

# AGENDA

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**Meeting:** WILTSHIRE POLICE AND CRIME PANEL  
**Place:** Wessex Room - The Corn Exchange, Market Place, Devizes,  
SN10 1HS  
**Date:** Thursday 28 March 2019  
**Time:** 10.00 am

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

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## Membership:

CLlr Junab Ali - Swindon Borough Council  
CLlr Abdul Amin - Swindon Borough Council  
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 Nick Murry - Wiltshire Council  
Anna Richardson – Co-opted Independent member  
CLlr Tom Rounds – Wiltshire Council  
CLlr Jonathon Seed – Wiltshire Council  
CLlr John Smale - Wiltshire Council  
CLlr Caryl Sydney-Smith – Swindon Borough Council

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**Substitutes:**

Cllr Peter Evans  
Cllr Sue Evans  
Cllr Tony Trotman  
Cllr Sarah Gibson  
Cllr Ruth Hopkinson  
Cllr Gordon King  
Cllr Matt Dean

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# AGENDA

## Part I

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

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 7 - 14*)

To confirm the minutes of the meeting held on Thursday 17 January and Thursday 7 February 2019

3 **Declarations of interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

### Statements

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

### Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 22 March 2019. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

6 **Quarterly data (Q3)- Risk / Performance / Finance / Complaints** (Pages 15 - 96)

To receive quarterly performance data from the OPCC

7 **Victim Support Service (Horizon) update**

8 **Diversity and Inclusion Strategy** (Pages 97 - 110)

9 **Member questions** (Pages 111 - 114)

10 **Forward Work Plan** (Pages 115 - 118)

To note the forward work plan

11 **Future meeting dates**

To note the future meeting dates below:

- Thursday 6 June 2019 – County Hall, Trowbridge
- Thursday 5 September 2019 – City Hall, Salisbury
- Thursday 19 December 2019 - 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

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 17 JANUARY 2019 AT ALAMEIN SUITE - CITY HALL, MALTHOUSE LANE, SALISBURY, SP2 7TU.**

#### **Present:**

Cllr Abdul Amin, Cllr Alan Bishop, Cllr Richard Britton, Cllr Ross Henning, Cllr Peter Hutton, Cllr Brian Mathew, Anna Richardson, Cllr Tom Rounds, Cllr Jonathon Seed and Cllr Caryl Sydney-Smith

#### **Also Present:**

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

Kevin Fielding – Wiltshire Council

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

Apologies were received from: Cllr Junab Ali – Swindon Borough Council, Maime Beasant – Co-opted Independent member and Cllr John Smale – Wiltshire Council.

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

There were no declarations of interest.

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

There were no Chairman's Announcements.

#### **4 Public Participation**

There was no public participation.

## 5 PCC Budget 2019/20 and MTFS

The Commissioner introduced his draft budget settlement 2019-20 and outlined how he was consulting on two options:

- Option A: An increase of £24 per band D property; and
- Option B: No increase

He reported that:

- In November 2018, the initial Medium Term Financial Strategy (MTFS) was produced and reviewed at my Monitoring Board. The MTFS looked at the estimated financial position of the PCC over the next 4 years and the impact this had on my ability to commission services.
- On the 13 December 2018 the provisional settlement was received. This was different than originally forecast. It allowed PCCs to increase their precept by up to £24 per Band D property and provides a 2.1% increase in the main central grants. The Government had listened to the concerns raised by the Commissioner, by this Panel and by many other PCCs. With these changes a revised MTFS had been drafted and was included as an appendix to this report.

Clive Barker, Chief Financial Officer, explained the detail of the budget proposals and the Medium Term Financial Strategy and answered questions.

The chairman thanked Clive Barker for a comprehensive and professional paper and presentation.

Following further discussion of the Commissioner's proposals a vote on the proposed police precept for the year 2019-20 was taken.

### Decision

- **That the Wiltshire Police and Crime Panel supported the Commissioner's approach to the consultation on the two options and, in principle supported Option A – To increase council tax by £24 per annum (13.2%)**

The Chairman thanked the Commissioner for his report.

## 6 Review of Performance Monitoring Process

The CPT resourcing report which the Panel receives with the Quarterly Performance Monitoring Report was intended to provide the Panel with a way of monitoring the continuity of CPT resources. However, confusion over the way

deployability was calculated together with presentational shortcomings meant that this was still a work in progress.

## 7 **Equality and Diversity**

It was agreed that a report would come to the next meeting.

## 8 **Member Questions**

Cllr Jonathon Seed raised the following question:

*Salisbury City Council Application for Community Safety Accreditation Scheme powers*

*Salisbury City Council contracts two “stewards” from a Company called “Venture Security” to provide a level of support to the public, City Council and police around anti-social behaviour, street drinking and aggressive begging while generally keeping watch over the “estate” and City Centre. They work closely with Wiltshire Council Housing and Rough Sleeping teams and keep a day to day eye on the health and well-being of some of the city less fortunate.*

*To assist further in their duties and to provide more support to the police SCC have been asking for Community Safety Accreditation Scheme powers (CSAS) for a considerable time, and while all concerned have said this would be a very positive step forward*

*I would like to ask the Commissioner to look into when or if Salisbury CSAS powers will be signed off.*

## 9 **Forward Work Plan**

The Forward Work Plan was noted.

## 10 **Future meeting dates**

Future meeting dates were:

- Thursday 7 February 2019 – Monkton Park, Chippenham
- Thursday 28 March 2019 – Corn Exchange, Devizes
- Thursday 6 June 2019 – County Hall, Trowbridge
- Thursday 5 September 2019 – City Hall, Salisbury
- Thursday 19 December 2019 - Swindon Borough Council Offices

(Duration of meeting: 10.00 - 11.05 am)

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

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



## **WILTSHIRE POLICE AND CRIME PANEL**

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 7 FEBRUARY 2019 AT COMMITTEE ROOM A - WILTSHIRE COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM SN15 1ER.**

#### **Present:**

Cllr Junab Ali, Cllr Abdul Amin, Maime Beasant, Cllr Alan Bishop, Cllr Richard Britton, Cllr Ross Henning, Cllr Peter Hutton, Cllr Brian Mathew, Anna Richardson, Cllr Tom Rounds, Cllr Jonathon Seed and Cllr John Smale

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Naji Darwish – OPCC  
Clive Barker – OPCC

Kevin Fielding – Wiltshire Council

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#### **11 Apologies for Absence**

Apologies were received from Cllr Caryl Sydney-Smith – Swindon Borough Council.

#### **12 Declarations of interest**

Cllr Peter Hutton – Wiltshire Council – Member of Dorset & Wiltshire Fire Authority.

Cllr Abdul Ali – Swindon Borough Council – Member of Dorset & Wiltshire Fire Authority.

#### **13 Chairman's Announcements**

There were no Chairman's Announcements.

## 14 **Public Participation**

There was no public participation.

## 15 **Formal consideration of PCC Precept proposal**

The Commissioner explained that in January 2019 he had presented to the Panel a paper which showed that the Government has made decisions surrounding both local and central funding which had a significant impact on the funding options available to him.

The paper that the OPCC had provided in January concluded with the Commissioner suggesting that a £24 increase in the Police part of the Band D Precept (a 13% increase) was appropriate. This would result in the Band D police part of the precept rising from £182.27 to £206.27 in 2019-20.

Clive Barker gave a brief overview of the MTFS report.

The Chairman thanked Clive Barker for the content of the MTFS report.

The Panel requested that the minutes noted that the consultation results had shown a good response from Wiltshire residents, but a lack of responses from Swindon residents, and that minority groups hadn't appeared to have had much engagement from the OPCC.

The Police and Crime Panel were given the opportunity to discuss the Commissioner's proposals, after which a vote on the Police and Crime Commissioner's proposed Council Tax precept for the year 2019-20 was taken.

### **Decision**

- **That the Panel supports the Commissioner's decision to set a precept of £53.743m.**
- **That this would require council tax to be set on all property bands based on £206.27 for a Band D property, and would represent a £24 (13%) increase on the 2018-19 level.**

The Chairman thanked the Commissioner for his report.

Cllr Brain Mathew had raised three points listed below which the Chairman agreed would be listed in the minutes.

- Cognisant of the 89 responses that concerned affordability, and the fact that Wiltshire receives less than almost any other authority the committee requests that efforts continue to obtain a fairer settlement from Central Government.

- That having heard complaints in the recent past about the response times of both the emergency 999 and 101 phone service that response is maintained to at least the current level and if it is shown to drop the proposed cuts in staff numbers to this area should be reconsidered.
- That despite the need allocate 14 officers in order to take Firearms back in-house, the remainder of the extra officers being funded by the precept increase should go to enlarge the resources available to the CPTs.

**16 Future meeting dates**

- Thursday 28 March 2019 – Corn Exchange, Devizes
- Thursday 6 June 2019 – County Hall, Trowbridge
- Thursday 5 September 2019 – City Hall, Salisbury
- Thursday 19 December 2019 - Swindon Borough Council Offices

(Duration of meeting: 10.00 - 10.35 am)

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

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

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

**Quarter Three 2018-19 (1 October to 31 December 2018)**

**For Police and Crime Panel meeting 28 March 2019**



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## **Introduction by Commissioner Angus Macpherson**

This document provides the performance summary for quarter three 2018-19 against my Police and Crime Plan 2017-21.

### **Raising awareness of significant topics**

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

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

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

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

### **Recorded Crime**

Recorded crime in Wiltshire and Swindon is has reduced by 3.4 percent. A full analysis is provided within the report.

It is pleasing to see reductions in burglary and vehicle crime which have been local concerns which I have held the Chief Constable to account to improve. However despite these positive reductions and an overall reduction in crime.

Violent crime continues to increase, dominate national media and rightly concern local communities. However, the specific issue of knife crime has seen Wiltshire buck national trends. Wiltshire has seen a decrease in knife crime of 18% since September 2017.

My office, the Chief Constable and partners have been working collaboratively since early 2018 to tackle this issue. Part of this has been my investment in work to prevent crime and address vulnerabilities of our communities. This work will continue and not only addresses the risk of knife crime but associated risks of other crimes such as county lines, exploitation and gangs.

This year I will be investing in more work across the community safety and justice system to start address prevent crime and reduce vulnerability. It is through reducing demand to policing and criminal justice system that we can continue to prevent crime and victims. My office will be



building on this work, with the police and other partners to continue to embed and priorities the most effective interventions.

## **Complaints**

The percentage of complaints recorded within ten days has significantly reduced since quarter one (93%) to 33 percent in quarter three to 33 per cent. This has improved from a low of 13 per cent in September 2018.

Despite missing the 10 day measure, the average recording performance currently stands at 14 days.

The reduction in performance is as a result of resourcing challenges related to people leaving roles. Two new members have been recruited but will take time to reach optimum performance and improvements will not immediately return to the previous levels of performance is not to be expected in the short term while they learn and develop within their new roles.

## **CCC**

Performance has stabilised due to the investment I have made, I have asked the Chief Constable to provide further information on how this is sustainable in light of anticipated savings in the medium term financial strategy.

**Angus Macpherson**









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

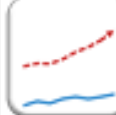

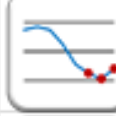
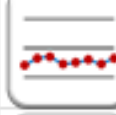
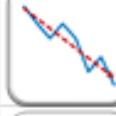
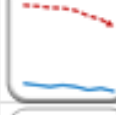


**March 2019**



































## Performance dashboard Key

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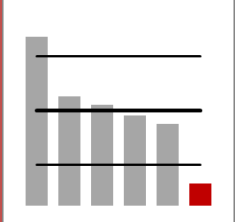
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last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

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

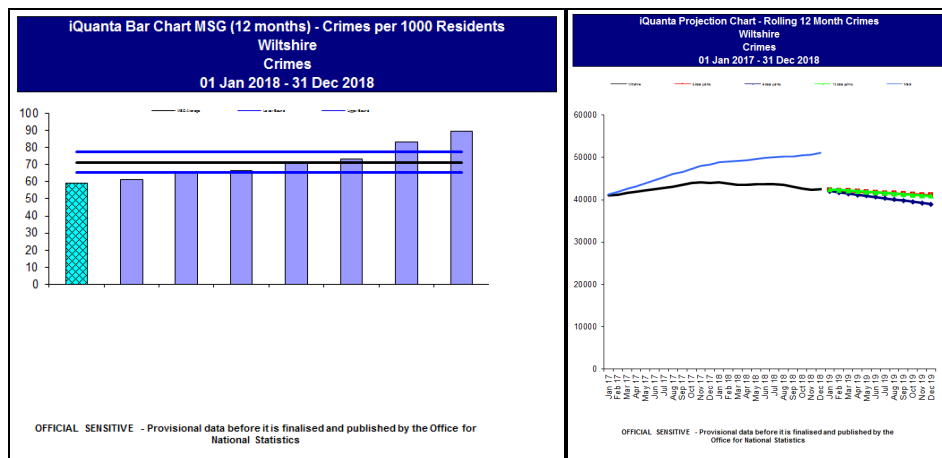
## Performance dashboard

Priority 1: Prevent crime and keep people safe				Priority 2: Protect the most vulnerable in society				Priority 3: Put victims, witnesses and communities at the heart of everything we do				Priority 4: Secure a quality police service that is trusted and efficient			
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context
Crime volume	10,792		Reduction on the previous year	S136 Arrests	77		Increasing trend	Satisfaction of victims with the whole experience	74%		Stable following significant reduction	Immediate response time	10mins 42sec		Consistently good
Crime recording compliance	86.7%		Q3 reduction and an area of focus for improved resourcing and performance	Number of Missing Individuals	473		Reducing number of missing individuals	Satisfaction with being kept informed	66%		Stable following significant reduction	Priority response time	49mins 38sec		Consistently good
Cyber Staggered + Key work	781		Increasing trend	Volume of CSE crimes	37		Stable trend	Satisfaction with ease of contact	91%		Stable following significant reduction	Average time to answer 999 call	4 sec		Consistently good
Hate Crime volume	147		Increasing trend and being monitored weekly due to national requirements	Volume of DA Crime (ACPO defined)	1,660		Increasing trend	Satisfaction with treatment	89%		Stable following significant reduction	Average time to answer CrIB call	1min 21sec		Improvement sustained
Outcome ratio*	14.9%		* note term change from rate to ratio Stable trend following a reduction but in line with peer forces	Volume of Sexual Offences (Recent / Non Recent)	406		Significantly lower than peers	Conviction rates	86%		Stable and high	CrIB Abandonment rate	4.8%		Improvement sustained
ASB volume	3,944		Long term reducing trend					Restorative Justice level 1	131		Sustained and stable	Quality of full files (error rate)	1.2%		Constantly low error rate
Overall confidence with the police in this area	81.3%		High ranking nationally					% of cracked or ineffective trials due to prosecution	25%		Increase in December	Volume of complaints	149		Long term reducing trend
KSI- Collisions			No data for Q3									% Complaints recorded within 10 working days	33%		Area for improvement
Special Constables hours deployed	20,072		Increasing long term trend									Complaints average number of days to record	14 days		Area for improvement
Number of Volunteers in post	166		Stable									Percentage of appeals upheld	20%		Long term stable picture
												Number of actual days lost per person (rolling 12 months)	15.6		Unreliable data

## 1. Prevent crime and keep people safe

Crime volume	Q1. 10,916 - 43,646 rolling 12 months Q2. 11,123 - 43,070 rolling 12 months Q3. 10,792 - 42,685 rolling 12 months	
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1. There were 10,792 crimes recorded during quarter three and 42,685 in the 12 months to December 2018.
2. This represents a reduction of 1,383 recorded crimes (3.1 per cent) compared to the previous 12 months.
3. The recorded crime rate per 1,000 population for Wiltshire in the year to December 2018 is 59.3 crimes. This is significantly below the most similar group (MSG) average of 71.2 crimes per 1,000 population as shown in the chart below:



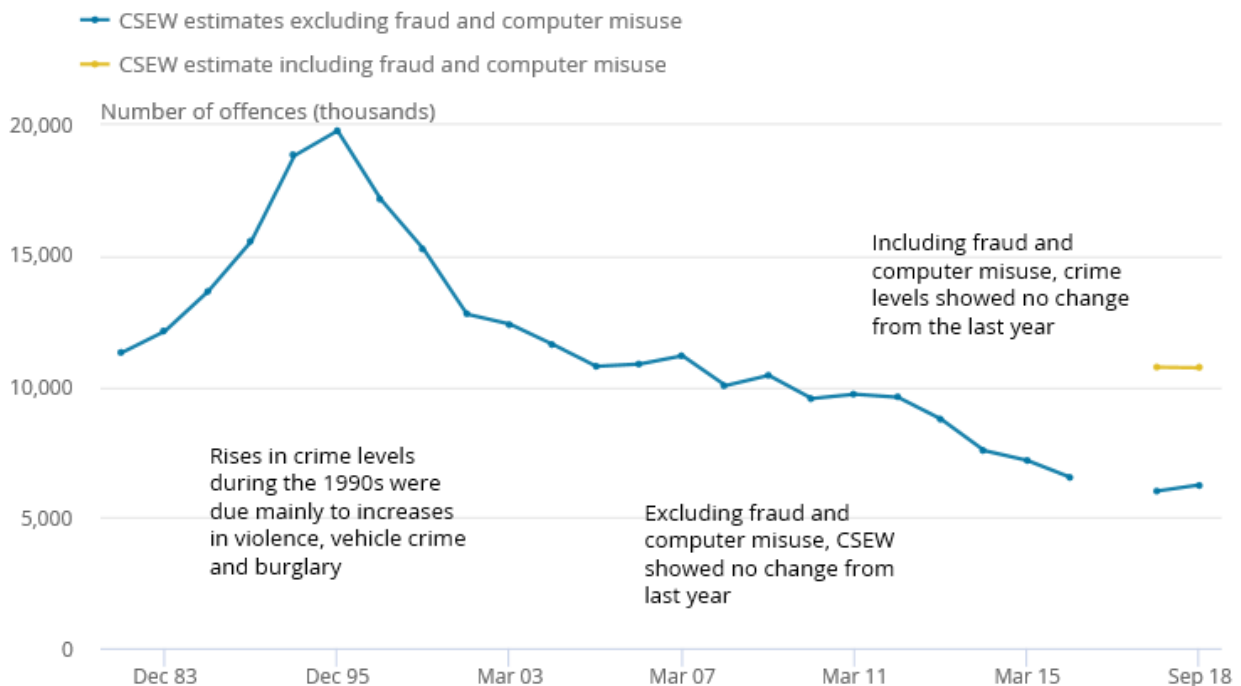
*All crime up to December 2018 – most similar group (MSG) position*

4. The latest national crime statistics publication<sup>1</sup> cites that for many crime types, police recorded crime statistics do not provide a reliable measure of levels or trends of crime. This is particularly in relation to the improvements to crime recording practices being adopted up and down the country.
5. Police recorded crime has increased nationally by 8.4 per cent in the 12 months to

<sup>1</sup> Crime in England and Wales: year ending September 2018 - <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingseptember2018>

September 2018 and 2.8 per cent regionally.

