report considered at June Panel meeting on PCC's commitment to maintaining frontline policing • Police and Crime Panel scrutiny	2	2	4	16	14-Sep-18	**Maintain**
T7	04-May-18	Ongoing Op Fairline / Op Fortis impacting upon community confidence and police resources	• Damage to reputation of PCC, OPCC, and Force • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Decline in force performance • Decline in force moral • Use of reserves	Financial Operational delivery Performance Reputational	• £6.6m additional funding provided by government to help cover Op Fairline costs • Mutual aid has been instigated helping to limit impact on budgets and reserves • Regular media releases published • Engagement with public / visits to Salisbury • Management of TOIL / build-up of annual leave	3	4	2	24	14-Sep-18	**Maintain**
T8	07-Jun-18	Failure to comply with General Data Protection Regulations (GDPR)	• Failure to comply with legislation • Damage to reputation of PCC, OPCC, and Force • Criticism from Government / HMICFRS / Internal Audit and adverse media attention • Staff and partners lose confidence in PCC, OPCC and Force	Reputational	• Project Team established • Project Team meet bi-monthly • Original action plan has been revised and all outstanding tasks have been prioritised and are to be completed within six months • Internal Audit have issued a position statement relating to GDPR readiness for both OPCC and the Force • Position Statement reported to JIAC meeting held in June • Update on GDPR to be provided to November JIAC meeting • OPCC internal processes to be reviewed to ensure robustness	3	3	2	18	14-Sep-18	**Maintain -** review following update to November JIAC meeting
T9	17-Sep-18	Failure to commission service for victims of crime	• Failure to deliver statutory responsibility • Damage to reputation of PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Staff and partners lose confidence in PCC and OPCC	Legal Reputational	• Robust commissioning process in place • Partnership with SWPPD regards tendering process • Engagement with market - market days taken place • Regular project meetings taking place / risk review • Project team awayday to finalise commissioning approach	2	2	3	12	17-Sep-18	**NEW**

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REPORT TO PCC ON MONITORING OF PROFESSIONAL STANDARDS,

INTEGRITY AND COMPLAINT APPEALS FOR THE PERIOD

1ST APRIL 2017 - 31ST MARCH 2018.

1. Introduction.

This report covers the period April 2017-March 2018, which will be referred to as "this period". The report uses data sourced from the IOPC, Wiltshire Police and the OPCC. I am well satisfied that my report gives a reasonable indication of the efficiency and effectiveness with which the Force handles complaint and conduct investigations, monitors and responds to potential corrupt practice and integrity matters. I have included also information on the handling of complaints against Chief Officers and complaint appeals by the OPCC and IOPC.

2. Overview of findings.

- The process of recording and acting upon learning identified from both conduct and complaint investigations remained suitably robust. A total of 25 lessons were identified, of which action remained to be completed on 13 at the end of the recording period. Outside of complaints subject to appeal, I have not found any complaint cases which do not identify suitable learning.

- The Force made 27 referrals to the IOPC, of which 5 are being independently investigated; this is comparable to the figure for the last three years.

- One independent investigation was finalised by the IOPC; this was a conduct investigation in matters relating to the death of XXXXXXXXX which resulted in Management Action being taken for both officers involved.

- The referrals that remain under independent investigation include two cases that variously derive from complaints made by XXXXXXXX and XXXXXXXX in relation to the actions of XXXXXXXX.

- I am satisfied that the Force has referred all relevant cases to the IOPC in accordance with the relevant OPCC /Force protocol.

- The number of complaints alleging incivility and impoliteness is well below the OPCC monitoring threshold and the average number of days to finalise local resolutions is broadly satisfactory.

- It is pleasing to report that the backlog of complaints which existed at the end of the last reporting period has been effectively cleared. Some cases remain unresolved on account of sub-judice considerations.

- It is also pleasing to be able to report that Wiltshire is the 9th quickest Force in the country to finalise complaints and the length of time to record complaints is one of the best in the country.

- The formation of a dedicated Local Resolutions team working within PSD is, in my opinion, a very welcome development which has impacted very positively on both the quality and timeliness of locally resolved complaints.

- The highest category of complaint continues to be Neglect or Failure in duty; the nature of most of these complaints continues to reveal that many involve "service issues" (typically failures in communication, fulfilling appointments, alleged failure to investigate crime etc.).

- A recent increase in resource provided to PSD appears to have impacted positively on the overall performance of PSD. My sampling of Local Complaint Investigation Reports done by PSD and my associated appeal assessments, indicated that they were generally well handled and suitably comprehensive.

- Local Investigation Reports are, generally, suitably proportionate to the seriousness and nature of the complaints and conduct matters concerned.

- A review of the assessment processes was undertaken by PSD and it is pleasing to report that the number of Direction and Control complaints thus identified is now close to historical norms and comparable with those identified by similar Forces.

- It is pleasing to note that the Force reported a reduction of approximately 10% in the number of conduct cases over the previous year. The relatively recent Standards and Behaviour campaign and the associated Implementation Plan appears to have continued to impact very positively upon behaviour.
- The process for authorising specific business interests continued to be suitably robust and I could find no evidence to suggest that some officers or staff had failed in the requirement to declare them.
- I have not identified any concerns that any business interests approved could significantly impact on the performance of Force duties.