### England and Wales, year ending December 1981 to year ending September 2018



**Source: Office for National Statistics – Crime Survey for England and Wales**

6. In the 12 months to September 2018, 39 forces have seen an increase in their recorded crime volume compared to the previous year. Wiltshire was one of only four forces to report a reduction.
7. My press release on this publication can be accessed via my website<sup>2</sup>.
8. In the 12 months to December 2018, four additional forces are now reporting year on year reductions with 35 still reporting increases.

<sup>2</sup> <https://www.wiltshire-pcc.gov.uk/article/4058/Wiltshire-Police-one-of-four-forces-to-see-reduction-in-overall-crime>

Areas	Earlier Period Jan-17 to Dec-17	Later Period Jan-18 to Dec-18	Change	
			Numeric	Percentage
<b>England &amp; Wales</b>	<b>4,751,551</b>	<b>5,088,329</b>	<b>+ 336,778</b>	<b>+ 7.1%</b>
<b>South West Region</b>	<b>370,172</b>	<b>373,667</b>	<b>+ 3,495</b>	<b>+ 0.9%</b>
	<b>142,905</b>	<b>136,011</b>	<b>- 6,894</b>	<b>- 4.8%</b>
	<b>100,378</b>	<b>106,782</b>	<b>+ 6,404</b>	<b>+ 6.4%</b>
	<b>48,717</b>	<b>53,099</b>	<b>+ 4,382</b>	<b>+ 9.0%</b>
	<b>34,206</b>	<b>35,292</b>	<b>+ 1,086</b>	<b>+ 3.2%</b>
<b>Wiltshire</b>	<b>43,966</b>	<b>42,483</b>	<b>- 1,483</b>	<b>- 3.4%</b>
<b>Most Similar Group</b>	<b>511,115</b>	<b>540,447</b>	<b>+ 29,332</b>	<b>+ 5.7%</b>
<b>Wiltshire</b>	<b>43,966</b>	<b>42,483</b>	<b>- 1,483</b>	<b>- 3.4%</b>
	<b>100,378</b>	<b>106,782</b>	<b>+ 6,404</b>	<b>+ 6.4%</b>
	<b>41,704</b>	<b>41,304</b>	<b>- 400</b>	<b>- 1.0%</b>
	<b>52,554</b>	<b>54,124</b>	<b>+ 1,570</b>	<b>+ 3.0%</b>
	<b>48,475</b>	<b>58,042</b>	<b>+ 9,567</b>	<b>+ 19.7%</b>
	<b>85,805</b>	<b>84,554</b>	<b>- 1,251</b>	<b>- 1.5%</b>
	<b>55,790</b>	<b>58,972</b>	<b>+ 3,182</b>	<b>+ 5.7%</b>
	<b>82,443</b>	<b>94,186</b>	<b>+ 11,743</b>	<b>+ 14.2%</b>
Number of forces in England & Wales with an increase in this category			<b>35</b>	

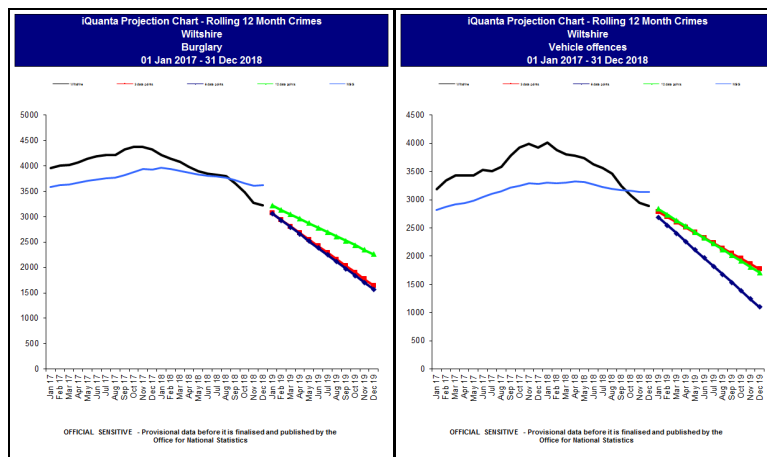
*Regional and peer group recorded crime volume*

9. Wiltshire are confident that the current position compared to other forces is as a result of improving its crime recording compliance sooner than other forces.
  
10. In addition to the volume of overall crime being significantly lower than national average and the 6<sup>th</sup> lowest in the country, Wiltshire records significantly lower homicide (2<sup>nd</sup> lowest), serious violence (2<sup>nd</sup> lowest), violence without injury (4<sup>th</sup> lowest), arson (3<sup>rd</sup> lowest) and drug trafficking (3<sup>rd</sup> lowest).

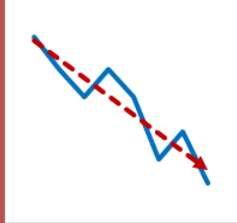
Crime Category	Period		Change	
	2017	2018	Numeric	Percentage
All Crime	43,966	42,483	- 1,483	- 3.4%
Violence Against The Person	13,200	13,925	+ 725	+ 5.5%
Criminal Damage & Arson	6,215	5,709	- 506	- 8.1%
All Other Theft Offences	4,344	4,479	+ 135	+ 3.1%
Shoplifting	4,056	4,300	+ 244	+ 6.0%
Burglary	4,321	3,222	- 1,099	- 25.4%
Vehicle Offences	3,929	2,895	- 1,034	- 26.3%
Public Order Offences	2,458	2,710	+ 252	+ 10.3%
Sexual Offences	1,694	1,646	- 48	- 2.8%
Drug Offences	1,059	1,044	- 15	- 1.4%
Bicycle Theft	914	826	- 88	- 9.6%
Miscellaneous Crimes Against Society	841	737	- 104	- 12.4%
Theft from the Person	408	347	- 61	- 15.0%
Robbery	259	338	+ 79	+ 30.5%
Possession of Weapons Offences	268	305	+ 37	+ 13.8%

*Crime group volume comparison to previous year up to December\**

11. Please note that there are minor variations between internal and published crime figures due to our internal figures being a live data set.
12. The trend in Wiltshire for the volume of burglary and vehicle offences is significantly better than the national trend.



*Burglary and vehicle offences – rolling 12 months*

<p>Crime recording compliance rate</p>	<p>Q1: 89.1 per cent Q2: 93.8 per cent Q3: 86.7 per cent</p>	
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13. 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.
14. 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.
15. 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.
16. 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.
17. The audit during December identified that 86.7 per cent of crimes and incidents were compliant with national crime recording standards (NCRS) and Home Office counting rules (HOCR).
18. This is below the desired standard of 95 per cent and I have agreed an uplift in the resources in this area in November.
19. I anticipate seeing improvements in this area within three to four months time to allow for a period of upskilling and embedding.

Cyber flagged + key word	Q1: 615 crimes – 2,167 rolling 12 months Q2: 725 crimes – 2,364 rolling 12 months Q3: 781 crimes – 2,713 rolling 12 months	
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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.”<sup>1</sup>

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 Forces Criminal Intelligence department in line with national trends.



*Cybercrime monthly volume up to December 2018*

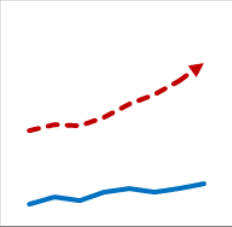
22. In Wiltshire during quarter three there were 781 cybercrimes recorded and 2,713



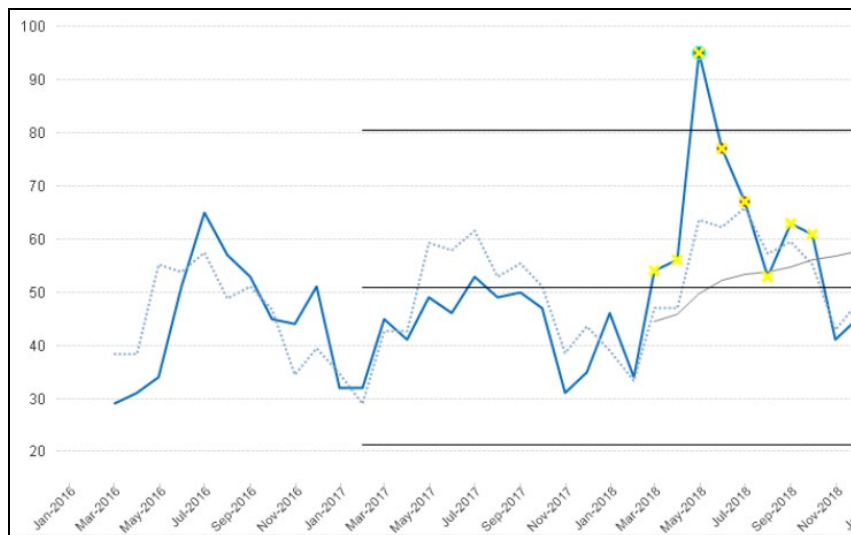
crimes reported in the 12 months to December 2018.

23. The increasing trend in cybercrime reflects the changing nature of demand being placed upon the policing service locally and nationally.

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

Hate crime	<p>Q1: 210 hate crimes - 609 crimes rolling 12 months          Q2: 163 hate crimes – 620 crimes rolling 12 months          Q3: 147 hate crimes – 692 crimes rolling 12 months</p>	
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24. The overall volume of hate crime reported has remained relatively stable for the last two years. There were 692 hate crimes reported in the year to December 2018. This compares to 510 hate crimes in the year to December 2017 (an increase of 182 crimes; 35.7 per cent).



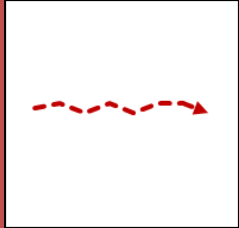
*Hate crime to December 2018*

25. This increase is significantly driven by the spike in May 2018 which was outlined in the quarter one 2018-19 performance report.

26. I personally chair the Hate Crime Multi Agency meeting. In September and we reviewed this exception and the analysis found that increases were seen in a number

of locations across the county and not specifically isolated to one area in particular.

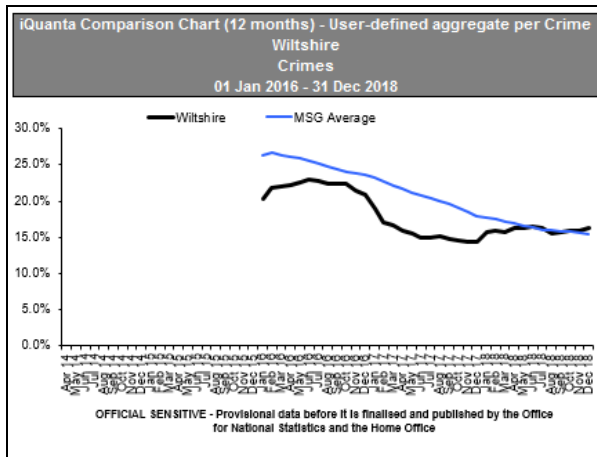
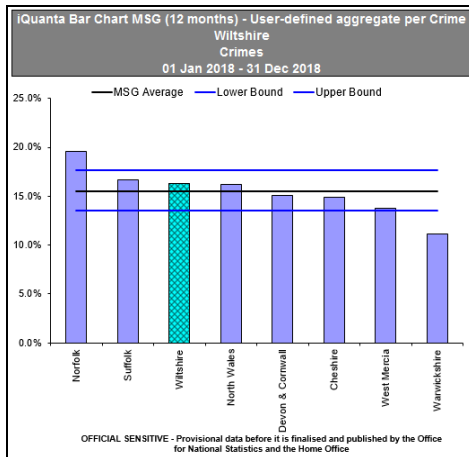
- 27. Analysis of this crime type is considered in fortnightly tasking meetings chaired by superintendents where the Force's key local threats, harm and risk are discussed alongside key events covered by the media.
- 28. Nationally there is a significant focus on hate crime, particularly in respect of tensions surrounding `Brexit`.
- 29. Wiltshire supports the national hate crime portfolio through the weekly submission of hate crime data to the National Community Tension Team (NCTT).
- 30. As a result of Brexit, these submissions are being made daily.

Positive Outcome ratio*	14.9 per cent rolling 12 months* <small>*Correct as of 17/03/19</small>	
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\*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.

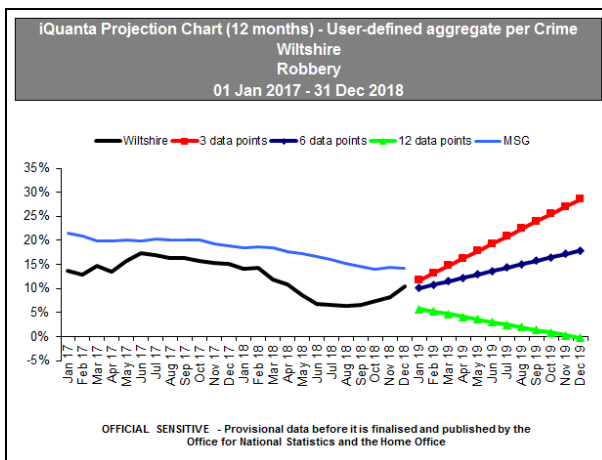
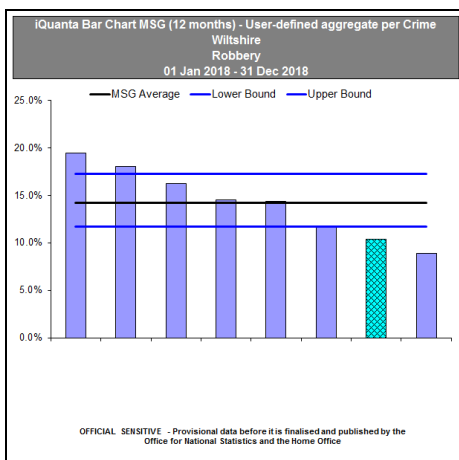
- 31. The move from the Home Office is to understand the investigation as a process rather than specifically focus on the outcome rates.
- 32. This methodology involves understanding the efficiency as well as the effectiveness of crime investigations.
- 33. The methodology for the outcome ratio is to understand the current investigation status of the crimes recorded within the given time period. This factors in the 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.
- 34. In the year to December 2018, based on the 42,685 crimes reported, 14.9 per cent have been `detected` (a positive outcome), 77.7 per cent `undetected` and 4.7 per cent remain under investigation. The remaining proportion of crimes are classified as

`cancelled` which is when it has become apparent that a crime never actually happened.<sup>3</sup> (Figures accurate as of 17<sup>th</sup> March 2019)



*Positive outcome ratio up to December 2018 – most similar group (MSG) position*

- 35. Forces nationally are seeing their outcome ratio decline and this is most significantly correlated with increased crime recording compliance.
- 36. Wiltshire are now above average compared to peers in respect of overall outcomes and inline with peers for most crime types, with exception of vehicle crime and robbery where we are significantly lower.
- 37. The robbery trend has reduced while the force improved its crime recording and investigations practice in this area.

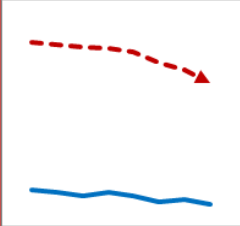


<sup>3</sup>Crime-recording process, HMICFRS 2018

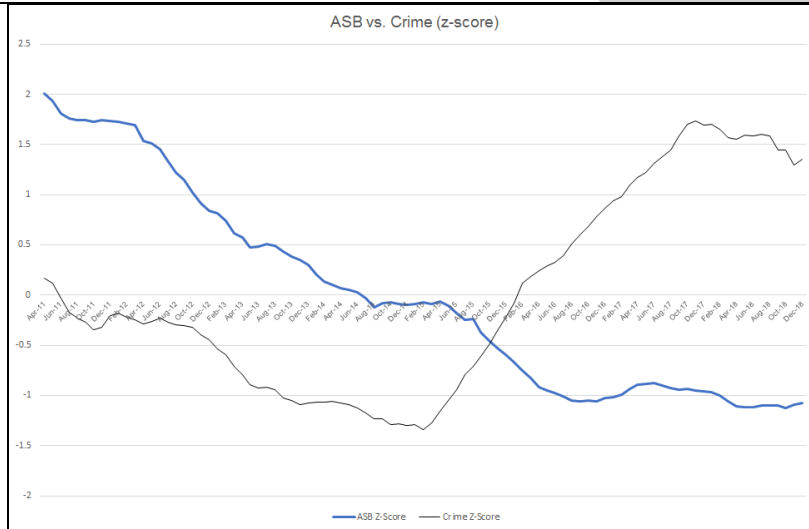
<https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/article/crime-data-integrity/crime-recording-process/>

*Robbery positive outcome ratio most similar group position and trend – 12 months to December 2018*

- 38. The robbery positive outcome trend has improved during quarter three and if continued, will likely bring Wiltshire back in line with peers before the end of the financial year.
- 39. The significantly low outcome rate for vehicle crime is linked with resourcing decisions, meaning this type of offence was less likely to be attended and investigated. This correlates with the reduced levels of satisfaction with attendance in respect of vehicle crime.
- 40. A significant amount of effort continues to be put into improving the investigative standards of our community policing teams under the leadership of Detective Superintendent Sarah Robbins.

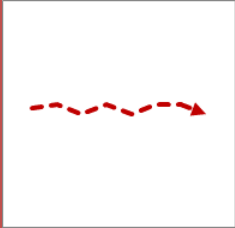
<p>Anti Social Behaviour Volume</p>	<p>Q1: 4,487 incidents – 16,317 rolling 12 months          Q2: 4,837 incidents – 16,405 rolling 12 months          Q3: 3,944 incidents – 16,525 rolling 12 months</p>	
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- 41. The volume of Anti Social Behaviour (ASB) incidents has shown a significant long term reducing trend.
- 42. There were a total of 16,525 ASB incidents reported in the 12 months to December 2018 which equates to a four per cent decrease on the 17,136 incidents recorded in the 12 months to December 2017.
- 43. 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*

44. 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	81.3 per cent (±4.7 per cent) 12 months to September 2018	
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45. This measure is usually informed by the Public Opinion survey which I commissioned twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.

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

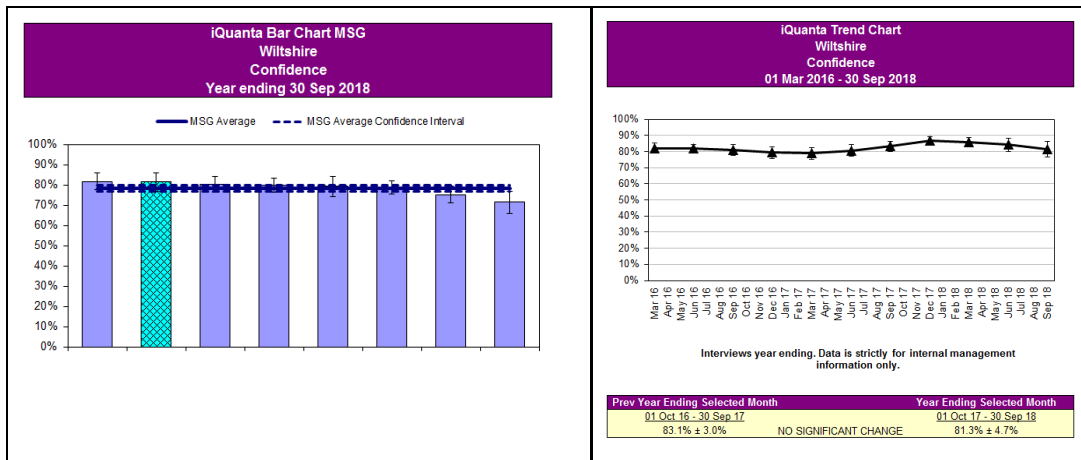
47. This survey is conducted by Kantar Public on behalf of the Office for National Statistics.

48. The survey asks members of the public their opinions and experiences of crime over the

last 12 months. The survey is statistically significant.

49. The CSEW data for the 12 months to June shows 81.3 per cent ( $\pm 4.7$  per cent) of respondents have confidence in Wiltshire Police.

50. This figure places Wiltshire as having the sixth highest public confidence rate in the country, improving from 15<sup>th</sup> the previous June (2017).

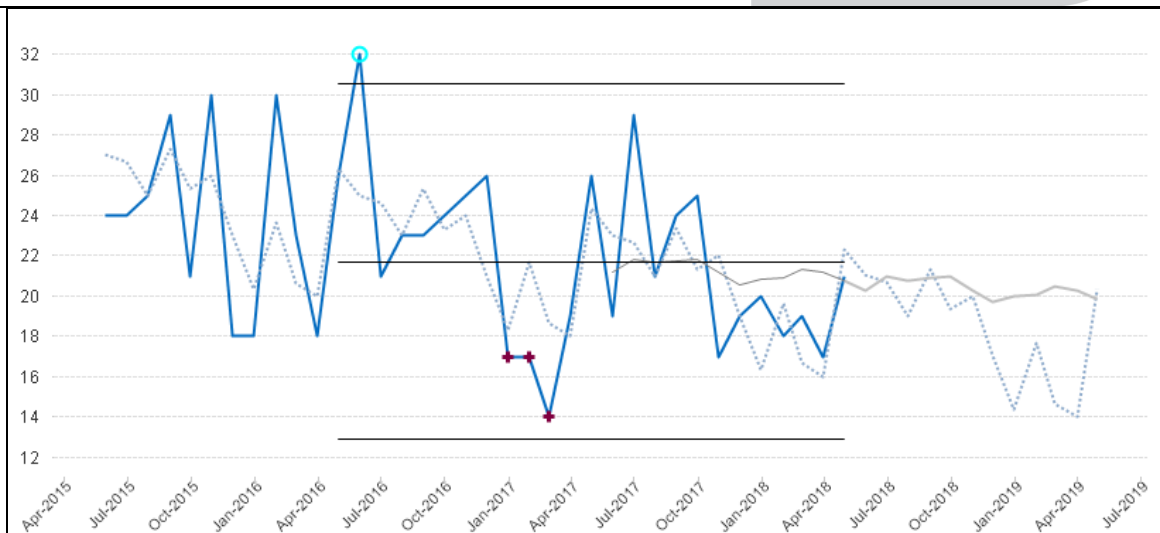


CSEW Public Confidence – 12 months to September 2018

Killed and seriously injured (KSI) - Collisions

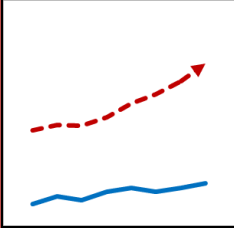
249 collisions – 12 months to June 2018

51. 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.

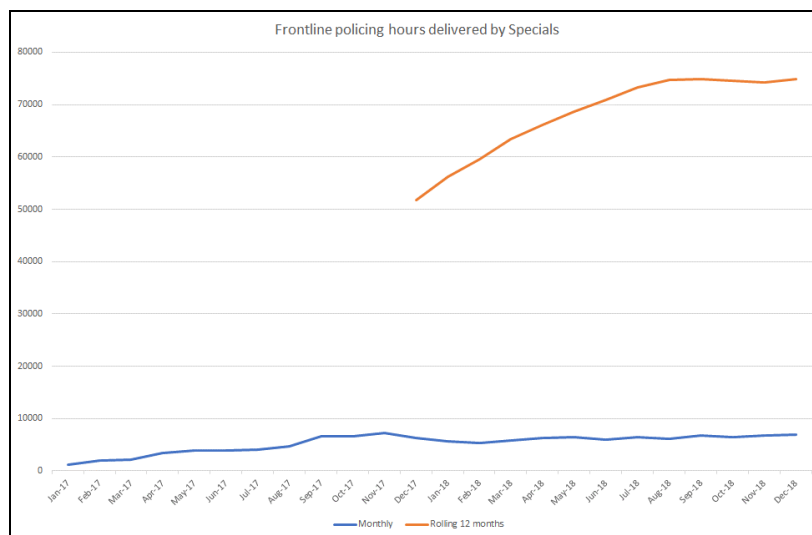


*The discrete monthly volume and rolling 12 month trend of KSI collisions*

52. In the 12 months to May 2018, there were 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.
53. The traffic department of the forces criminal justice department is responsible for the collation of data regarding killed and seriously injured people that are involved in collisions within Wiltshire. A strategic decision was taken to temporarily suspend the process due to the fact that the department had become overwhelmed due to resourcing challenges.
54. As a result, staff from within the department were realigned to more critical functions which aligned themselves to timelines, for instance the issuing of notice of intended prosecutions, which have to be served within 14 days otherwise no prosecution takes place.
55. Therefore, there is no data available to report on for quarter two or quarter three 2018-19.

<p>Special Constables hours deployed</p>	<p>Q1: 18,712 hours deployed          Q2: 19, 293 hours deployed          Q3: 20,072 hours deployed</p>	
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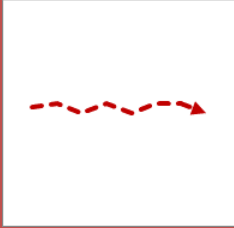
- 56. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.
- 57. As such, I have provided the funding for a recruitment website [www.wiltshirepolicespecials.co.uk](http://www.wiltshirepolicespecials.co.uk) 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.
- 59. This trend is increasing and beginning to stable, demonstrating that the new capacity provided by the special constabulary is approximately 75,000 hours per year.



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

- 60. In the 12 months to December 2018, special constables have delivered a total of 74,952 policing hours.



Number of Volunteers in post	Q1: Total (incl N/A*) – 168 Q2: Total (incl N/A) – 174 Q3: Total (incl N/A) - 166 *Non Police Personnel Vetting	
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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	Total
Bobby Van			6		6
Cadet Core Leader			14		14
Call Quality Appraiser			3		3
Chaplain			10		10
HAD Member	60				60
Neighbourhood Watch Support			3		3
Office Support			9	2	11
On-Line Safety			8		8
Performance Management Coach			2		2
Police Information Point			3		3
Restorative Justice Facilitator			30		30
Rural Crime Support			1		1
Stop Search Scrutiny Panel		5			5
Vehicle Cleaning and Inventory			1		1
Volunteer Panel Member			1		1
Watch Scheme Processor			5		5
WorkFit			3		3
<b>Total</b>	<b>60</b>	<b>5</b>	<b>99</b>	<b>2</b>	<b>166</b>

*Total number of volunteers in post in the Force, by role and level of vetting clearance*

*\*HAD – Humane animal disposal*

66. During quarter three, we collected the Best Employer Practice award from the British Association for the Supported Employment (BASE) Awards, for the work we do with WorkFit.

67. A total of 11 roles have been advertised and a recruitment campaign for Restorative Justice, closed on 31<sup>st</sup> December.

## 2. Protect the most vulnerable in society

Section 136 arrests	Q1: 62 Q2: 71 Q3: 77	
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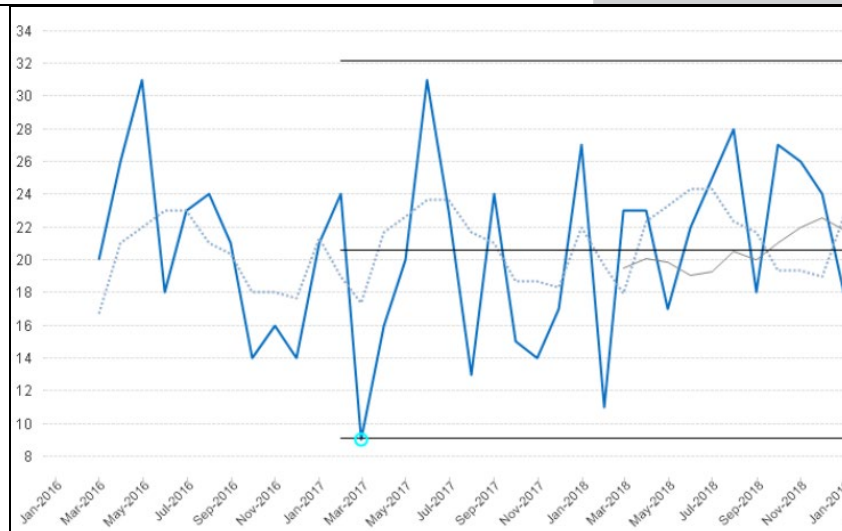
68. It is acknowledged that the nature of vulnerability is wide ranging. There are many measures which are used to understand how effective the Force is at protecting the most vulnerable people in society.

69. 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.

70. 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.

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

72. There were 77 S136 MHA arrests during quarter three.




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

73. The trend in S136 MHA arrests is on the increase.
74. An increase in the total number of detentions was predicted with new S136 legislation that was introduced in December 2017. This change enabled S136 powers to be used in more places, essentially anywhere other than a private dwelling compared to previously when it could only be used in a public place.
75. Additionally, prior to the legislation change, S136 could only be used if the officer found the person in a public place, whereas now, S136 powers can be used at any point during the officer's encounter with someone.
76. The entire increase in detentions year on year is accounted for by the fact that it is now possible to use S136 in police custody. On each occasion, the individual was arrested for a criminal offence and taken to police custody but subsequently detained S136 MHA in custody and then immediately conveyed to a health based place of safety.
77. The reason for using S136 is varied but will often be due to delays in convening a MHA assessment or finding a hospital bed. However, on occasion the power has been used too swiftly and without following processes/pathways in place.
78. The use of S136 in police custody is being closely monitored and reviewed with the assistance of the custody inspector to identify any training issues for staff, both police and health professionals e.g. LADS nurses and health care professionals.

<sup>2</sup>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>

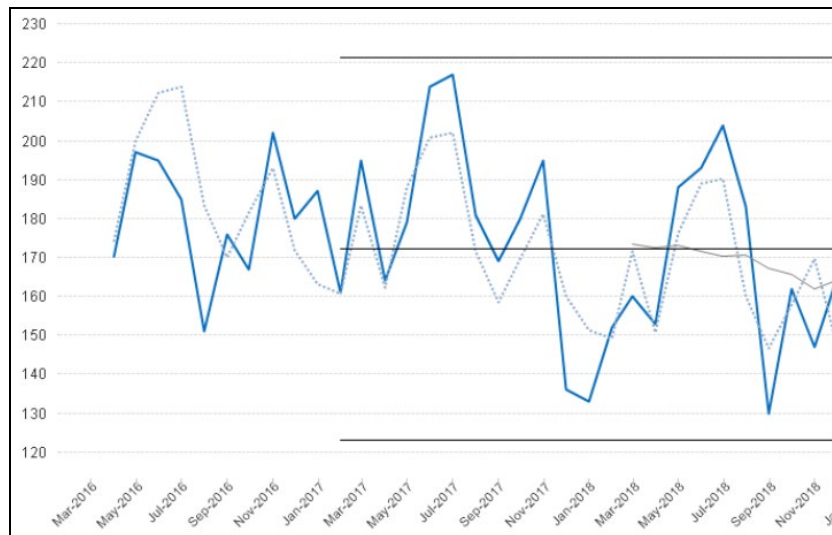
<p>Number of missing individuals</p>	<p>Q1: 537 Individuals Q2: 517 individuals Q3: 473 individuals</p>	
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79. This measure represents the total number of **individuals** who have been reported as missing, not the total number of **incidents**.

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 three 2018-19, there were 473 people reported as missing. Of these, 52 per cent were children and 48 per cent were adults. Research shows that some people have been reported as missing on multiple occasions. For example, there were 649 incidents of adults and children being reported as missing.

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



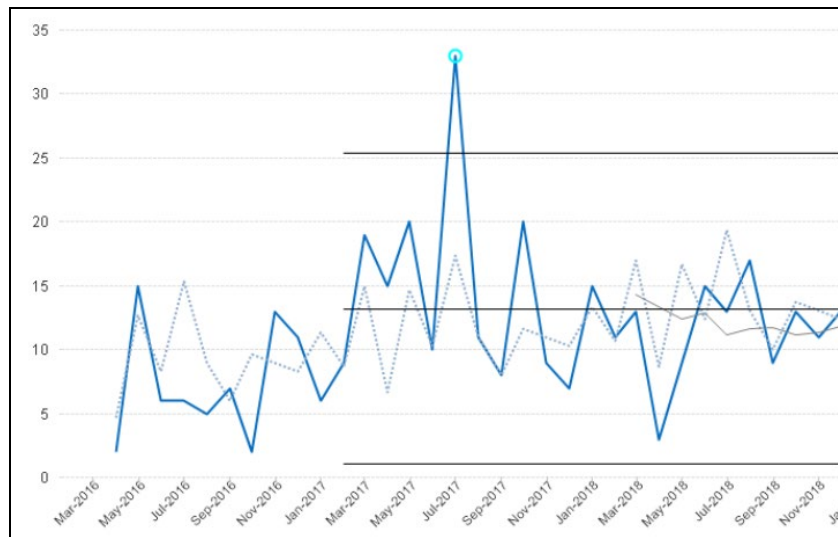
*Discrete monthly volume and rolling 12-month trend of missing people*

83. 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).

<p>Volume of Child Sexual Exploitation (CSE) crimes</p>	<p>Q1: 27 crimes Q2: 39 crimes Q3: 37 crimes</p>	
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84. Since April 2016, the trend of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of 13 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.

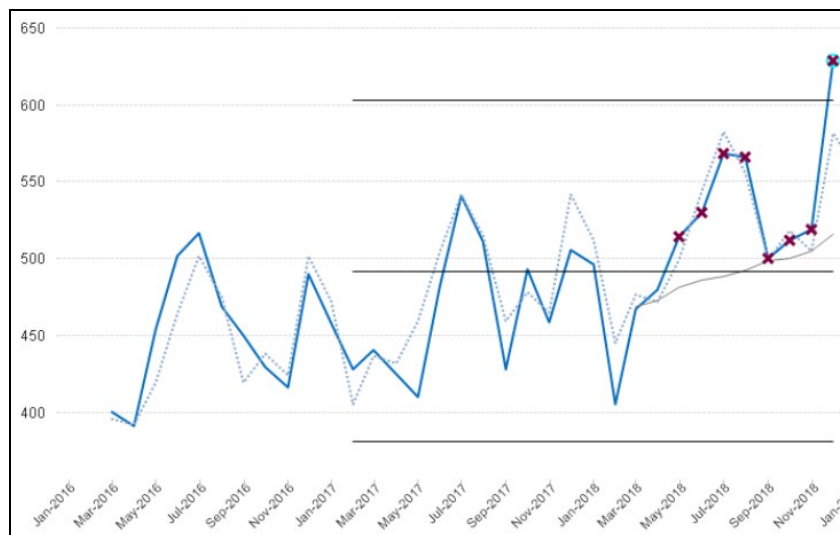
86. National research suggests that the gradual increase of CSE tagged crimes is because of staff getting better at recognising and identifying the threat, harm and risk of CSE and tagging the appropriate crimes as such.

87. In quarter three there were 37 crimes tagged with a CSE marker. In the 12 month period to December 2018 there were a total of 142 crimes, this compares to 167 crimes in the

previous 12 month period. The reported level of CSE crime shows no exception in quarter three and the overall trend is stable.

<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,525 crimes; 5,848 rolling 12 months Q2: 1,599 crimes; 5,963 rolling 12 months Q3: 1,660 crimes; 6,186 rolling 12 months</p>	
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- 88. The trend for the volume of domestic abuse (DA) crime shows a gradual increase over time.
- 89. There were 6,186 DA crimes reported in the 12 months to December 2018. This compares to 5,581 in the year to December 2017 which is an increase of eleven per cent (605 DA crimes).