- New vetting processes that were put in place to comply with the new Authorised Professional Practice (APP) procedures appear to have contributed to a significant reduction in the number of vetting requests completed within the Force Target.

- The resource available to the Anti-Corruption Unit is, in my opinion, sufficient to respond to information provided to assess and respond to intelligence related to potential corruption. An Implementation Plan has been developed which enhances the ACU capabilities to check and identify signs and signals.

- The Anti-Corruption Unit has increased its covert capability and introduced integrity health checks as part of the force wide PDR process and I am broadly satisfied that the ACU is reasonably well equipped to perform its task.

- I am confident that the ACU is aware of the requirement to inform me of any matters that are relevant to the processes for discharging the responsibilities of the PCC in respect of integrity and senior officer conduct matters.

- The People Intelligence Board appears to be working reasonably effectively.

- A total of 13 and 2 complaints were received against XXXXXX and XXXXXX respectively. One of the complaints against XXXXXXX was investigated by me and not recorded or appealed to IOPC. The other complaint against XXXXXX (from XXXXXX) was referred to the IOPC by me as your delegated Appropriate Authority; this is an ongoing IOPC managed investigation.

- I referred two complaints against XXXXXX to the IOPC, both of which were transferred to the delegated AA in XXXXXX OPCC.

- I have investigated and either disapplied or not recorded 9 complaints against XXXXXX, four of which were appealed to and not upheld by the IOPC. One conduct matter involving XXXXX was locally investigated and not upheld by me with any IOPC appeal made.

- A complaint against XXXXXX that was rolled over from the last recording period was investigated by me and not upheld; a subsequent appeal to the IOPC was likewise not upheld (XXXXXX).

- The elements in the complaints against XXXXXXX that were made by XXXXXX and XXXXXX remain under independent investigation by the IOPC and you will be aware that there are some elements within these complaints that involve XXXXXX and a very significant number of present and past officers.

- The complaint made by XXXXXX against XXXXXXX that was referred for investigation to the Chief Constable of Devon and Cornwall Police remains under investigation.

- The complaint against XXXXXX and XXXXXX from XXXXXX which was made in 2015 contains a significant number of complaints against Wiltshire Police Officers which need to be investigated before elements involving XXXXXX and XXXXXX are finalised.

- The identification of Chief Constables of other forces willing to take on investigations remains extremely challenging, but I am broadly satisfied in overall terms with progress that we made in dealing with complaints and conduct matters involving our present and past Chief Constables.

- There was a significant reduction in appeals in this period, of which 25% were upheld by me and 46% by IOPC.

- It is of significance to note that over half of the appeals that were upheld by the IOPC were against non-recording decisions made by PSD.

- The average time to determine Force appeals was approximately 35 days which compares favourably with that for our MSF group (45 days). The corresponding figure for IOPC appeals is approximately 30 days.

3. Learning Lessons.

Both PRSRA and PRA make strong reference to the duty of Chief Officers to use learning arising from Complaints as an evidence base to "inform planning and improvement for the Force" and requires the PCC to "check the progress of his or her force in relation to recommendations it has agreed to implement (whether from investigations or appeals, IPCC *(now IOPC)* decisions or internal decisions)". The Force has continued to operate a system which requires feedback from line managers on the action they have taken in response to lessons identified in Complaint and Conduct investigation reports. I have found this process to remain reasonably well embedded and there is evidence to show that some action has been taken to improve practice with the objective of reducing the likelihood of a recurrence of similar problems in the future.

In this period 25 lessons have been identified, of which 13 actions have yet to be completed. I am of the opinion that PSD should conduct a review of all cases for which action has not been completed, so as to ensure that, where necessary, learning is suitably disseminated within the Force. Outside of complaints subject to appeal, I have not found any complaint cases which do not identify suitable learning.

4. IOPC Referrals, Protocols and Reports.

The Force has made 27 referrals to the IOPC, of which 5 are being independently investigated; this is comparable to the figure for the last three years. None of the 22 referrals referred back for local investigation or action by PSD are being managed or supervised by the IOPC. One independent investigation was finalised by the IOPC; this was a conduct investigation in matters relating to the death of XXXXXXX which resulted in Management Action being taken for both officers involved. The referrals that remain under independent investigation include two cases that variously derive from complaints made by XXXXXX and XXXXXX in relation to alleged actions of XXXXXX. My review of the nature, complexity and timing of the complaint and conduct matters referred back for investigation by the Force leads me to no serious concerns regarding the length of time taken to finalise them.

I have continued to be informed of all cases referred to the IOPC by the Force, which in turn has enabled me to update the PCC on any significant associated or emerging issues at our scheduled briefing meetings and I am however satisfied that the Force has referred all relevant cases to the IOPC in accordance with the relevant OPCC /Force protocol.

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5.   *Complaint Monitoring & Performance.*

The number of complaints alleging incivility and impoliteness was 82, which is well below the OPCC monitoring threshold of 123 p.a. and the number for last year. The average number of days to finalise local resolutions was 68, which is above the OPCC monitoring threshold (52 days) but is nevertheless much improved on last year (104). In my last two reports, I highlighted concerns at the backlog in finalising complaints which had built up in the period 2013-16. It is pleasing to be able to report that this has now been effectively cleared and I am satisfied that those that remain unresolved for 2016/17 cannot be finalised due to sub-judice considerations.

It is also pleasing to be able to report that the average time to finalise all complaint cases has reduced from 119 days in 2016/17 to 82 for this period; this is very significantly lower than the national average (116) which means that Wiltshire is the 9th quickest Force in the country to finalise complaints. The performance in respect of the length of time to record complaints is one of the best in the country, with 96% being recorded within 10 days of the making of the complaint. Approximately 65% of complaints were locally resolved and the relatively recent formation of a dedicated Local Resolutions team working within PSD is, in my opinion, a very welcome development which has impacted very positively on both the quality and timeliness of locally resolved complaints.

The number of complaints has remained practically constant over this and the preceding period. The highest category of complaint continues to be Neglect or Failure in duty; there were 146/1000 establishment in this period which remained close to the historical high of 163/1000 which occurred in the 2016/17 recording period. A fairly detailed look at the nature of complaints in this category again reveals that many of them still involve "service issues" (typically failures in communication, fulfilling appointments, alleged failure to investigate crime etc.) and an additional threshold of 80/1000 was included in the updated PCC Policing Plan in 2014/15, when this category was at a level of around 85/1000.

It will be apparent that the relatively recent increase in resource provided to PSD has impacted positively on the overall performance of PSD. There has not been any survey of customer satisfaction with complaint handling over the last four years, and the time may be ripe to do so in the 2018/19 reporting year. My sampling of Local Complaint Investigation Reports done by PSD and my associated Appeal assessments indicated that they were generally well handled and suitably comprehensive. I am broadly satisfied that Local Investigation Reports are generally suitably proportionate to the seriousness and nature of the complaints and conduct matters concerned.

You will doubtless recall that in my last report I expressed considerable concern at the position of Wiltshire in the Direction and Control complaint category, not least because such complaints carry no right of appeal. You accepted my suggestion to formally request the Force to undertake a review of the processes of assessment being used by PSD. The consequent review resulted in some changes to the assessment process so as to ensure that   Direction and Control complaints are identified in accordance with the outcome of a relatively recent high court judicial review- the "Jordan Judgement". I am pleased to be able to report that the number of complaints thus identified (8) is now close to historical norms and thus much more in line with those identified by other Forces.

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6. *Conduct.*

There has been a significant reduction in the number of Conduct cases recorded; 44 against 49 for year 2016/17. You may recall that my 2012/13 report indicated some serious concerns following the significant increase in conduct cases which occurred in that year; it is pleasing to note that the Standards and Behaviour campaign which was subsequently mounted by the Force, together with the Implementation Plan, appears to have continued to impact very positively upon behaviour.

7. *Integrity and Anti-Corruption.*

I have continued to have access to the full Centurion Database in the review period, which enabled me to periodically inspect the records of business interests, gifts and hospitality. The process for authorising specific interests was, in my opinion, very robust and I could find no evidence to suggest that some officers or staff had failed in the requirement to declare them. A total of 106 business interests were registered, which is significantly more than last reporting period (73). The process for seeking approval appears to be both consistent and robust, and two requests were declined. I have not identified any concerns that any of those approved could significantly impact on the performance of Force duties.

The number of vetting clearance requests reduced from approximately 2,400 last recording period to 2,000 for this period. Approximately 60% of requests for Police Officers and staff were completed within the target time (30 days for officers and 20 days for staff), and approximately 80% of non-Police personnel were completed within target. It would appear that there has been a significant reduction in the number of vetting requests completed within target in this period; the reason(s) for this are by no means entirely clear, but there is little doubt in my mind that the new vetting processes that were put in place in October 2017 in order to comply with the new Authorised Professional Practice (APP) procedures introduced by the College of Policing is a contributory factor.

The resource available to the Anti-Corruption Unit is, in my opinion, sufficient to respond to information provided to assess and respond to intelligence related to potential corruption. In October 2017, the NPCC rolled out a new national strategy to detect any abuse of position for sexual purpose. Alongside the latter, the Force developed an Implementation Plan which includes developing and disseminating briefing documents and capabilities to check and identify signs and signals. The unit has consequently increased its covert capability. Enhanced integrity health checks have been introduced as part of the PDR process, which includes a clear reminder to individuals the need to be aware of the standards of professional conduct expected and the legal obligation to challenge and report actual or suspected wrongdoing. I am satisfied that robust capability for staff to report and engage anonymously with ACU officers in reporting and investigating any corrupt practice. My periodic meetings with the Head of ACU and where necessary other officers provide me with confidence that the ACU is reasonably well equipped to perform its task. I am confident that the ACU is aware of the requirement to inform me of any matters that are relevant to the processes for discharging the responsibilities of the PCC in respect of integrity and senior officer conduct matters. The People Intelligence Board, of which I am a member, appears to be working effectively.

*8. **Complaints against Chief Constables.***

A total of 13 and 2 complaints were received against XXXXXX and XXXXXX respectively. One of the complaints against XXXXXX was investigated by me and not recorded or appealed to IOPC. The other complaint against XXXXXX (from XXXXXX) was referred to the IOPC by me as your delegated Appropriate Authority; this is an ongoing IOPC managed investigation.