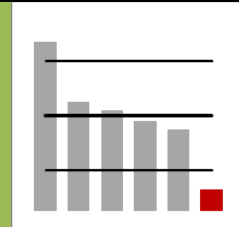
*Discrete monthly volume and rolling 12 month trend of DA crimes*

- 90. 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.
- 91. The increase is in part being driven by stalking and harassment offences which is a result of changes to the Home Office Counting Rules.
- 92. However, stalking and harassment only accounts for 16 per cent of all domestic abuse

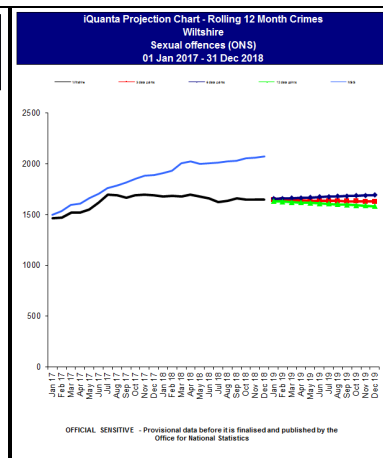
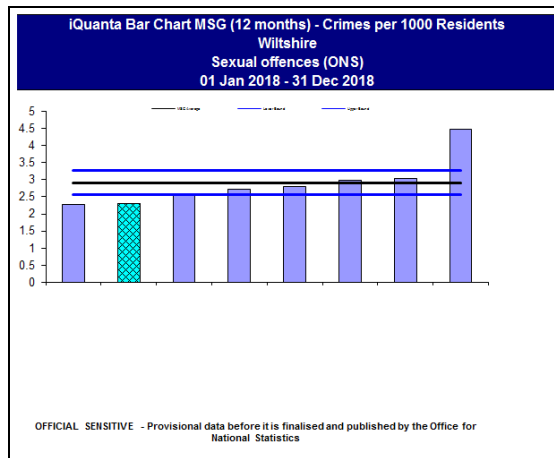
offences. It is therefore expected that this is a genuine increase in the volume of domestic abuse reports. What is not known with any degree of certainty is to what extent it is driven by crime recording practices, increased confidence of the victim to report or increased incidents.

Volume of sexual offences (recent/non-recent)

Q1: 439 crimes – 1,650 rolling 12 months  
 Q2: 432 crimes – 1,702 rolling 12 months  
 Q3: 406 crimes - 1,707 rolling 12 months

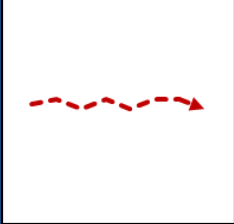


- 93. Nationally, the volume of recorded sexual offences continues to increase (9.7 per cent), with 35 of the 43 forces recording more offences in the 12 months to December 2018.
- 94. Wiltshire recorded 406 sexual offences during quarter three and 1,707 in the 12 months to December. This is inline with the 1,692 crimes recorded during the previous 12 months.
- 95. Wiltshire has the 7th lowest rate of sexual offences per 1,000 population in the country and significantly lower than its peer group average.



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

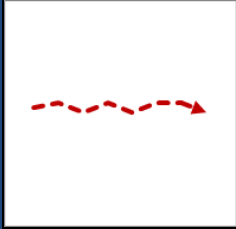
### 3. Put victims, witnesses and communities at the heart of everything we do

<p>Satisfaction of victims with the whole experience</p>	<p>74 per cent (12 months to December 2018)</p>	
<p>96. I commission a survey of victims of crime (based on previous 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.</p> <p>97. The victim satisfaction rate was 74 per cent (<math>\pm 2.7</math> per cent) in the 12 months to December 2018. This is a reduction of three percentage points compared to the 12 months to December 2017. This is not a statistically significant reduction and therefore the trend current is stable.</p> <p>98. The table below shows the breakdown across the traditional crime types. It is recognised that this does not reflect the current demands placed on policing by its service users. Work is underway to develop improved engagement methods which should help provide insights into how we can learn and improve across our wide range of services.</p>		

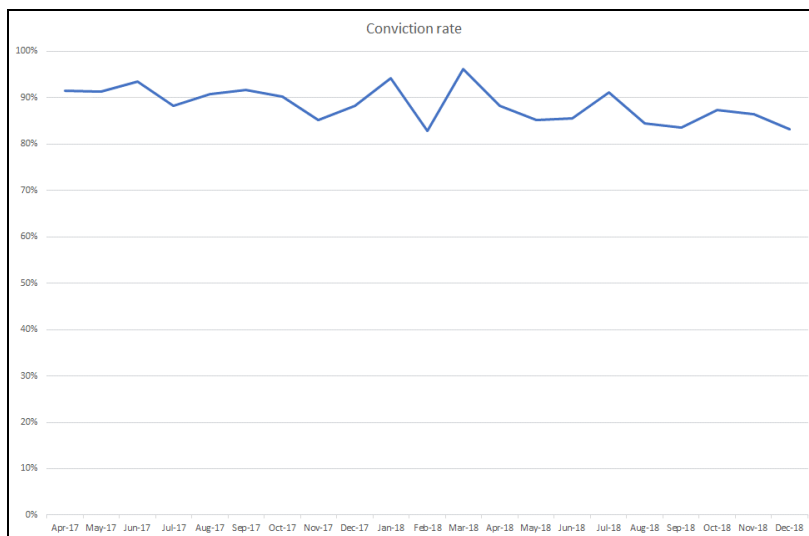


		12 month satisfaction level			
		All Groups	Dwelling/ Residential Burglary	Vehicle Crime	Violent Crime
Overall Satisfaction	Dec-14	86%	93%	81%	83%
	Dec-15	84%	90%	82%	81%
	Dec-16	82%	87%	81%	78%
	Dec-17	77%	84%	74%	73%
	Dec-18	74%	76%	67%	78%
Ease of contact	Dec-14	96%	96%	95%	96%
	Dec-15	96%	97%	96%	94%
	Dec-16	92%	93%	92%	92%
	Dec-17	91%	95%	87%	90%
	Dec-18	91%	92%	90%	92%
Time to arrive	Dec-14	91%	97%	90%	87%
	Dec-15	90%	93%	86%	89%
	Dec-16	85%	92%	85%	79%
	Dec-17	83%	87%	82%	78%
	Dec-18	81%	88%	72%	84%
Actions taken	Dec-14	71%	82%	66%	66%
	Dec-15	76%	85%	72%	71%
	Dec-16	70%	79%	63%	68%
	Dec-17	68%	75%	66%	64%
	Dec-18	65%	74%	56%	67%
Investigation	Dec-14	80%	87%	72%	81%
	Dec-15	79%	86%	74%	76%
	Dec-16	73%	79%	69%	71%
	Dec-17	68%	74%	59%	71%
	Dec-18	62%	62%	54%	71%
Keeping informed	Dec-14	80%	89%	75%	76%
	Dec-15	80%	85%	79%	75%
	Dec-16	76%	80%	73%	74%
	Dec-17	68%	73%	62%	70%
	Dec-18	66%	65%	58%	74%
Treatment	Dec-14	95%	97%	95%	92%
	Dec-15	93%	96%	93%	91%
	Dec-16	91%	95%	91%	87%
	Dec-17	91%	96%	89%	87%
	Dec-18	89%	92%	88%	88%

*Victim satisfaction year on year comparisons*

Conviction rates	Q1: 86 per cent Q2: 86 per cent Q3: 86 per cent	
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99. The long-term trend for the percentage of convictions in Wiltshire courts is relatively stable.



*Monthly overall conviction rate at all courts in Wiltshire and Swindon*

100. There were 4,369 convictions recorded in the year to December 2018 and 1,070 during quarter three.

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

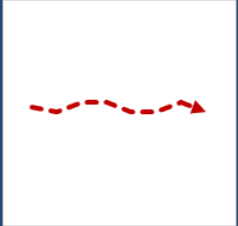
102. The Wiltshire Criminal Justice Board that I chair, are always looking to assure ourselves that a high conviction rate actually represents good performance, reflective of a healthy culture and getting best outcomes for victims.

103. Initial analysis shows that Wiltshire have a higher conviction rate than their peer

forces and also have a higher proportion of crimes that resulted in a charge, summons or TIC.

104. This provides a proxy of what proportions are likely go to court. If we had poor performance or an unhealthy culture we would expect this proportion to be lower than other forces.

105. Further research continues into understanding the attrition rate through the system.

<p>Restorative Justice (RJ)  Level 1</p>	<p>Q1: 117 Q2: 122 Q3: 131</p>	
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106. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)<sup>3</sup> 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.”*

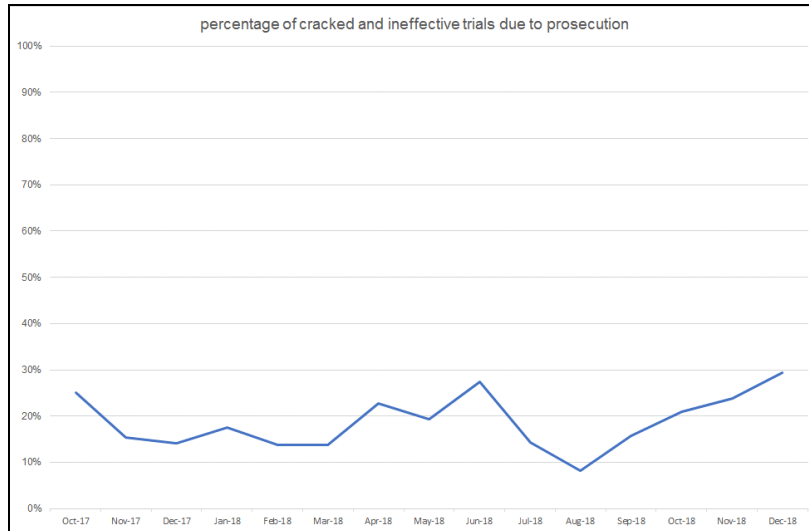
107. During quarter three, 131 community resolutions were issued that included RJ level one and a total of 467 in the 12 months to December 2018.

<sup>3</sup> The Ministry of Justice 2015

<https://www.gov.uk/government/collections/restorative-justice-action-plan>

<p>Percentage of trials that are cracked and ineffective due to prosecution reasons</p>	<p>Q1: 22 per cent Q2: 12.5 per cent Q3: 24.5 per cent</p>	
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108. There were 245 trials listed during quarter three, of which 140 were cracked or ineffective and 60 of these were due to prosecution reasons.



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


109. This measure forms part of the Wiltshire Criminal Justice Board (WCJB) performance framework.

110. The proportion of cracked and ineffective trials due to prosecution has risen during quarter three and December in particular. The volume of cracked and ineffective trials in December was 22 which is higher than the monthly average of 16.

111. There are no clear and obvious causes for this increase at this stage, with percentages being affected by small numbers.

112. The performance in this area continues to be monitored for opportunities to improve.

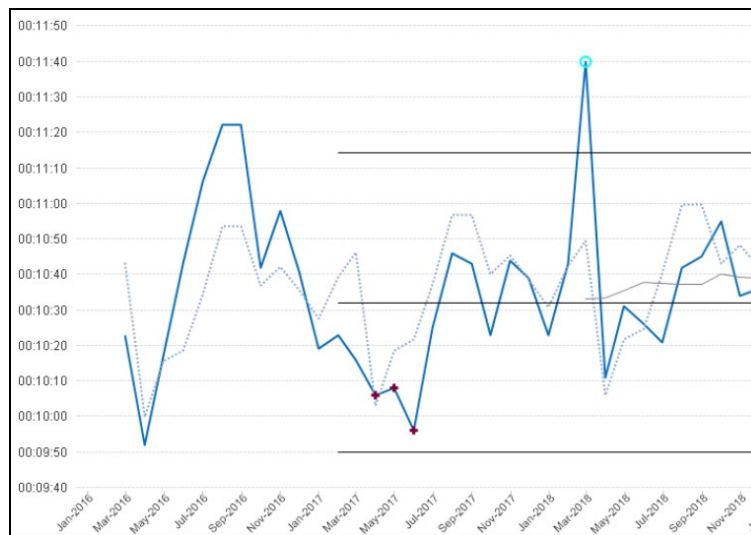
#### 4. Secure a quality police service that is trusted and efficient

Response time (average)	Immediate	Priority	
	Q1: 10 minutes 23 seconds Q2: 10 minutes 36 seconds Q3: 10 minutes 42 seconds	Q1: 52 minutes 21 seconds Q2: 55 minutes 56 seconds Q3: 49 minutes 38 seconds	

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

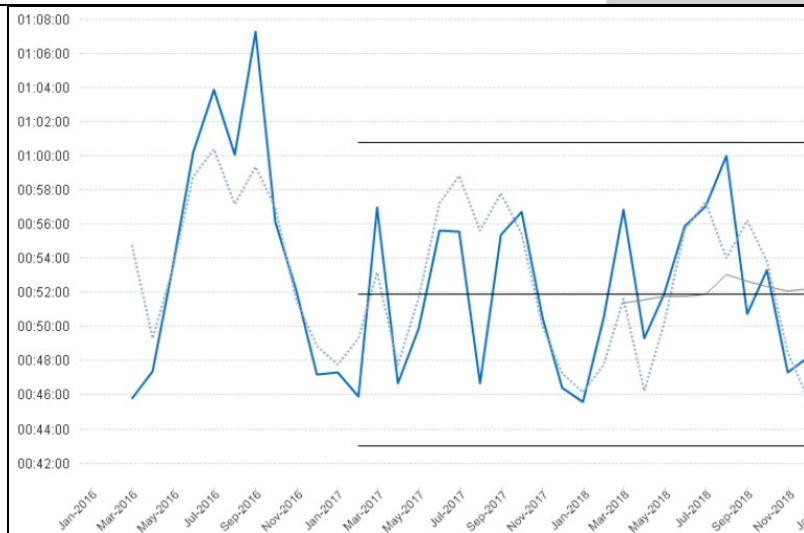
114. The Force attended 4,464 emergency incidents during quarter three and 18,488 in the 12 months to December 2018.

115. The chart below demonstrates that immediate response incidents have been attended on average within 10 minutes and 42 seconds during quarter three.



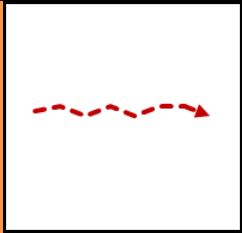
*Average immediate response time by month*

116. The Force attended 8,906 priority incidents during quarter three for which an estimated time of arrival of within one hour is given.

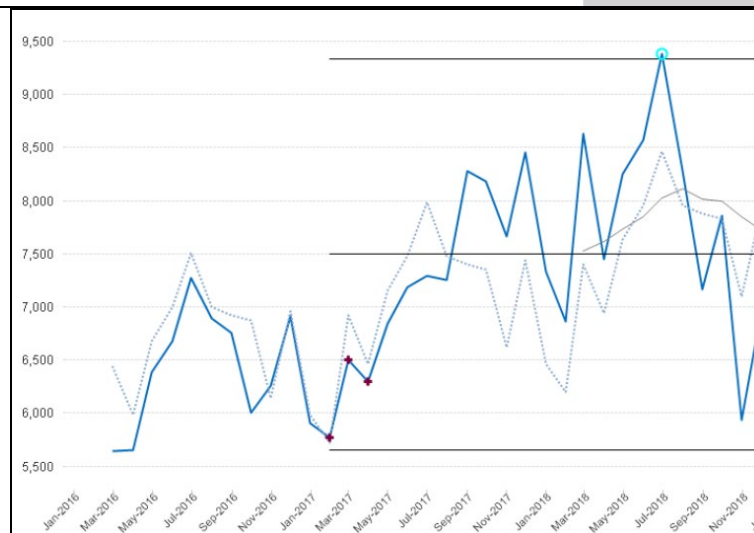


*Average priority response time by month*

- 117. The average time taken to attend a priority incident during quarter three was 49 minutes and 38 seconds.
- 118. In the 12 months to December 2018, 36,895 priority incidents were attended at an average arrival time of 52 minutes 14 seconds.
- 119. This measure demonstrates the consistent ability to be there for the public at their time of need.

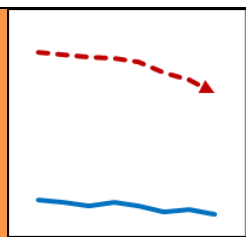
<p>Average time to answer 999 calls</p>	<p>Q1: 4 seconds Q2: 3 seconds Q3: 4 seconds</p>	
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- 120. During quarter three, 20,747 999 calls were received and answered within an average of four seconds.
- 121. This consistent and reliable delivery is against the backdrop of an 8.2 per cent increase in the volume of 999 demand.

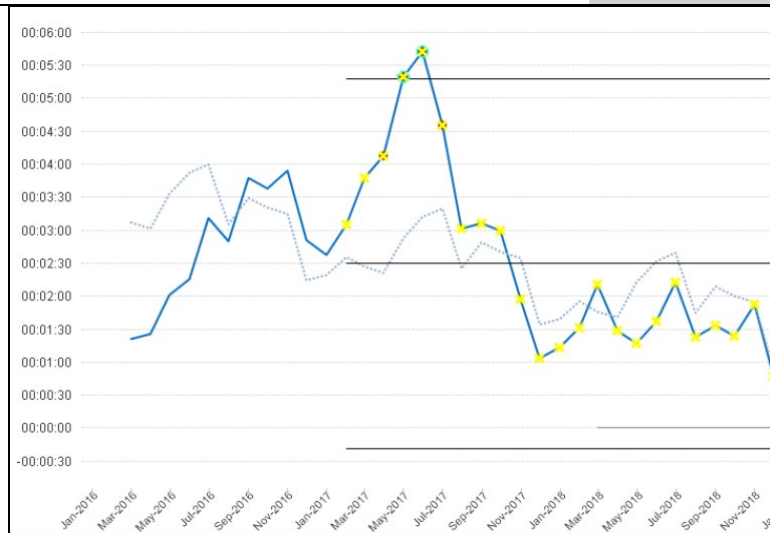


*Volume of 999 calls answered*

- 122. In the year to December 2018, the Force received 92,656 999 calls compared to 85,625 999 calls were received.
- 123. This increase is in line with research which shows that 999 calls are increasing across England.
- 124. Despite this increase, there are no concerns about Wiltshire Police’s capability to answer emergency calls quickly.

<p>Average time to answer Crime and Incident Bureau (CRIB) calls</p>	<p>Q1: 1 minute 28 seconds Q2: 1 minute 43 seconds Q3: 1 minute 21 seconds</p>		
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- 125. A total of 36,116 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter three.
- 126. The length of time it takes to answer a CRIB call has significantly decreased compared to the previous year. The trend is below expected forecasts and to similar levels experienced in 2015.