I referred two complaints against XXXXXX to the IOPC both of which were transferred to the delegated AA in XXXXXX OPCC XXXXXX. I similarly transferred one low level complaint against XXXXXX. I have investigated and either disapplied or not recorded 9 complaints against XXXXXX, four of which were appealed to and not upheld by the IOPC. One conduct matter involving XXXXXX was locally investigated and not upheld by me with no IOPC appeal made.

A complaint against XXXXXX that was rolled over from the last recording period was investigated by me and not upheld; a subsequent appeal to the IOPC was likewise not upheld (XXXXXX). The elements in the complaints against XXXXXX that were made by XXXXXX and XXXXXX - consequent upon the conviction of XXXXXX - remain under independent investigation by the IOPC; I believe it will be some considerable time before these investigations will be completed and you should be aware that there are elements within these complaints that involve XXXXXX, for whom you are not of course the Appropriate Authority. The complaint made by XXXXXX against XXXXXX that was referred for investigation to the Chief Constable of Devon and Cornwall Police remains under investigation; I will refer the report thereon to XXXXXX when the investigation is concluded.

The complaint against XXXXXX and XXXXXX from XXXXXX which was made in 2015 contains a significant number of allegations against Officers for which you are not the appropriate authority. The nature of that complaint is such that it is practically necessary for the Force to complete their investigation before we investigate the elements involving XXXXXX and XXXXXX; I suggest that we continue to press the Head of PSD with a view to expediting the completion of an investigation into the elements that concern officers for which the Force is the Appropriate Authority. You will be aware of a complaint against XXXXXX that was made by XXXXXX in 2015, for which we have been unable to find another Force to investigate. In this respect, I am in the process of determining a possible way forward of finalise this complaint, which I will discuss with you at a forthcoming briefing meeting.

The identification of Chief Constables of other forces willing to take on investigations remains extremely challenging, notwithstanding which I am nevertheless satisfied in overall terms with progress that we made in dealing with complaints and conduct matters involving our present and past Chief Constables.

*9. **Determination of Appeals.***

There was a significant reduction in appeals in this period; from 103 in 2016/17 to 87 during this recording period. A total of 22 out of 48 appeals finalised by the IOPC were upheld (46%). Of the 39 appeals finalised by me, 10 were upheld (25%). You will doubtless recall that following

a review in 2014, OPCC monitoring thresholds of 50 appeals p.a. and 20% upheld were set. It will be apparent from the foregoing that both the total number of appeals received (87) and the percentage upheld (37%) are significantly above threshold. A significant number of appeals were upheld by me on account of the provision of insufficient information to complainants on the findings of the investigation; some appeals were upheld on the basis of my requiring the Force to issue an apology and/or the need to identify learning. It is of significance to note that over half of the appeals that were upheld by the IOPC were against non-recording decisions made by PSD.

In the period 2012-2016 there was little change in the number of appeals received and the number I upheld. The sudden increase in appeals finalised by me in the period 2016/17 was primarily due to a very large number of appeals submitted by XXXXXX. The number of Appeals to the IOPC against the outcome of complaints above the conduct threshold likewise remained fairly steady between 2012 and 2016, but my analysis indicates that the relatively high number of non-recording decisions made by PSD that have been successfully appealed largely accounts for the increases seen over the last two years.

The average time to determine Force appeals was approximately 35 days, which compares favourably with that for our MSF group (45 days). The corresponding figure for IOPC appeals is approximately 30 days.

10. Specific Recommendations.

a) That the PCC request that the PSD look into and report on the reason(s) for the relatively high number of upheld appeals against the non-recording of complaints.

b) That the Force should be asked to expedite the investigation and finalisation of the complaint made by XXXXXX.

c) That the Force be asked to review the effectiveness of the Vetting Unit against a background of approximately 60% being completed within a target of 30 and 20 days for officers and staff respectively.

Allan T Johns.   *July 2018*

POLICE AND CRIME PANEL
27 September 2018   **AGENDA ITEM NO:**

COMMUNITY POLICING TEAM RESOURCE FRAMEWORK

1. Purpose of Report

1.1. This paper provides a proposed Community Policing Team (CPT) resource framework for monitoring CPT budgeted staffing and deployable staffing levels.

1.2. A proposed report was shared at the previous Police and Crime Panel meeting on 14th June, and this was agreed as the format to review such information in future meetings. This report retains the context to assist in this complex area the deployability information has been updated to include latest figures and now includes the Special Constabulary.

2. Background Information of Community Policing Teams

2.1. The CPT model was rolled-out across Wiltshire Police in 2016. The new model brings neighbourhood policing, response teams and local crime investigators into a single team for a more effective approach to community policing. It means there is a wider pool of officers and police staff available to attend incidents and improves communication between teams and departments.

2.2. Each Community Policing Team is led by an Inspector and a deputy. The team is made up of a mix of police officers, community co-ordinators, PCSOs, civilian local crime investigators and Specials.

2.3. The six Community Policing Teams are Swindon North, Swindon South, Wiltshire North, Wiltshire West, Wiltshire East and Wiltshire South.

3. The Abstraction Level

3.1. The abstraction level is defined as: the proportion of the workforce not available for work at that time.

3.2. Similar to all organsiations there are numerous reasons why staff may not be available. This is a mixture of planned and unexpected absences. Short term absences are managed daily as part of routine staffing management and resource management panel processes.

3.3. A significant escalation or a consistently high figure may affect the quality of service, its performance and the wellbeing of remaining staff. Reasons for absences include:

- Annual Leave
- Training
- Sickness
- Adjusted and Recuperative days
- Maternity
- Vacancies
- Suspensions from post or organisation
- Various (court visits, bereavement, paternity leave, secondments)
- National operational deployments under mutual aid
- Ancillary operational roles, such as POLSA search, public order

3.4 Nationally, there is no defined definition or published figures that allow for direct comparison.

3.5 Due to the variable indistinct nature of abstraction levels, there is no national standard or methodology. Many Forces use a 40% abstraction level as an accepted tolerance; however the NPCC workforce management lead is looking to agree a more formal standard to be used (the rationale for this is included in appendix A - 10).

3.6 The PCC and Chief Constable (CC) agree that they should focus on the long term abstractions as this affects performance, quality and confidence. It also provides an indication of how the organisation is planning and managing staffing, as well as effectiveness of mitigations. A consistent level of resourcing in each community team is equally vital to ensure a consistent service to victims of crime.

3.7 As such it is proposed that the deployability level, against budgeted officers and staff, will be monitored by the PCC and CC.

4. The Deployability Level

4.1. The PCC and Force wish to prevent long periods of time where the staffing for an area is significantly below the expected levels. The PCC and Force agree it is this long term impact that affect CPT effectiveness and community confidence.

4.2. The deployability level is a subset on the abstraction level, including only long-term reasons for staff absence.

4.3. It can be measured and analysed across Wiltshire Police and broken down to CPT teams. Deployability level consists of the following long term absences:
- Long term sick (more than 28 days)
- Adjusted and Recuperative days
- Maternity and Paternity leave
- Vacancies
- Long term training commitments

4.4 Deployability levels exclude short term reasons for absence included in abstraction levels:

- Short and medium term sickness
- Training
- Annual leave

4.5 Maintaining high levels of deployability test the Force's operational management, balancing staffing resource against strategic priorities and operational demands.

4.6 Causes of deployability can be outside organisational control. For example, vacancy levels are arguably the most manageable factor but mitigation is made more challenging by extended recruitment and training requirements, unplanned retirements / resignations or emergency attachments.

4.7 The deployability levels provide a barometer of the effectiveness in planning, risk mitigation and responsiveness to change.

4.8 Whilst there is no nationally agreed or industry standard for deployability, the CC and PCC have notionally set 75% as an acceptable deployability level (the rationale for this is included in appendix A - 11).

4.9 The PCC and CC are still refining deployability information and are proceeding cautiously to ensure no unintended consequences as this framework develops. History shows that when strict targets are applied to operational performance delivery, a culture of perverse incentives can result, quite often through unintended consequences and unconscious behaviours. Whilst the culture of the Force has moved on significantly from this, caution should still be applied to avoid such attrition.

4.10 There is a significant lag for activity to deliver results due to the long recruitment process and sickness management.

5. Current deployability levels

5.1. The table below shows the current snapshot of the deployability levels across CPTs on Swindon and Wiltshire (end of August 2018). Managing short term and unplanned abstraction is coordinated daily as part of operational management, and through an organisation board called the Resource Management Panel.

5.2. Wiltshire Police currently have an overall deployability level of 82.8%.

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	FTE	Deployable Resource	Specials	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	81.0%	86	10	2	2	0	9	23
Swindon CPT South	122	86.4%		7	0	3	0	7	17
Wiltshire CPT North	101	83.2%	19	6	2	1	1	7	17
Wiltshire CPT West	125	85.6%	41	6	2	0	1	9	18
Wiltshire CPT East	56	82.9%	41	4	1	1	1	3	10
Wiltshire CPT South	120	77.6%	46	5	4	4	1	13	27
TOTAL	645	82.8%	233 +14 HQ Specials = 247	38	11	10	4	48	111

Table 1: CPT deployability levels

5.3. All areas have a deployability level either within or above the expected 75-80%. In relation to how the attached compares to the figures submitted at the previous meeting, there are a couple of points:

- The split between the two CPTs in the south of the County have changed, with Salisbury CPT now including Amesbury, which moved from Devizes. This was following an internal restructure of the CPT boundary lines
- The increase in abstracted officers is due to the operations in the south, which has required officers to be brought from almost every CPT area to cover
- Vacancies had reduced significantly but have increased again slightly due to a number of resignations within the Force. We will see the student officers become assigned to posts which will reduce the figure. This should continue to happen as a result of the recruitment campaigns
- Overall deployability has reduced slightly from 83% to 82.8%, but this stays within the ideal bounds.

5.4. It should also be noted that Specials volume, hours and hours contributed per person has been added to the overall display of deployability information. A full breakdown of the Specials contribution is available within the appendix.