*Average CRIB call answer time*

127. This improvement and consistency is reassuring as it has been a key priority for some time.

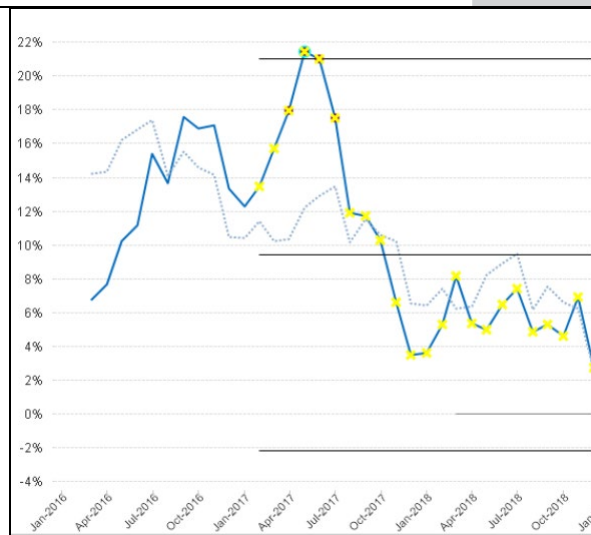
<p>Crime and Incident Bureau (CrIB) abandonment rate</p>	<p>Q1: 5.6 per cent Q2: 5.9 per cent Q3: 4.8 per cent</p>			
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128. The reduction in the average time to answer a CRIB call has had a significant effect on the number of people who abandon their call before it is answered.

129. The abandonment rate has significantly reduced and performs below expected forecasts.

130. The abandonment rate for quarter three 2018-19 was 4.8 per cent. 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.





*Percentage of CRIB calls abandoned*

131. 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.

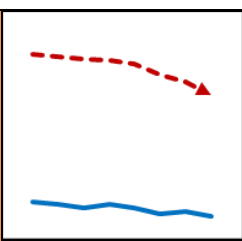
<p>Quality of full files (error rate)</p>	<p>Q1: 1.5 per cent Q2: 0 per cent Q3: 1.2 per cent</p>		
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132. This measure relates to an internal assessment of the quality of full files which the Force submits to the CPS. The CPS will request a full file 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.

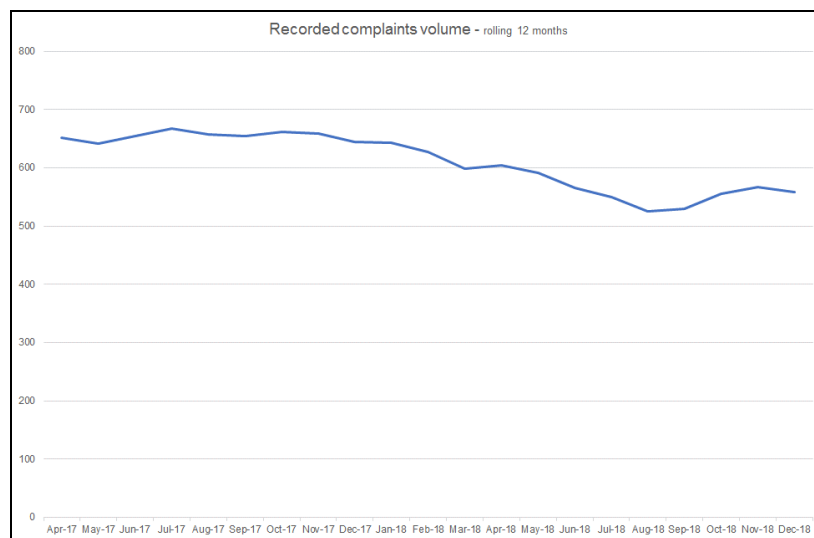
133. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

134. 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.

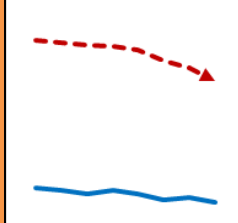
135. There were 173 full files sent to the CPS in quarter three, of which two had an unsatisfactory grading.
136. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.

Volume of complaints	Q1: 122 Q2: 131 Q3: 149			
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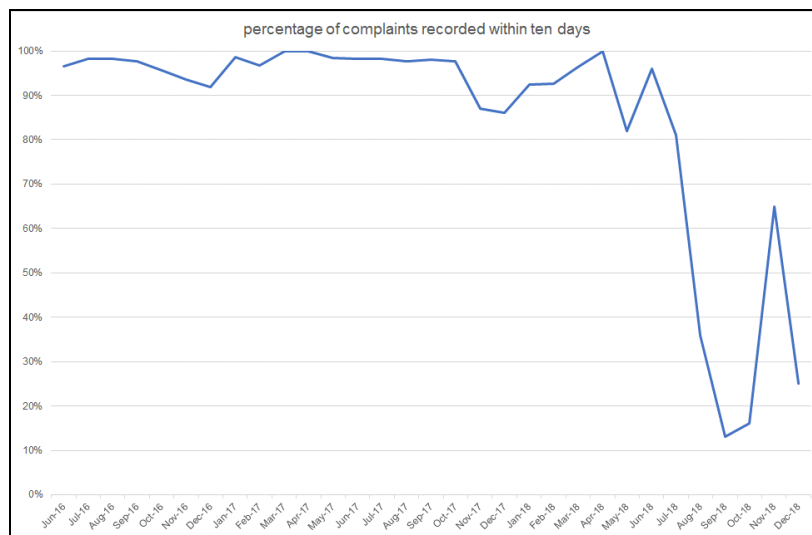
137. There were 149 complaints recorded during quarter three and 559 in the 12 months to December 2018.
138. This represents a 13.2 per cent reduction on the previous year where 644 complaints were recorded.



*Recorded complaint volume rolling 12 months*

<p>Percentage of complaints recorded within 10 days</p>	<p>Q1: 93 per cent Q2: 48 per cent Q3: 33 per cent</p>		
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- 139. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.
- 140. The percentage of complaints recorded within ten days has reduced during quarter three to 33 per cent.
- 141. The proportion of complaints recorded within ten days has improved since September when it fell as low as 13 per cent.



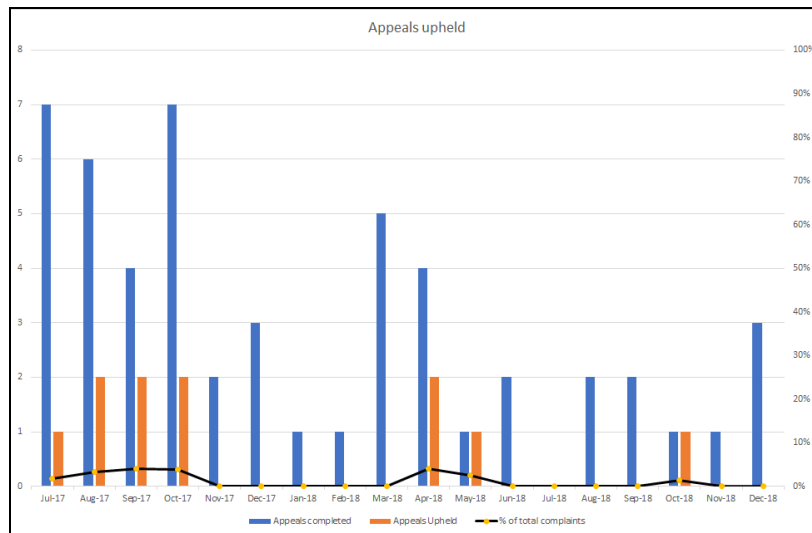
*Percentage of complaints recorded within ten days*

- 142. The average number of days it took Wiltshire Police to record a complaint throughout quarter three was 14 days.
- 143. The reduction in performance is as a result of resourcing challenges.
- 144. The current position will improve during quarter four as there are two new members of staff in post, however a return to the previous levels of performance is not to be

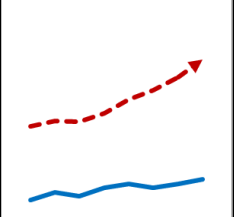
expected in the short term while they learn and develop within their new roles.

Percentage of complaint appeals upheld	Q1: 43 per cent (7 appeals completed and 3 upheld) Q2: 50 per cent (4 appeals and 2 upheld) Q3: 20 per cent (5 appeals and 1 upheld)	
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- 145. 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.
- 146. If the proportion is consistently high, it would indicate that the outcomes from our complaint processes are not effective.
- 147. For quarter three, five appeals were completed and one was upheld.
- 148. Of the 23 appeals completed in the 12 months to December 2018, 4 were upheld. This represents 17 per cent of appeals and 0.7 per cent of the total number of complaints received.

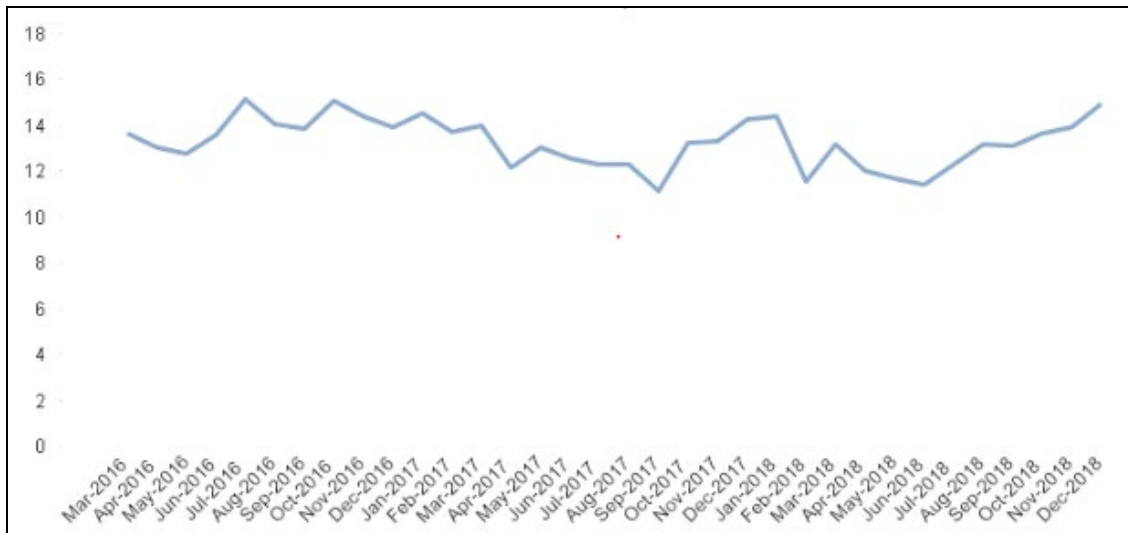


*Force appeals completed and upheld*

<p>Number of actual days lost per person</p>	<p>Year to December 2018 14.9 actual days lost per person</p>	
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149. The current position for sickness data is not one hundred per cent accurate and therefore this section comes with a degree of caution. Internal information suggests that on average there were 14.9 days lost per person in the 12 months to December 2018.

150. Through dip sampling we have established that there are often sickness records still open for people who have since returned to work. The Force is working hard to establish an accurate and reliable version of this data through improved systems and processes.



*Sickness days lost per person – rolling 12 months*

151. This current picture is therefore highly likely to be overinflated.

152. However, the Force has access to management information with which it can tactically and operationally manage the levels of sickness and the welfare of its people.

## Service Delivery Plan Update Priority 3

### Priority 3 – Put victims, witnesses and communities at the heart of everything we do

#### Objective one

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

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

The Horizon Victim and Witness Care team has been in place since March 2015, when the OPCC was given responsibility for commissioning services to support victims of crime. The Horizon team is commissioned by the PCC to provide a coordinated, consistent end-to-end service for victims and witnesses from their first point of contact with Wiltshire Police, through the criminal justice process. Based at Devizes HQ the dedicated team of Police Staff provides an enhanced service to support victims and witnesses when they need it most. The victims and witnesses eligible for an enhanced service are:

- Vulnerable victims
- Intimidated victims
- Persistently targeted victims
- Victims of serious crime

Horizon Victim and Witness Care staff work closely with a wide network of services and partner agencies to provide support and guidance, including Victim Support, Splitz, and Sexual Assault Referral Centres, Swindon Women's aid, Bobby van, Splash, Witness Service, Restorative Together and Police led hate crime advisors. This allows the team to deliver the best possible service to victims, ensuring that victims receive emotional and practical support from the appropriate service

provider.

Between April 2018 to February 2019, 3890 victims and witnesses of crime have been offered support from the Horizon team. This has included victims of hate crime, dwelling burglary, sexual offences, domestic violence and violence against the person offences.

Horizon also provide support and guidance to victims and witnesses as part of their court journey, they are currently managing 895 cases at differing stages, incorporating 328 trials and 6936 victims and witnesses.

Following a recent review of support services for vulnerable victims of volume crime, it has been established that a different level of support is required. From 1st April 2019 Horizon will be offering victim referrals to additional support services. Victim Support will continue to provide support for vulnerable victims over 18 and Youth Action Wiltshire support for under 18's. Mobilisation meetings are currently underway to ensure both contract and sharing agreements are in place and that referral pathways are fit for purpose by commence date.

The OPCC has successfully retendered the victim support services in Wiltshire that will provide additional emotional and practical support for victims. Commissioners conducted a comprehensive needs assessment, service user work and market consultation. The new service model meets those needs and considerations following best practice commissioning approaches. The OPCC has commissioned a service for adults, provided by Victim Support and under 18s provided by Youth Action Wiltshire. This approach has enables more bespoke support to be provided to victims since the responsibility was devolved from the MOJ.

This new service has completed contract mobilization and will begin operating on 1 April 2019.

**3.02 Championing the use of restorative justice to allow victims and offenders to communicate to repair the harm and find a positive way forward. Restorative Together, our multi-agency partnership led by the OPCC, will increase capacity by training volunteers, police officers and other agencies to be able to use restorative justice**

The OPCC is committed to working closely with the Police, the National Probation

Service, Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company, Wiltshire Council, Swindon Borough Council, Youth Offending Teams, Housing Associations, Horizon Victim and Witness Care and Victim Support to provide a high quality Restorative Justice (RJ) service throughout the County. The aim is to offer all victims of crime access to RJ at all stages of the criminal justice system. To date Wiltshire Police have delivered 414 out of court community resolutions with a restorative element. Cases completed and currently in progress include neighbourhood disputes, criminal damage, sexual assault, murder, domestic abuse, racially aggravated assault, burglary and robbery.

The Restorative Together Team continues to train front-line police officers and staff and the training is now compulsory to all Officers and Staff in Community Policing Teams. To date 571 staff have received level 1 RJ training. In addition thirty officers have also been trained to level 2 alongside other professionals from Councils, HMP, Housing Associations and Schools.

The work of the RJ team has been recognised by the Restorative Justice Council and in November 2017 the team was awarded the Restorative Justice Quality Mark (RSQM) which recognises professionalism and high standards of practice.

### **3.03 Working with NHS England on the re-commissioning of the sexual assault referral centre (SARC) and work within a multi-agency partnership to ensure support for victims of sexual offences - COMPLETED**

The OPCC has jointly commissioned this service with National Health England (NHSE) and other SW OPCCs

The new service model is designed to improve care for victims and survivors of sexual assault and is based on the requirements of the national service specification for SARCS and underpinned by the following principles to maximise the health outcomes for local people who may need to use these services:

- Are victim/survivor focused
- Provide equality of access across the region
- Offer extended opening times
- Meet national quality and clinical standards
- Have caring, skilled and well-supported staff
- Offer better access to self-referrals
- Are based on fair and equitable funding
- Work in partnership with other sexual violence services, including counselling, sexual health and the police and criminal justice system



There will be two centres of excellence, based in Exeter and Bristol. They will provide forensic and medical examinations and support to both adults and children. Children from Wiltshire and Swindon will be able to access these services which will provide specialist forensic support. There will be four adult SARC's, offering services to people aged 16 years and above. These will be based in Truro, Plymouth, Gloucester and Swindon (Sanctuary building). The model will give greater consistency, practice, service delivery, performance and ultimately improved care and support for local people who may need to use a SARC.

FirstLight are the successful provider of this service in Swindon and has been operating since October 2018.

### **3.04 Working with health partners on a pilot advocacy service for children and young people who are victims of sexual offences**

Following a temporary post created within the Swindon and Wiltshire SARC in 2018 to review services for children and young people. The findings have informed the future commissioning of services for young people. One of the priorities has been for the support worker to attend Child and Adolescent Mental Health Service (CAMHS) meetings to build links between the SARC and existing services. Cases being supported by ISVA (independent sexual violence advocate) services have been reviewed and additional training has been provided on child trauma and identifying mental health needs.

This has resulted in inclusion in this provision in the recommissioned ISVA service including the provision of a CHISVA (Child Independent Sexual Violence Advocate) to work with children and young people who are victims of sexual offences.

The service working with victims at all levels of risk, families where DA is affecting dependent children and perpetrators who need support to change behaviour. Refuge places are available. The project started on 1st April 2018 and runs for 3 years with options to extend for a further 2 years. This commissioning work is done in partnership with Wiltshire Council and performance monitoring meetings are held quarterly.

The domestic abuse service provided by Splitz Support Services in partnership with Green Square and Salisbury Women's Refuge also supports victims of Sexual Abuse across Swindon and Wiltshire.

### **3.05 Ensuring courts are listing cases in the most efficient way to reduce timescales, the number of so-called cracked and ineffective trials and the number of pre-trial hearings**

On a bi-monthly basis a Cracked and Ineffective Agency meeting is held between the Police, Crown Prosecution Service and HM Courts & Tribunals Service to review data in relation to Effective, Cracked, Ineffective and Vacated Trials. The aim is to provide accurate information as to the main reason (i) why trials do not take place when listed; (ii) why they have been taken out of the list before the trial date; and (iii) why pleas of guilty are not made earlier. This assists with the efficient management of cases, and helps improve public confidence in the effectiveness of the Criminal Justice System (CJS).

Since April 2016 the number of trials that are Cracked and Ineffective due to prosecution reasons is consistently low and equates on average to 15 per cent of trials listed at magistrates and crown courts.