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	81.0%	10	2	2	0	9	23
SGT	10	100.0%	0	0	0	0	0	0
CON	73	78.1%	4	2	2	0	8	16
LCI	13	69.2%	4	0	0	0	0	4
PCSO	25	88.0%	2	0	0	0	1	3
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials Swindon	86	11868		27.6				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT South	122	86.4%	7	0	3	0	7	17
SGT	10	82.5%	0	0	1	0	1	2
CON	76	90.8%	2	0	0	0	5	7
LCI	13	62.9%	4	0	1	0	0	5
PCSO	23	87.0%	1	0	1	0	1	3
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials Swindon	86	11868		27.6				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT North	101	83.2%	6	2	1	1	7	17
SGT	10	90.0%	0	0	0	0	1	1
CON	61	82.0%	3	2	0	0	6	11
LCI	9	100.0%	0	0	0	0	0	0
PCSO	21	76.2%	3	0	1	1	0	5
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	41	4624		22.6				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT West	125	85.6%	6	2	0	1	9	18
SGT	10	70.0%	0	1	0	0	2	3
CON	72	83.3%	4	1	0	0	7	12
LCI	17	88.2%	1	0	0	1	0	2
PCSO	26	96.2%	1	0	0	0	0	1
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	46	3753		16.3				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT East	56	82.9%	4	1	1	1	3	10
SGT	5	80.0%	1	0	0	0	0	1
CON	33	79.4%	2	0	1	1	3	7
LCI	5	80.0%	1	0	0	0	0	1
PCSO	13	93.8%	0	1	0	0	0	1
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	19	1949		20.5				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT South	120	77.6%	5	4	4	1	13	27
SGT	10	100.0%	0	0	0	0	0	0
CON	75	70.7%	3	3	3	0	13	22
LCI	12	67.5%	1	1	1	1	0	4
PCSO	23	95.7%	1	0	0	0	0	1
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	41	5248		25.6				

Table 2: CPT deployability by CPT and staff role

The following table breaks down the Force into the roles within CPT:

FORCE	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
SGT	55	87.7%	1	1	1	0	4	7
CON	390	80.8%	18	8	6	1	42	75
LCI	69	77.2%	11	1	2	2	0	16
PCSO	131	89.5%	8	1	2	1	2	14
TOTAL	645	82.8%	38	11	10	4	48	111
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	247	31264		25.3				

Table 3: Deployability by staff role

5.5. As this information is refined and automated, the PCC and CC are developing this work to ensure it is central to the resource considerations.

6. Approach to improving deployment levels

6.1. Short term policing resources are managed though operational commanders with specific teams looking at both recruitment and long term sickness. (Sickness figures and commentary are included in the PCC performance report.)

6.2. The PCC and CC agreed an overall recruitment strategy in 2017/18 that aims to minimise delays in recruitment, mitigate against staff attrition and allow contingent capacity. This means that over the period of a year, actual staff numbers may be over establishment budget.

6.3. This approach has improved deployability through recruitment and will address overall deployablity. This approach has brought in over 200 officers and staff within a 12 month period. This is now starting to see a positive impact on the workforce as staff move out of their training and tutorship, into fully deployable roles.

7. Future workforce planning

7.1. All police forces are seeing the market change in policing recruitment. These align to wider employment changes and shared challenges in other public sector roles.

7.2. Workforce planning is not an exact science and is undergoing a series of assumption changes. This includes an increased turnover of staff and officers due to a range of factors including pay and pension changes, comparatively challenging roles and staff wishing to have numerous careers in a working life.

7.3. Workforce planning is also anticipating the new degree entry requirements set by the National College of Policing for police officer roles will adjust the employment market further.

APPENDIX

8. Methodology for abstraction

8.1. Locally, a 40% abstraction level is used, and below shows the methodology which has been devised to evidence this.

8.2. The total number of days worked by an individual officer/ staff is 4 days a week @ 10 hours per day = 208 working days

8.3. Of 208 working days, the below are the average numbers of days per year that an average officer / staff is abstracted for:

- Annual Leave: average figure of 26 days
- Training: compulsory such as PST and specialist firearms / PSU 12 days
- Sickness: 10.5 days
- Adjusted and Recuperative days: 11.2 days
- Maternity (pre and post): 4.5 days
- Vacancies: 14.8 days (NB student officers are not counted as deployable until they are fully operational)
- Suspensions from post: 2 days
- Various (court visits, bereavement, paternity leave, attachments to other departments): 3 days

8.4. Average total days lost per year: 84 days. This results in an overall abstraction level of 40.4% (84/208). This supports a national standard of 40%.

9. Methodology for deployability level

9.1. Average total days lost per year: 84 days. This results in an overall abstraction level of 40.4% (84/208). This supports a national standard of 40%.

9.2. The total number of days worked by an individual officer/ staff is 4 days a week @ 10 hours per day = 208 working days

9.3. Of 208 working days, the below are the average numbers of days per year that an average officer / staff is abstracted for long term reasons as counted as deployability:

- Long term sick: 6.2 days
- Adjusted and Recuperative days: 11.2 days
- Maternity leave: 4.5 days
- Vacancies: 14.8 days
- Long term training: 4 days

9.4. Average total days lost per year: 40.7 days. This results in an overall non-deployability level of 19% (41/208). This supports a Wiltshire deployability level of 75% as both deliverable and operationally manageable.

9.5. It is important to note that staff on restricted or recuperative duties are not fully deployable, they do support CPT delivery as medically able to do so.

10. Specials

The below table shows the full breakdown of Specials contribution by area and month.

		Hours Contributed					
	Specials	April	May	June	July	August	Total
HQ	14	973	745	754	727	623	3822
Swindon	86	2370	2656	2280	2253	2309	11868
North	41	761	823	949	1047	1044	4624
West	46	764	774	728	765	722	3753
East	19	362	378	354	462	393	1949
South	41	1000	1050	1055	1146	997	5248
Total	247	6230	6426	6120	6400	6088	31264

		Hours per person				
	Average	April	May	June	July	August
HQ	54.6	69.5	53.2	53.9	51.9	44.5
Swindon	27.6	27.6	30.9	26.5	26.2	26.8
North	22.6	18.6	20.1	23.1	25.5	25.5
West	16.3	16.6	16.8	15.8	16.6	15.7
East	20.5	19.1	19.9	18.6	24.3	20.7
South	25.6	24.4	25.6	25.7	28.0	24.3
Total	25.3	25.2	26.0	24.8	25.9	24.6

Wiltshire Police Budget Monitoring   Period: April 2018 - August 2018

	Original Budget £000's	Revised Budget £000's	% GRE	Actual Spend £000's	Profiled Budget £000's	Variance '-' = under spend £000's	Projected Variance £000's	% Revised Budget	Traffic Light System
Police Officer Basic Pay	35,253	35,215	31%	15,044	14,509	535	787	2.2%	Note 1
Police Officer Overtime	1,121	2,407	2%	2,207	1,759	447	744	30.9%	Note 2
Police Officer Pensions - Direct	8,071	8,062	7%	3,328	3,321	7	-78	-1.0%	Note 1
Police Officer Other Pay Costs	5,544	5,540	5%	2,507	2,224	284	513	9.3%	Note 1
Community Support Officers	3,629	3,835	3%	1,519	1,553	-34	193	5.0%	Note 3
Support Staff Costs	33,290	33,089	29%	13,821	13,796	25	-574	-1.7%	Note 4
Agency Staff	15	15	0%	80	6	74	51	0.0%	
Other Employee Costs	500	500	0%	274	179	95	0	0.0%	
Training	346	349	0%	24	147	-123	-50	-14.3%	
Premises Costs	6,549	6,549	6%	2,710	2,823	-113	-72	-1.1%	Note 5
Transport Costs	2,494	2,503	2%	1,023	994	29	-24	-1.0%	
Other Costs	10,750	10,576	9%	5,936	5,321	615	-344	-3.3%	Note 6
Contracted Services	5,025	5,223	5%	1,913	1,576	336	43	0.8%	
Main Force Expenditure	**112,586**	**113,864**	**100%**	**50,387**	**48,209**	**2,178**	**1,189**	**1.0%**	
General Income	-2,106	-3,352		-3,120	-3,177	57	-342	10.2%	Note 7
Grant Income	-4,214	-4,246		-1,247	-1,268	21	0	0.0%	
Main Force Net Position	**106,266**	**106,266**		**46,020**	**43,764**	**2,256**	**847**	**0.8%**	
Police Pensions- In/Ill Health	958	958		939	479	460	0	0.0%	
Office of the PCC	2,935	2,935		644	583	62	-11	-0.4%	
Investment Income	-200	-200		-19	-68	49	35	-17.5%	
Total	**109,959**	**109,959**		**47,584**	**44,757**	**2,826**	**871**	**0.8%**	

It should be noted that this is in line with the plan where a £1m overspend is targeted to finance additional police officers. £1m is set aside in the reserves to finance the officer intake strategy.

Staffing Numbers	Original Budget	In Year Change	Year End Req.	Current Month	Previous Month	Change
Police Officers	934	-1	933	964	972	-8
PCSOs	132		132	120	121	-1
Police Staff	946	1	947	890	893	-3

Traffic Light System

Note 1 — Police Officer Pay and Other Officer Pay costs

964 Police Officers were paid in August, this is against a budget of 933, an over establishment of 31. This year we are intending being above budget through out the year, the period 5 position supports this and a full year overspend is forecast, which will be funded from reserves.

The % pension cost to pay is currently lower than budget this is forecast to lead to an underspend of £78k. An overspend on other pay costs is mainly due to the National Insurance percentage, this is currently 1.17% above budget.

Note 2 — Overtime

An overspend of £744k is forecast, £269k of this is Triforce. This forecast assumes that significant spend on Op Fairline and Op Fortis are funded by additional income. Unprecedented activity in July has significantly influenced this figure. This is currently being investigated to understand whether it is a cost related to Salisbury and if so whether it can be recovered.

Note 3 — PCSO's

120 PCSO's were paid in August this is against a budget of 132. The lower number of PCSO's in the early part of the year is likely to be offset by recruitment later in the year which will lead to an overspend.

Note 4 — Police Staff Costs

This year's budget has been set with a vacancy factor of 3%, this means that the budget has been set with an expectation that at all times the actual FTE will be 29 less than the budget. At the end of August the Force is 57 below budget (a net 28 after the vacancy factor).

The forecast is dependent on leavers and starters in the remainder of the year. Assuming numbers increase by a net 3 per month an underspend of £574k is forecast. The overspend in Agency staff is related to this underspend. The current spend to period 5 profile now includes the delayed pay award and bonus from 2017/18. The reserve for the 2017/18 Bonus of £210k has been taken into account when calculating the year end forecast.