The most recent meeting held in January 2019 reviewed 13 cracked cases and nine ineffective trails that occurred during October, November and December 2018. The meetings are beneficial in providing insight around each partner agency, and the pressures they face, and areas for improvement including best practice are identified and shared with partner agencies.

### **3.06 Extending the use of video technology such as giving evidence by video link, virtual courts and body worn cameras**

Wiltshire Police are the most advanced Force in the South West regarding the use of video technology. The Force has two live link facilities, at Gablecross and Melksham custody units. These facilities are used by officers to remotely provide evidence for trials listed in the magistrate's court and this is now considered standard practice throughout the force resulting in considerable savings in the amount of time officers are required to attend court in person.

With the growing use of this technology Wiltshire Police, will in the coming months; be using live link facilities to make warrant applications. This will prevent officers from travelling all over the county to attend Swindon Magistrates Court, which is where non urgent warrant applications are processed.

The use of virtual courts is also regarded as business as usual for remanded prisoners with a significant number being heard by virtual courts in both Swindon and Melksham Police stations.

The Force has also significantly invested in Body Worn Video Cameras (BWV) which were introduced to protect front line staff and assist with evidence gathering. The

original cameras are due to be replaced in the next few months with an upgraded version that has greater recording capacity and a more durable battery, this will then enable our staff to use the devices for conducting suspect interviews at a variety of locations. All front line officers have now been trained and allocated a BWV camera and it is now mandatory for officers to utilise them. There have been several excellent news articles demonstrating their capability in producing sound evidence leading to guilty pleas at first hearing, including a 51-month prison sentence for serious disorder on the streets of Westbury.

## **Objective two**

### **Stopping people from becoming victims by preventing offending and reoffending**

#### **3.07 With the National Probation Service and Community Rehabilitation Company, reviewing and expanding the Integrated Offender Management (IOM) service to include violent offenders**

The Integrated Offender Management (IOM) service used by Wiltshire Police is the Swindon and Wiltshire Integrated Targets for Change programme (known as SWITCH). This is a partnership venture involving Wiltshire Police, the Probation Service and other partners which seeks to identify the root causes of offending and steer repeat offenders away from committing crime by offering them professional support and guidance. Providing offenders with pathway support ensures that the most appropriate intervention and service is available to address the causes of the individual's offending and in turn support them towards getting out of a life of crime and becoming a productive member of society.

In January 2019 the IOM working group formed a tactical plan promoting a fresh approach to IOM. Placing greater emphasis on the criminogenic needs of offenders, the working group will be working with partners to rehabilitate those individuals that pose the greatest risk of harm to our communities and providing a local solution to local problems. Following the meeting it was agreed that the process for selecting

offenders would be adjusted to include current intelligence and closer alignment to the Control Strategy for Wiltshire. In addition the working group is undertaking a review to ensure that Wiltshire is best placed to track IOM success. This will link directly to identifying appropriate services to commission.

### **3.08 Leading and resourcing youth offending teams to prevent young people at risk of offending from entering the criminal justice system**

Wiltshire Youth Offending Team (YOT) work with young people between the ages of 10 and 18 who display anti-social and/or offending behaviour, and are subsequently dealt with through the Criminal Justice System. YOT tries to prevent further offending by addressing the factors associated with offending. The YOT's primary aims include giving young people positive opportunities and support to feel they are valued, productive members of the community as well as the opportunity to repair the harm they have caused. YOT's work is underpinned by the principles of restorative justice, and the key objective of the service is to offer practical advice, support and direct case work to prevent issues escalating and requiring statutory intervention.

The YOT is multi-disciplinary and is made up of Social Workers, Youth Justice Workers, a Police Officer and Police Staff, Education Welfare Officer, NEET PA (Not in Education Employment or Training Personal Advisor) , HSB Co-ordinator ( Harmful Sexual Behaviour ) and Probation Officers. YOT works in partnership with other services including Motiv8 - substance misuse service, CAMHS - Children and Adolescent Mental Health Service and Children's Care.

The three main areas of YOT work are:

- Prevention: Some young people may be at risk of getting into trouble but have not yet committed an offence. The team supervises and supports these young people to prevent them entering the criminal justice system.
- Offenders: They work with young people who have committed offences, to change their behaviour and stop reoffending.

- Work with victims of crime: Through the process of restorative justice, they work with victims of crime to make sure they are given a voice within the criminal justice system.

The YOT teams have been involved in a number of successful initiatives to tackle youth crime across the County. A Knife Crime awareness event was held at Gablecross where the YOT's worked alongside Crimestoppers to deliver training to 40 key workers across the partnership. The YOT team has also been involved in the delivery of the Respect Programme working alongside Social Care, Education and other provisions across Swindon. Respect is a licensed programme working with young people aged 10-17 who have displayed adolescent domestic abuse in the home towards their parents, carers and siblings. Since working with the families the team have seen a significant reduction of aggression and increased safety in the home.

The Youth Restorative Intervention (YRI) panel was launched forcewide on the 4<sup>th</sup> February 2019. The YRI panel forms part of an ongoing programme to improve the early intervention offered to young people and is a big step towards achieving better outcomes for youths coming to Police notice.

### **3.09 Commissioning prevention programmes to make domestic abuse perpetrators face up to their abuse**

As part of the commissioned service with Wiltshire Council, there is a small perpetrator programme in which providers and commissioners are developing their approach. National evidence and pilot programmes are also being conducted to inform and develop the evidence base. Currently only areas selected by the MOJ are being allowed to develop these programmes as part of a criminal justice intervention.

At the recent High Sheriff's conference on domestic abuse, perpetrator work has been identified as a national and local area for development.

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**AGENDA ITEM NO:**

**POLICE AND CRIME PANEL  
28 March 2019**

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## **OPCC RISK REGISTER**

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

1.1 To update the Police and Crime Panel (PCP) 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 19<sup>th</sup> February 2019.

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

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. The Chief Finance Officer is currently overseeing a review of current service provision. It is expected this review will report back early summer.

#### 3.4 Details on the three risks considered moderate are:

- *Risk I2: Failure to produce a MTFs that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings*

The scoring for this risk has reduced since the risk register was last reported to PCP (December 2018). Members will recall there was significant national concern with regard to the funding of police pensions which could have equated to an increase in costs of £1m for Wiltshire. The financial settlement announced by the Government in December included additional funding to cover most of these costs. The settlement also confirmed that Police and Crime Commissioners would have the flexibility to seek to increase the precept by up to £24 per year (previously it had been anticipated the maximum would be £12 per year). These two announcements have culminated in the likelihood for this risk being reduced from 3 to 2.

- *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*

There has been no formal notification from partners as to if, where, and how they will be making savings from 2019-20 onwards. This risk continues to be monitored.

- *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*

Although this risk has been fully reviewed following the withdrawal from Tri-Force by Avon and Somerset, the score is maintained at 18.

## 4. Key Risks to Consider – Topical

4.1 The register identifies ten topical risks (six existing risks, two new risks, and two risks to be removed. Of the six existing risks, two are considered moderate. Details on these risks are provided in Paragraph 4.3 below.

4.2 Details on the two new topical risks and the two risks identified for removal can be found at Paragraphs 5 and 6 below.

4.3 Details on the two 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. Internal Audit have conducted a follow-up review on this audit and found that the majority of recommendations had now been confirmed as



substantially complete. However, the general process to ensure all Force policies are updated promptly remains under review to refine and fully embed.

- *Risk T8: Failure to comply with General Data Protection Regulations (GDPR)*  
Work is ongoing to ensure compliance with GDPR and a new structure for Information Assurance has been in place since January 2019.

## **5. New Risks**

5.1 Two new topical risks have been identified both of which are considered moderate. Further information is provided below:

- *Risk T10: Impact of a 'No Deal' Brexit on Wiltshire*  
A number of actions have been taken locally to mitigate the risk of a 'no deal' Brexit including the establishment of a Gold Group which is attended by the OPCC and updating of contingency plans. The APCC have established a cross party Brexit Working Group which provides updates to PCCs.
- *Risk T11: Failure to provide forensic medical services in Sexual Assault Referral Centres*  
The Deputy Chief Executive is working with regional colleagues to mitigate this risk as far as possible and resolve the matter with the provision of a suitable service.

## **6. Risks to be Removed**

6.1 Two risks have been identified as suitable for removal from the register. These are:

- *Risk T5: 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*  
A thorough recruitment exercise was run which resulted in the appointment of Kier Pritchard as Chief Constable in November 2018.
- *Risk T9: Failure to recommission service for victims of crime*  
A competitive and successful tendering exercise was run which has resulted in the appointment of Victim Support to provide services to adult victims of crime and Community First to provide a service to under 18's. Mobilisation meetings have been held with both service providers and the new services will commence from 1<sup>st</sup> April 2019.

## **7. Future Reviews of Risk Register**

7.1 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 <sup>2</sup> 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
JAC	Joint Independent Audit Committee
LA / LAs	Local Authority / Local Authority's
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
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
<b>Inherent Risks</b>											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> <li>Failure to discharge role of PCC</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Damage to partnership relationships</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>P&amp;C Plan integral part of planning cycle</li> <li>P&amp;C Plan reviewed annually</li> <li>P&amp;C Plan agreed as key document for police community safety partnerships and WCJB</li> <li>Informed by CC's operational advice and partnership delivery plans</li> <li>Comprehensive engagement and consultation with the public in developing final P&amp;C Plan</li> <li>Attendance at strategic boards with partners</li> <li>Attendance at Force SD&amp;T where performance is reviewed</li> <li>PCC commissioning of services in addition to policing to support delivery of P&amp;C Plan – 2019-20 commissioning plans being drafted</li> <li>Quarterly reporting to the Panel on performance against plan</li> <li>Publication of annual report summarising progress made against priorities and P&amp;C Plan – published September 2018</li> <li>Continue to receive 'good' grading in HMICFRS PEEL inspections</li> <li>Following public consultation, police precept for 2019-20 increased by £24 for Band D property</li> <li>Recruitment of police officers</li> <li>Joint OPCC/Force Awayday held in October</li> </ul>	2	2	4	16	19-Feb-19	<b>Reduce</b> (previously 24) - business as usual, increased flexibility in setting precept
I2	15-May-17	Failure to produce a MTFs that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> <li>PCC and OPCC failure in statutory obligations</li> <li>Unable to commission required services or provide enough funds to CC to provide efficient and effective police service</li> <li>Unable to deliver P&amp;C Plan priorities</li> <li>Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided</li> <li>Look at borrowing money options – would no longer be debt free</li> <li>Negative impact on future budgets and reserves</li> <li>Impact on Wiltshire public through the services they receive and setting of the precept</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO</li> <li>Member of APCCs / APAC<sup>2</sup>E / PACCTS</li> <li>Horizon scanning database referenced</li> <li>Fortnightly finance meetings between PCC and CFO</li> <li>Collaborations / projects require financial sign-off at CMB</li> <li>Continual review and update working closely with CC</li> <li>Central government determined by Treasury</li> <li>Restrictions on council tax amended, PCCs able to increase precept up to maximum of £24 per year for 2019-20 (PCC has held public consultation on proposal and increased precept to maximum limit)</li> <li>Precept consultation conducted January 2019, findings summarised and reported to PCP in February</li> <li>PCC presented his plans for precept increase to PCP at February meeting</li> <li>Work commenced to identify savings requirement - joint OPCC/Force Awayday held in October</li> <li>Significant national concerns exist with funding of Police Pensions. Discussions with treasury and Home Office on mitigating impact and risks - pensions issue now resolved</li> </ul>	2	3	4	24	19-Feb-19	<b>Reduced</b> (previously 36) - increased flexibility in setting precept and national issue of funding of police pensions resolved

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> <li>• Insufficient resources available</li> <li>• Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&amp;C Plan objectives</li> <li>• Failure to maximise performance</li> <li>• Failure to secure value for money</li> <li>• Stifle innovation and creative / effective solutions</li> <li>• Failure to comply with legal requirements on procurement</li> <li>• Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act</li> </ul>	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> <li>• Commissioning Strategy in place</li> <li>• Partnership agreements / grant letters issued for each commissioned service outside of the police</li> <li>• Commissioned services provided by Wiltshire Police reviewed</li> <li>• Regular / Final reports a prerequisite of all commissioned services</li> <li>• Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review</li> <li>• Monthly Commissioning Update meetings established between officers</li> <li>• Constant future planning of allocation of Community Safety Fund and Victims Fund – 2019-20 commissioning plans being drafted</li> <li>• Planning underway for review of services to ensure timely and smooth transition to new provider where necessary</li> <li>• Ongoing / New commissioning with LAs meeting all legal and procurement requirements</li> <li>• Internal audit reviewed ethical arrangements and gave a 'reasonable' assurance with no significant findings</li> <li>• Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings</li> <li>• 2019-20 first year of fully established commissioning structure</li> </ul>	2	2	3	12	19-Feb-19	Increased (previously 4) - new commissioning staffing structure in place

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I4	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Fortnightly CMB meetings with CC</li> <li>Attendance at monthly SD&amp;T</li> <li>Review of performance data</li> <li>Regular review of force spend</li> <li>Engagement with public and partners to understand requirement and needs</li> <li>Development of P&amp;C Plan and objectives in consultation with the CC</li> <li>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</li> <li>Working with CC to review all accountable mechanisms to ensure they are fit for purpose</li> <li>DCC/ACC attending all Area Boards</li> <li>OPCC management represented on Specialist Ops Board</li> </ul>	1	2	4	8	19-Feb-19	Maintain - business as usual
I5	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies and commissioning of effective services for victims	<ul style="list-style-type: none"> <li>Justice processes become inefficient and not joined up</li> <li>Justice outcomes, victim satisfaction, and care declines</li> <li>Reduced satisfaction and confidence in criminal justice process by victims of crime</li> <li>Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners</li> </ul>	Reputational Operational delivery Performance	<ul style="list-style-type: none"> <li>PCC Chair of WCJB, additional support being provided by OPCC</li> <li>PCC has coordination role across CJS system on behalf of victims</li> <li>WCJB delivering substantial parts of the P&amp;C Plan</li> <li>WCJB action plan in place and being delivered by sub-groups</li> <li>Victims, Witnesses and Most Vulnerable sub group coordinate victim through CJS and CSPs manage offender work</li> <li>RJ strategy agreed by WCJB</li> <li>Partnership working to support delivery of specialist victim services for DA and SA</li> <li>Victim services being redeveloped to further integrate support</li> <li>Work to improve interface between force and CPS to improve efficiency with sexual offences</li> <li>In conjunction with Northumbria OPCC, Wiltshire is coordinating WCJB work to identify areas for improvement in specialist courts and support for victims</li> <li>Improved links and coordination between local and national CJB through APCC and portfolio leads</li> <li>CJBs from other areas been in contact to learn lessons from progress made to date in Wiltshire</li> <li>Performance dashboard now in place</li> <li>WCJB approved first strategy that sets direction for criminal justice agencies</li> <li>Strong relationships with CSPs and YOTs</li> <li>Reducing Reoffending Board established</li> <li>National changes around Probation Service taking place - awaiting further information</li> </ul>	2	2	3	12	19-Feb-19	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	<ul style="list-style-type: none"> <li>Missed opportunities to collaborate / save money / provide a more efficient and effective service</li> <li>Unexpected detrimental impact on the PCC's ability to deliver the P&amp;C Plan objectives</li> <li>Unexpected detrimental impact on policing affecting funding and police officer time</li> <li>Increase demand on PCC and OPCC staff</li> <li>Increased demand on policing services</li> <li>Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process</li> <li>Negative reaction from the public / media</li> </ul>	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> <li>Regular engagement with LA Leaders</li> <li>Attendance at strategic boards with partners</li> <li>OPCC engagement with partners and stakeholders and attendance at relevant boards</li> <li>Fortnightly meetings of CMB discuss emerging developments with partners</li> <li>Updating and monitoring of Horizon Scanning database</li> <li>Early engagement with LAs and partners to identify and reduce demand on policing services</li> <li>Local Authorities have indicated increased savings requirement for 2019-20</li> <li>No formal notification received from partners on where savings are being made</li> <li>OPCC working to co-ordinate commissioning of services across local government health</li> </ul>	3	4	2	24	19-Feb-19	Maintain - watching brief
I7	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> <li>Unnecessary maintenance of surplus buildings and associated utility costs</li> <li>Waste of resources maintaining surplus estate</li> <li>Damage to community relationships</li> <li>Negative impact on CPT and provision of local policing</li> <li>Negative comments from public / local media</li> <li>Underestimate estate requirement and dispose of too much estate</li> <li>Sub-optimal estate provision is ineffective use of resources</li> <li>Loss of opportunity to share properties and associated costs with local partners / communities</li> </ul>	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> <li>PCC's Estate Strategy published and key stakeholders (including the public) notified</li> <li>PCC met with Wiltshire and Swindon MPs to advise them of strategy</li> <li>Estates strategy governance in place and appropriate Boards</li> <li>PCC holding officers to account for delivery of strategy</li> <li>CC has provided operational requirements to PCC</li> <li>Operational requirements developed across all police departments and informed by current and future predicted demand</li> <li>Delivering against Estate Strategy</li> <li>Plans being designed and developed, business cases due</li> <li>Acquisitions and Disposal Board overseeing change</li> <li>Wiltshire Hub Board overseeing CPT Board</li> </ul>	2	2	2	8	19-Feb-19	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 are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> <li>• ICT vulnerable to cyber attack</li> <li>• ICT is out of date, fails and is unsupported</li> <li>• Missed opportunities of improvement technology</li> <li>• Impacts upon delivering P&amp;C Plan objectives</li> <li>• Use of older / out of date equipment limits capability</li> <li>• Criticism from Government / HMIC and adverse media</li> <li>• Reduced public and partner satisfaction and confidence in PCC and OPCC</li> </ul>	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>• Additional resources required to continue to deliver improvements and efficiency, ability to do this is being reviewed</li> <li>• Strategic work ongoing with WC to identify priorities, timescales and governance – expectation is for improved clarity surrounding ICT</li> <li>• Regular meetings with service providers and increased monitoring occurring</li> <li>• Test incident conducted with GCHQ</li> <li>• Business continuity plans in place for all business areas</li> <li>• PCC identified funds available for specific ICT projects in capital plan</li> <li>• Joint Technology Board meets regularly – PCC, CC, and WC are represented</li> <li>• ICT disaster recovery plan received</li> <li>• Formal agreement with WC for signing, revised version sent end of October 2017, OPCC working to revised version</li> <li>• JIAC received presentation on cyber security at June meeting</li> <li>• Specific resources have been reallocated to manage compliance and updates presented on frequent basis to national accreditors</li> <li>• Op Connect overseeing all ICT issues - major risks have been managed but have identified that with Vision 2025 there will be further ICT problems to be resolved</li> <li>• Unsuccessful attempts made to breakthrough ICT security wall providing some assurance</li> <li>• Emerging divergence of ICT requirements for Police and local authorities</li> <li>• Review of current service provision underway</li> </ul>	4	2	4	32	19-Feb-19	<b>Maintain</b> - major risks have been managed, review of current service provision underway
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	<ul style="list-style-type: none"> <li>• PCCs or CCs do not agree on a model of collaboration for any particular function</li> <li>• Collaborative partners do not wish to pursue collaborative opportunities</li> <li>• Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public</li> <li>• Reduced influence of PCC to provide local accountability</li> <li>• Effective and efficient service not delivered</li> <li>• Reduced public and partner confidence and satisfaction in PCC and police</li> <li>• Negative reaction from the public / media</li> <li>• Criticism from Government / HMICFRS</li> <li>• Damage to partnership relationships</li> </ul>	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>• Governance arrangements outlined in all collaborative agreements</li> <li>• Performance, finance, and strategic risks are managed at Strategic Board</li> <li>• Collaborative arrangements standing agenda item on CMB</li> <li>• PCC strategic parameters for collaboration set and communicated December 2017</li> <li>• Tri Force reviewed in order to develop closer working for armed response - A&amp;S and Wiltshire will continue to strengthen collaboration on roads policing and dogs</li> <li>• Discussions continue to support through transition period</li> <li>• Benefits of Tri-Force have been challenged in series of management reports as proposed remedial measures would have transferred direction and control and accountability away from Wiltshire PCC / Chief Constable to that of Avon and Somerset. The impact on accountability and governance outweighed the benefits.</li> </ul>	3	2	3	18	27-Nov-18	<b>Reduced</b> (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	<ul style="list-style-type: none"> <li>• Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>• Criticism from Government / HMICFRS and adverse media attention</li> <li>• Damaged relationship and reputation as an employer</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>• Membership of APCC, APAC<sup>2</sup>E, and PACCTS</li> <li>• All HMICFRS reports considered and responded to</li> <li>• Appropriate staffing structure in place with clearly defined roles and responsibilities</li> <li>• PCC staff conduct horizon scanning and provide regular briefings to the PCC</li> </ul>	2	2	2	8	19-Feb-19	<b>Maintain</b> - 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	<ul style="list-style-type: none"> <li>• Failure to deliver statutory responsibilities</li> <li>• Failure to support the PCC to fulfill his role and responsibilities</li> <li>• All risks in every aspect will increase</li> </ul>	Legal Reputational	<ul style="list-style-type: none"> <li>• Annual review of OPCC delivery demands</li> <li>• Policy and horizon scanning for changes in PCC statutory responsibilities</li> <li>• Discussions with PCC and partners on anticipated direction and requirement for officers</li> <li>• Identified gaps to be addressed in next six months</li> <li>• Comparison of resources with other OPCCs</li> <li>• Review national guidance (APCC/APACE)</li> <li>• Results of scoping, identified demands, outcomes of discussions to be fed into planning cycle</li> <li>• Expansion of PCC role - increased devolution from central government (criminal justice / fire governance)</li> <li>• 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</li> <li>• OPCC resourcing plan agreed at CMB to address identified gaps</li> </ul>	2	2	3	12	19-Feb-19	<b>Reduced</b> (previously 18) - resourcing plan has been approved



ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
<b>Topical Risks</b>											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> <li>PCC and OPCC failure in statutory obligations</li> <li>Not able to provide enough funds to Chief Constable to provide an efficient and effective police service</li> <li>Unable to commission required services due to reduced funding</li> <li>Unable to deliver P&amp;C Plan priorities</li> <li>Further savings would need to be identified</li> <li>Reduction in reserves</li> <li>Reduced satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO</li> <li>D&amp;C PCC is a member of the Technical Group and PCC able to channel his views through her</li> <li>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</li> <li>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</li> <li>Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review</li> <li>£1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16</li> <li>PCCs able to increase precept up to maximum of £24 per year for 2019-20 (PCC has held public consultation and increased precept to maximum limit)</li> <li>National report suggests new formula will not be brought in until 2021-22</li> <li>Review of formula has now been pushed back to 2020-21</li> </ul>	2	4	2	16	19-Feb-19	<b>Maintain</b> - 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	<ul style="list-style-type: none"> <li>ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage)</li> <li>Commons Public Accounts Committee has been told that ESN will be running in September 2020</li> <li>Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown</li> <li>Negative reaction from the public / media</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Limited control due to national programme</li> </ul>	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> <li>PCCs represented by PCC Katy Bourne on HO Oversight Group</li> <li>National meetings taking place at which police forces are represented</li> <li>CC SW representative – information received more timely and increased force focus</li> <li>Situation reviewed by the Public Accounts Committee and has national profile</li> <li>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</li> <li>Concerns around devices provided and whether they can deliver the necessary technology</li> <li>Potential for significant cost increases</li> <li>CFO delivered update to JIAC December meeting</li> <li>Refreshed business case, budget and timeline to be produced as part of programme reset – expected later in the year</li> <li>Stop on project team recruitment to limit cost and no longer rolling funds forward</li> <li>New communications expected imminently - still awaiting national guidance and business plan with new costings and timeline</li> <li>Funding allocated in capital plan</li> </ul>	4	4	1	16	19-Feb-19	<b>Maintain</b> - no new information available, awaiting national guidance

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T4	18-Aug-15	Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010	<ul style="list-style-type: none"> <li>• Failure of the PCC to hold the CC to account</li> <li>• Wiltshire Police does not fulfil legal duty and values of organisation</li> <li>• Wiltshire Police does not reflect the diversity of the community it serves</li> <li>• Failure to identify and respond to demands of diverse communities</li> <li>• Reduced public satisfaction and confidence – disproportionate effect in diverse communities</li> <li>• Reputational damage to PCC, OPCC and Police</li> <li>• Increased risk of HR tribunals and litigation</li> <li>• Damaged relationship and reputation as an employer</li> </ul>	Legal Operational Delivery Reputational	<ul style="list-style-type: none"> <li>• Assessment undertaken of victim’s vulnerability, including aspects of diversity</li> <li>• Specialist support services in place for ensuring support for a range of diverse groups</li> <li>• Force has S&amp;S policies in place and is BUSS compliant</li> <li>• Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures</li> <li>• Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity</li> <li>• HR Policies set out obligations and procedures to meet Force duties - currently being reviewed due to 'partial' assurance from Equalities audit</li> <li>• Recruitment, redeployment and support policies in place</li> <li>• Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants</li> <li>• Force presented CMB with comprehensive action plan to address areas for improvement</li> <li>• PCC receiving monthly briefings on delivery against improvement plan from lead officer</li> <li>• Updates will now be provided by exception through the usual performance mechanisms</li> <li>• Equalities internal audit considered at JIAC November meeting - update to be provided at March meeting</li> </ul>	2	3	3	18	19-Feb-19	<b>Maintain</b> - audit taken place and 'partial' opinion given, update to be given to March JIAC meeting

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	<ul style="list-style-type: none"> <li>Decline in force performance</li> <li>Decline in force morale</li> <li>Reputational damage</li> <li>Not delivering or unable to deliver P&amp;C plan</li> </ul>	Operational delivery Performance Reputational	<ul style="list-style-type: none"> <li>T/CC appointed as of 5th March to ensure stability</li> <li>T/CC appointed from within existing leadership team ensuring course and progress maintained</li> <li>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)</li> <li>Advertised nationally, all DCCs/ACCs written to advising them of vacancy</li> <li>Closing date has now passed and interviews will take place in the near future</li> </ul>	2	2	3	12	02-Nov-18	<b>REMOVE</b> - new Chief Constable appointed November 2018
T6	13-Feb-18	Unable to continue to meet demands of frontline policing	<ul style="list-style-type: none"> <li>Decline in force performance</li> <li>Decline in force morale</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> <li>Service quality decreases and visibility falls</li> </ul>	Operational delivery Performance Reputational	<ul style="list-style-type: none"> <li>Ongoing recruitment of police officers and PCSOs</li> <li>Ongoing review of assets / resources</li> <li>Working towards identifying a maximum level of abstraction for CPTs to ensure policing remains visible</li> <li>Intake of new police officers progressing through training</li> <li>Maintaining 'good' gradings for HMICFRS PEEL assessments</li> <li>Report considered at June Panel meeting on PCC's commitment to maintaining frontline policing</li> <li>Police and Crime Panel scrutiny</li> <li>Impact of Avon and Somerset withdrawing from Tri-Force has been assessed and resilience requirements will be met through recruitment of additional officers. There will be a transition arrangement to ensure all demand is met. This will result in 41 officers coming back into force. Report to be presented to March JIAC</li> </ul>	2	2	4	16	19-Feb-19	<b>Maintain</b> - risk to be continually reviewed through 2019-20 as redeployment takes place
T7	04-May-18	Ongoing Op Fairline / Op Fortis impacting upon community confidence and police resources	<ul style="list-style-type: none"> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> <li>Decline in force performance</li> <li>Decline in force moral</li> <li>Use of reserves</li> </ul>	Financial Operational delivery Performance Reputational	<ul style="list-style-type: none"> <li>£6.6m additional funding provided by government to help cover Op Fairline costs</li> <li>Mutual aid has been instigated helping to limit impact on budgets and reserves</li> <li>Regular media releases published</li> <li>Engagement with public / visits to Salisbury</li> <li>Ongoing management of TOIL / build-up of annual leave -CC has processes in place to address this to minimise impact on policing in 2018-19 and 2019-20</li> <li>Wiltshire reputation and public confidence enhanced by successful dealing with critical incident</li> </ul>	2	3	2	12	19-Feb-19	<b>Maintain</b> - to fully review risk in April 2019
T8	07-Jun-18	Failure to comply with General Data Protection Regulations (GDPR)	<ul style="list-style-type: none"> <li>Failure to comply with legislation</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Criticism from Government / HMICFRS / Internal Audit and adverse media attention</li> <li>Staff and partners lose confidence in PCC, OPCC and Force</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Project Team established</li> <li>Project Team meet bi-monthly</li> <li>Original action plan has been revised and all outstanding tasks have been prioritised and are to be completed within six months</li> <li>Internal Audit have issued a position statement relating to GDPR readiness for both OPCC and the Force</li> <li>Position Statement reported to JIAC meeting held in June</li> <li>Update on GDPR to be provided to November JIAC meeting</li> <li>OPCC internal processes reviewed to ensure robustness</li> <li>PCC and CC agreed new structure for Information Assurance which is now in place and will improve management of this area</li> </ul>	3	3	2	18	19-Feb-19	<b>Maintain</b> - new structure in place
T9	17-Sep-18	Failure to recommission service for victims of crime	<ul style="list-style-type: none"> <li>Failure to deliver statutory responsibility</li> <li>Damage to reputation of PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> <li>Staff and partners lose confidence in PCC and OPCC</li> </ul>	Legal Reputational	<ul style="list-style-type: none"> <li>Robust commissioning process in place</li> <li>Partnership with SWPPD regards tendering process</li> <li>Engagement with market - market days taken place</li> <li>Regular project meetings taking place / risk review</li> <li>Project team awayday to finalise commissioning approach</li> </ul>	2	2	3	12	19-Feb-19	<b>REMOVE</b> - contracts for new services awarded and will commence 1st April 2019
T10	19-Feb-19	Impact of a 'No Deal' Brexit on Wiltshire	<ul style="list-style-type: none"> <li>Failure to delivery statutory responsibility</li> </ul>	Operational delivery	<ul style="list-style-type: none"> <li>Gold Group established which OPCC attends</li> <li>Contingency plans in place for OPCC and every Force business area</li> <li>APCC cross party Brexit Working Group established and updates / briefings circulated to PCCs</li> <li>Close monitoring of national developments</li> </ul>	3	2	3	18	19-Mar-19	<b>NEW</b> - PM due to request extension to delay Brexit
T11	19-Feb-19	Failure to provide forensic medical services in Sexual Assault Referral Centres (SARC)	<ul style="list-style-type: none"> <li>Damage to reputation of PCC and OPCC</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Failure to deliver Plan priority of 'putting victims at the heart of everything we do'</li> </ul>	Operational delivery Reputational	<ul style="list-style-type: none"> <li>Regional OPCC Steering Group working to identify possible solutions</li> <li>Engagement with FME leads to fully understand the issue</li> <li>New proposal to be drafted for consideration by service provider</li> </ul>	3	2	3	18		<b>NEW</b>

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**POLICE AND CRIME PANEL**  
**28 March 2019**

**AGENDA ITEM NO:**

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## **COMMUNITY POLICING RESOURCE MANAGEMENT OVERVIEW**

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

1.1. This paper provides an overview of the current resource framework for monitoring Community Policing Teams (CPTs) deployability, and also how resources are managed to ensure an effective deployment across the County.

### **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. Recruitment**

3.1. Recruitment within Wiltshire Police and the OPCC is planned to minimise disruption and allow for the flexibility to best meet the budget. Due to the unpredictability of leavers, and the volumes of intakes, as much flexibility is needed to bring in additional intakes, or reduce intakes where required.

3.2. Members will be aware of the work the Force has done to address these challenges recently, filling vacancies and improving the deployability within CPT. The below graph shows a working version of the tool used to predict future intake requirements, anticipate leavers, and map this against the budget. The figure below shows an example of the information the Force uses to assess recruitment, including intake predictions, anticipated leavers, and predicted budget line. This model and graph is a working version and is flexed and variable

depending on the volume of leavers, success of recruitment campaigns, and the budget settlement.

- 3.3. Following the increase in officers being recruited (due to PCC precept pledge), changes to the delivery model of roads policing, firearms and dogs the recruitment profile for 2019/20 has been updated. The principles of having periods of over establishment to managed anticipated leavers continues.
- 3.4. From 2019/20 this will be amended to reflect the increase in CPT resources as outlined in the medium term financial strategy.

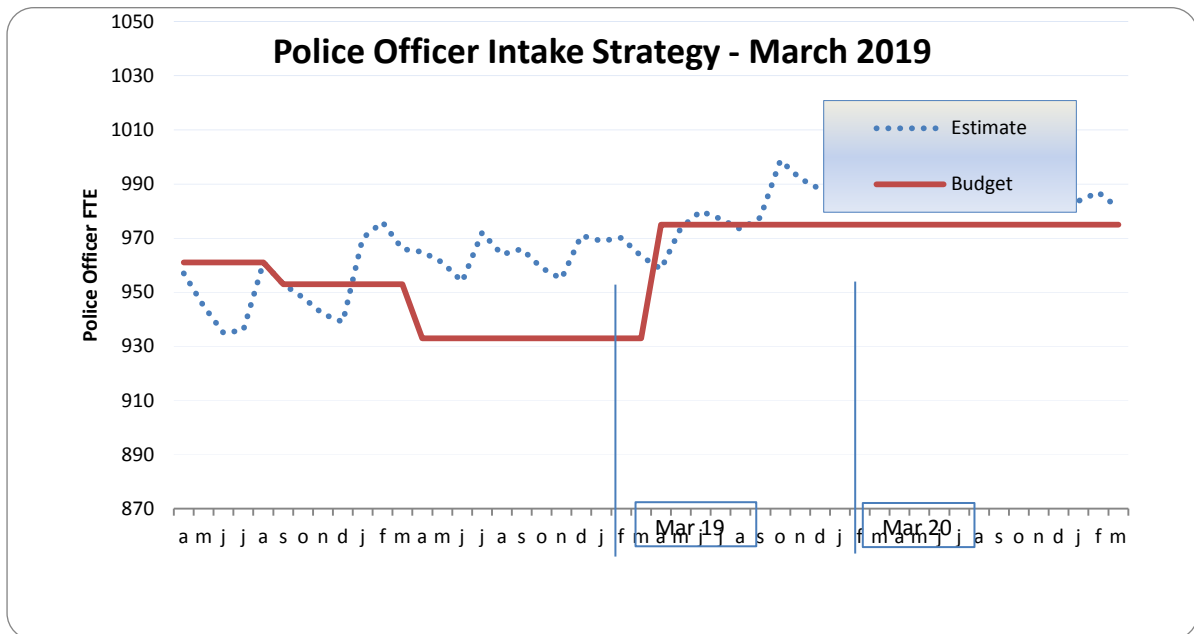


Figure one: Police officer FTE and recruitment against budget and leavers

#### 4. Management of Resources

- 4.1. The Force manages resources through the Resource Management Panel (RMP) which has the purpose to oversee and agree both the business principles and the posting decisions for Police Officers at the ranks of Constable, Sergeant, Inspector and Chief Inspector.
- 4.2. The panel provides a forum in which fair, transparent and consistent resourcing decisions are made in line with the Values and Behaviours framework and Code of Ethics.
- 4.3. The panel ensures resources are aligned with organisational and service demand and priorities and in particular threat, harm and risk. Resources are aimed to be kept within the CPT model unless operationally required elsewhere. They will also factor in the qualifications, skill set, professional accreditation and training investments that the organisation has made, or is planning to make in each individual.

4.4. RMP sits every two weeks, and follows Force Tasking to ensure resourcing requirements are accommodated.

4.5. The key areas of responsibility for RMP are as follows:

- a) Oversight of all vacancies, including risk assessment and distribution of those vacancies
- b) Tactical support to the Force Operating Model
- c) Oversight of operationally critical daily staffing levels to include strategic oversight of attendance management issues
- d) Centralised management of all Adjusted Duties Officers
- e) All postings, moves and transfers; to include post-promotion moves
- f) Oversight and decision making of acting, temporary (salary) and NPPF promotions to the ranks of Sergeant and Inspectors (including identification of posts and process requirements, budget, duration and selection)
- g) The impact of staff deployment and workforce planning decisions in the context of training and skills enhancement. (Training Needs Analysis), including, but not limited to, succession planning for ICIDP courses and Custody
- h) The impact of postings, moves and transfers on deployable skills, operational commitments, and information contained within the Force Skills Management model
- i) The ratification of all career breaks, out of force secondments and reservist requests. In relation secondments, the decision to approve or not is to be based upon whether or not the force can continue to support the secondment, whilst making sure the force maintains a view of the skills level and resilience
- j) The provision of appropriate co-ordination between management and operational teams
- k) Ownership of lessons learnt from resourcing actions and decisions
- l) Strategic oversight of the deployment of volunteers (Specials, PSVs and Cadets)
- m) The decision making panel for the promotion processes to the rank of Sergeant and Inspector

4.6 The RMP reviews deployability on a regular basis in order to understand gaps, achieve parity across the Force area, and adapt to any changes in the staff turnover.