Note 5 — Premises Costs

Spend levels suggest an underspend of 72k for the year. This is mainly due to lower proactive maintenance as the estates strategy is implemented which will results in fewer stations.

Note 6 — Other Costs

The current position is due to a predicted underspend on forensic submissions and ICT projects where slippage has occurred resulting in lower costs this year. A saving from the mobile data contract is also expected.

Note 7 — General Income

General Income is forecast to increase due to a POCA Incentivisation run by the Force last year. This relates to the sale of assets involved with the cannabis factory operation in Chilmark.

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From	Question	Date rec'd	Date sent to PCC	Response	Response Date
Cllr Richard Britton	This question formalises informal contacts I have had with the Commissioner, his Chief Executive and Deputy CE, and Clive Barker concerning Agenda item 9 of our last PCP meeting regarding the allocation of resources to CPT Areas. I am puzzled and concerned to learn from the Sector Inspector of CPT South – Inspector Sparrow – that he does not recognise the figures in Table 1 of our agenda paper which purports to show the authorised FTE allocation to his CPT Area. This may be partly due to his having taken over from CPT East, Amesbury and Tidworth. However, whilst he tried to make adjustments to Table 1 to show what he regarded as the 'correct' figure, we still could not reconcile his FTE figures for CPTs South and East with those shown in Table 1 of our agenda paper. Whilst I realise that day-to-day resourcing is a very fluid situation I find it surprising – and worrying – that there does not appear to be a single and universally accepted version of the truth regarding the FTE allocation which is surely a basic ingredient of budgeting and management and the integrity of these processes is demolished if everyone is working to different sets of figures. If I am misrepresenting the position I should be glad to be reassured that the picture I have presented is incorrect		20/07/18		

	and to understand why. Please would you confirm that you will take steps to have this question investigated and an agreement reached as to the true picture of FTE resources allocated to each CPT area. Please would you confirm that the paper presented to the PCP is corrected and re-issues to members?				
Cllr Jonathon Seed	How many of the following did the PCC attend in the 2017-18 year, and when: A. Full Council or Cabinet Meetings of Wiltshire Council and Swindon Borough Council B. Meetings of Town or Parish Councils C. Area Boards On how many occasions has the PCC accompanied Community Speed Watch deployment in the year? Can the PCC explain how many of the officers allocated to CPT are A. on duty in the whole of the County at any one time and indicate how many are allocated to the CPTs B. on duty in each CPT and allocated to each CPT C. On leave, sickness,un allocated or otherwise unavailable to fulfil a CPT role How many miles did the PCC drive on duty in the past year excluding journeys from home to his office? How many evening meetings starting after seven pm did the PCC attend last year?	29/08/18	04/09/18	Of course I am happy to provide answers to your questions. I have treated these as PCP questions rather than specific questions on the annual report as they relate to my role in general and areas contained within the PCP performance report. How many of the following did the PCC attend in the 2017-18 year, and when: A. Full Council or Cabinet Meetings of Wiltshire Council and Swindon Borough Council - 0 B. Meetings of Town or Parish Councils - 3 C. Area Boards – 8 As you know I am not a member of the Full Council or Cabinet for either Local Authority, and would not attend unless specifically invited as these are the leadership and governance mechanisms for the Local Authorities.	

Can a breakdown be provided for all grants from the Commisioners Community Fund?

On how many occasions has the PCC accompanied Community Speed Watch deployment in the year? - 7

Can the PCC explain how many of the officers allocated to CPT are

A. on duty in the whole of the County at any one time and indicate how many are allocated to the CPTs
B. on duty in each CPT and allocated to each CPT
C. On leave, sickness,un allocated or otherwise unavailable to fulfil a CPT role

This information is contained with the new CPT deployability report that will be covered at the next PCP meeting, in line with previous agenda items with the panel and further discussions between my office and the PCP chair.

How many miles did the PCC drive on duty in the past year excluding journeys from home to his office? – 8109 miles

How many evening meetings starting after seven pm did the PCC attend last year? - 46

| | | | | I would also like to inform you of the following information which provides additional context to the role I perform as the role is not just focused on evening meetings. In an average week I work 46 hours per week.

Can a breakdown be provided for all grants from the Commissioners Community Fund?
This can be found on my website, a link to which is here https://www.wiltshire-pcc.gov.uk/article/3411/PCC-s-Community-Action-Fund | |

Police and Crime Panel
Forward Work Plan
Please note: this is a working document which is subject to change

Date	Location	Provisional Agenda Items
27th September 2018 10:30am-1pm	County Hall, Trowbridge	• PCC Annual Report (deferred from June) • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Deep dive into Priority 1 (deferred from June) • Budget Monitoring report • Member questions
November – date TBC	TBC	• Confirmatory Hearing for Chief Constable
6th December 2018 10:30am-1pm	Civic Office, Swindon	• Update from the Chief Constable • Quarterly data (Q2)– Risk / Performance / Finance / Complaints • Paper on deployability (TBC) • Member questions

17th January 2019 10:30am-1pm	City Hall, Salisbury	• PCC Budget 2019/20 and MTFS • Review of performance monitoring process • Member questions
28th March 2019 10:30-1pm	Devizes Corn Exchange	• Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Victim Support Service (Horizon) update • Member questions •