## **5. Future workforce planning**

5.1. 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.

5.2. Workforce planning is not an exact science but aims to identify the skills requirement both now and in the future, in order to best meet the demand presented to the Police. Workforce planning is also anticipating the new degree entry requirements set by the College of Policing for police officer roles will adjust the employment market further.

5.3. Wiltshire Police has a Strategic Workforce Planning Board which meets every other month, and manages the alignment of skills against demand.

5.4. Specifically, the group aims to:

- a) Understand the skill requirements for roles within the organisation
- b) Align skills to meet demands effectively
- c) Continually assess demand at national, regional and local levels, to inform workforce development
- d) Project demand, providing an insight into the likely future skills requirement
- e) Make workforce decisions to prepare the organisation to meet future demand
- f) Own and have oversight of addressing capability gaps
- g) Ensure intelligent and efficient use of resources, deployed effectively through the Resource Management Panel
- h) Influence and direct the recruitment strategy
- i) Make recommendations to the Executive Leadership Team of the issues to be focused upon which arrive from the annual Force Management Statement process
- j) Oversight and provide direction on prioritisation of commissioned training and development activity to meet demand, current and future of skills and knowledge.

## **6. CPT resource alignment across the County**

6.1. Policing is influenced by a number of factors across the County, which in turn adjusts the volume and skill sets of officers and staff required. The way that resources are distributed across the County is based on an algorithm of over 20 factors, each with their own weighting based on the different requirements of the roles within CPT eg Police officers are much more influenced by the number of Priority calls (blue light run), compared to PCSOs.

6.2. To understand the proportions of staff required in each CPT area in Wiltshire and Swindon, the following are considered and used:

- Population
- Immediate responses (aimed attendance within one hour)
- Priority responses (blue light run)
- Alcohol incidents
- Night time economy incidents
- Anti-Social Behaviour incidents
- Geography
- Investigation time
- Road networks
- School volumes
- Number of troubled families
- Number of vulnerable people
- Mental health demand
- Domestic abuse incidents

6.3. The algorithm is run past various stakeholders with a wide range of experience, to add professional judgement to the distribution, and amend if necessary.



6.4. The model is reviewed on a regular basis to understand the validity of the resource distribution, and it gets altered if required.

## **7. Approach to improving deployment levels**

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

7.2. The PCC and CC agreed an overall recruitment strategy in 2017/18 and this continues through to 2019/20 but with the increase in officers discussed as part of the 2019/20 precept and budget setting.

7.3. This strategy continues to minimise delays in recruitment, mitigate against staff attrition and allow contingent capacity. The strategy of operating over establishment for officers will continue to provide this contingent capacity.

7.4. This approach has improved deployability through recruitment and will address overall deployability. 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.

## **8. The Abstraction Level**

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

8.2. Similar to all organisations 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.

8.3. 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

8.4 Nationally, there is no defined definition or published figures that allow for direct comparison. A request across the region for their deployability showed that the monitoring

8.5 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).

8.6 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.

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

## **9. The Deployability Level**

9.1. The OPCC 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.

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

9.3. 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)
- Vacancies
- Suspended
- Maternity and Paternity leave (post birth)
- Abstracted:
  - o Adjusted and Recuperative duties (significant injury, factoring in officers who are partially deployable and contributing to the model)
  - o Long term training commitments
  - o Extended posting outside of CPT area
  - o Temporary promotion

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

- Short and medium term sickness
- Short Training
- Annual leave

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

9.6 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.

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

9.8 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).

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

### 10. Current deployability levels

10.1. The table below shows the current snapshot of the deployability levels across CPTs on Swindon and Wiltshire (mid March 2019). Managing short term and unplanned abstraction is coordinated daily as part of operational management, and through the Resource Management Panel.

10.2. Wiltshire Police currently have an overall deployability level of 84.8%.

	FTE	Deployable Resource	Specials	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
				Long term				Short term	
Swindon CPT North	121	80.2%	86	9	2	1	2	10	24
Swindon CPT South	122	90.2%		4	1	0	0	7	12
Wiltshire CPT North	101	88.1%	41	6	0	0	0	6	12
Wiltshire CPT West	125	86.4%	46	6	3	2	0	6	17
Wiltshire CPT East	56	85.7%	19	3	0	3	1	1	8
Wiltshire CPT South	120	79.2%	41	6	2	4	1	12	25
<b>TOTAL</b>	<b>645</b>	<b>84.8%</b>	<b>233 +14 HQ Specials = 247</b>	<b>34</b>	<b>8</b>	<b>10</b>	<b>4</b>	<b>42</b>	<b>98</b>

Figure two: CPT deployability levels

10.3. It should be noted that all FTE breakdowns are the fixed position for budgeted resources within that area. How this figure is split across the County is covered within section six.

10.4. All areas have a deployability level above 80%. In relation to how the attached compares to the figures submitted at the previous meeting, there are a couple of points:

- The overall deployability figure has increased from 83.3% to 84.8% due small reductions in vacancies, sickness and abstracted posts.
- The number of undeloyable posts has reduce by 20 from 108 to 98
- Deployability has fallen in Wiltshire CPT South from 80.9% to 79.2% or two posts. This has been caused by 2 officers from South having received injury (both at work and outside), causing abstractions away from fully operational duties and into CPT Support within the same team.
- The A/Sgt on CPT Support was promoted last Tuesday, leaving a gap which has been filled with a South Sgt, which has caused another abstraction that for team.
- Short term for operational demand include 1 Officer has been abstracted for Operations to tackle knife crime and 1 to assist with National Armed Forces Day planning.
- One officer has been abstracted to work on the Community Tasking Team (Proactive) to assist address series within the South (so whilst abstracted, still very much tackling community issues.
- Since the data was drawn 1 DC was promoted into a Amesbury Sgt post last week which will reduce the abstraction rate above.

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	80.2%	9	2	1	2	10	24
SGT	10	90.0%	1	0	0	0	0	1
CON	73	79.5%	2	2	1	2	8	15
LCI	13	69.2%	3	0	0	0	1	4
PCSO	25	84.0%	3	0	0	0	1	4

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT South	122	90.2%	4	1	0	0	7	12
SGT	10	90.0%	0	0	0	0	1	1
CON	76	89.5%	2	1	0	0	5	8
LCI	13	84.6%	2	0	0	0	0	2
PCSO	23	95.7%	0	0	0	0	1	1

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT North	101	88.1%	6	0	0	0	6	12
SGT	10	90.0%	1	0	0	0	0	1
CON	61	88.5%	1	0	0	0	6	7
LCI	9	66.7%	3	0	0	0	0	3
PCSO	21	95.2%	1	0	0	0	0	1

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT West	125	86.4%	6	3	2	0	6	17
SGT	10	100.0%	0	0	0	0	0	0
CON	72	84.7%	3	2	0	0	6	11
LCI	17	88.2%	0	1	1	0	0	2
PCSO	26	84.6%	3	0	1	0	0	4

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT East	56	85.7%	3	0	3	1	1	8
SGT	5	100.0%	0	0	0	0	0	0
CON	33	78.8%	3	0	2	1	1	7
LCI	5	100.0%	0	0	0	0	0	0
PCSO	13	92.3%	0	0	1	0	0	1

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT South	120	79.2%	6	2	4	1	12	25
SGT	10	80.0%	0	0	0	0	2	2
CON	75	74.7%	3	1	4	1	10	19
LCI	12	91.7%	1	0	0	0	0	1
PCSO	23	87.0%	2	1	0	0	0	3

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	90.9%	2	0	0	0	3	5
CON	390	82.8%	14	6	7	4	36	67
LCI	69	82.6%	9	1	1	0	1	12
PCSO	131	89.3%	9	1	2	0	2	14
TOTAL	645	84.8%	34	8	10	4	42	98

Figure three: CPT deployability by CPT and staff role

10.5. 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.

Force	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
SGT	55	90.9%	1	1	0	0	3	5
CON	390	80.0%	18	10	6	4	40	78
LCI	69	82.8%	8	1	1	1	1	12
PCSO	131	90.1%	8	1	2	0	2	13
TOTAL	645	83.3%	35	13	9	5	46	108
	Number	Hours April- Dec 18	Hours per person per month					
Specials	267	56874	25.5					
	Number	Hours Jan-Feb 2019	Hours per person per month					
Specials	267	11590	21.70					

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

## **11. Approach to improving deployment levels**

- 11.1. Short term policing resources are managed through operational commanders with specific teams looking at both recruitment and long term sickness. (Sickness figures and commentary are included in the PCC performance report.)
- 11.2. Following the increase in officers being recruited (due to PCC precept pledge), changes to the delivery model of roads policing, firearms and dogs the recruitment profile for 2019/20 has been updated. The principles of having periods of over establishment to managed anticipated leavers continues.
- 11.3. From 2019/20 this will be amended to reflect the increase in CPT resources as outlined in the medium term financial strategy.

## **12. Recommendation**

- 12.1. The Panel notes the contents of the report.

## APPENDIX

### 13. Methodology for abstraction

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

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

13.3. 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

13.4. 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%.

### 14. Methodology for deployability level

14.1. 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%.

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

14.3. 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

14.4. 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.



14.5. 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.

### 15. Specials - Needs updating

The below table shows the full breakdown of Specials contribution by area and month. The total number of hours provided by 'independent' Specials is also provided, equating to just over 14 additional officers within the CPT model.

		Hours Contributed										
	Specials	April	May	June	July	August	September	October	November	December	Total	
HQ	15	973	745	754	727	623	731	691	407	566	6217	
Swindon	95	2370	2656	2280	2253	2309	2442	2375	2625	2606	21916	
North	48	761	823	949	1047	1044	1361	1061	1072	1235	9353	
West	49	764	774	728	722	722	763	709	878	836	6896	
East	21	362	378	354	393	393	442	478	561	332	3693	
South	39	1000	1050	1055	997	997	1099	1055	832	714	8799	
<b>Total</b>	<b>267</b>	<b>6230</b>	<b>6426</b>	<b>6120</b>	<b>6088</b>	<b>6088</b>	<b>6838</b>	<b>6369</b>	<b>6375</b>	<b>6289</b>	<b>56874</b>	
Special Numbers as at Dec 2018												
		Hours per Person										
	Average	April	May	June	July	August	September	October	November	December		
HQ	46.1	64.9	49.7	50.3	48.5	41.5	48.7	46.1	27.1	37.7		
Swindon	26.5	26	29.2	25.1	24.8	25.4	26.8	26.1	27.6	27.4		
North	29.8	23.8	25.7	29.7	32.7	32.6	42.5	33.2	22.3	25.7		
West	16.8	17	17.2	16.2	17	16	17	15.8	17.9	17.1		
East	19.9	17.2	18	16.9	22	18.7	21	22.8	26.7	15.8		
South	25.0	25	26.3	26.4	28.7	24.9	27.5	26.4	21.3	18.3		
<b>Total</b>	<b>25.5</b>	<b>25.5</b>	<b>26.3</b>	<b>25.1</b>	<b>26.2</b>	<b>25</b>	<b>28</b>	<b>26.1</b>	<b>23.9</b>	<b>23.6</b>		
Independent Specials												
Total Hours contributed by Independent Specials											68	
Average Hours per Month per Independent Specials											2924	
Additional Officers Equivalent ( based on 40 hrs pw)											43	
Independent Special Numbers as at Dec 2018											18.3	

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**ADDITIONAL ANALYSIS OF THE 2019 POLICING PRECEPT CONSULTATION**

**1. Purpose of Report**

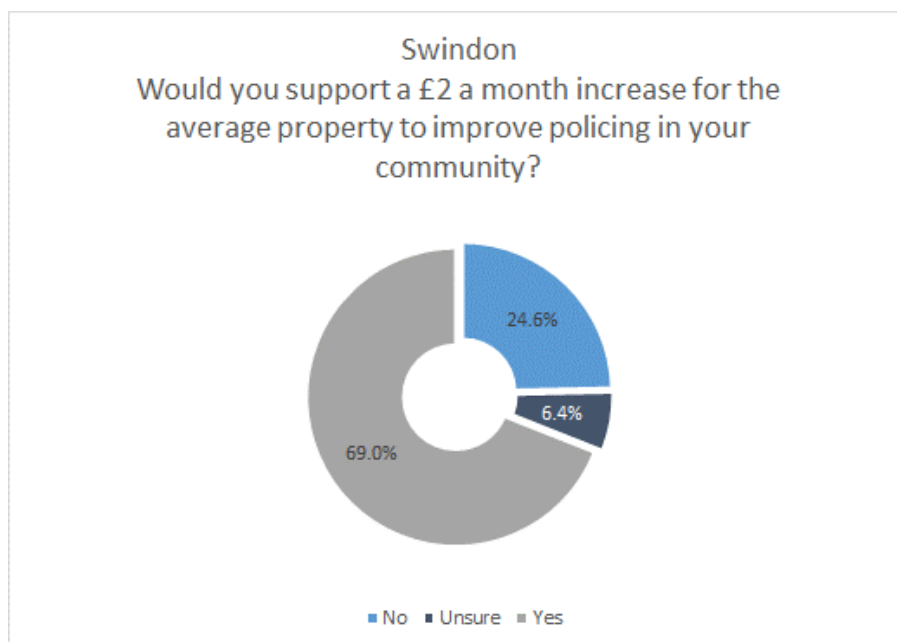
1.1. To provide additional analysis to the Panel on the PCC's 2019 policing precept consultation. This is an addendum to the report presented in February 2019.

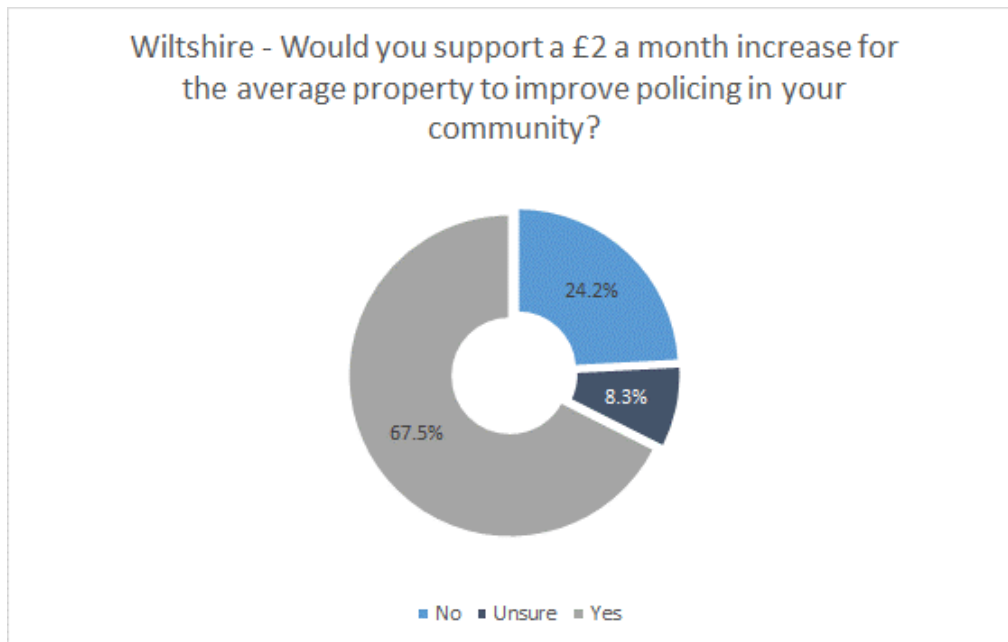
1.2. Sample size: 2320, Confidence Level: 99%, Confidence Interval: 2.67

**2. Geographical breakdown of support for £2 increase in policing precept**

2.1. As outlined within the Wiltshire PCP Precept Consultation Report in February 2019. 67.84% of respondents were supportive of the proposed increase in the policing precept. When broken into local authority areas there is no significant outlier,

2.2. 69.0% of Swindon respondents and 67.5% of Wiltshire respondents were supportive.





2.3. When examining at sector level there are no significant outliers deviating from the overall 67.84%. Within Salisbury 63.83% of respondents supported the increase, although lower than the Wiltshire average it is not significant and still falls within the confidence interval of +/- 2.67.

### 3. Insight from free text responses

3.1. The survey asked two free text questions which allows greater insight in to the reason respondents are supportive or not of the proposed increase. These were:

3.2. "Would you support a £2 a month increase for the average property to improve policing in your community?" Any further comments?

3.3. "Is there anything else you would like to add about policing in Wiltshire and Swindon?"

3.4. Key theme within these comments, regardless of respondent supporting or rejecting increase, was the request that police officer numbers and visibility be increased (299 respondents, 31.8%).

3.5. Of those respondents rejecting the proposal the strongest running themes within the comments were the same in both Swindon and Wiltshire. A total of 563 (136 in Swindon, 427 in Wiltshire) respondents stated they would not support a rise. Of those, 340 (81 in Swindon, 259 in Wiltshire) provided additional comments which fell in to the following themes:

3.6. Distrust as to where money will be/is currently spent (151 respondents). Responses include perception that money would not be spent on additional officers on the ground and that cost savings could be identified elsewhere.

Some respondents make specific mention of high profile policing operations and the PCCs office.

3.7. Already struggling to pay current amount (83 responses) people make mention to already struggling to pay current bills and concern that there will also be increases in other living costs.

3.8. Request for increased visibility and officer numbers (447 respondents) – with the perception that this would mean local issues would be addressed for example speeding, drugs and rural crime.

3.9. Support Overall Policing (88 respondents) – appreciation that Wiltshire Police is doing the best it can under perceived difficult circumstances.

#### **4. Summary**

4.1. Responses are consistent across Wiltshire and Swindon with no significant geographical outliers

4.2. Respondents state distrust as to where money will be spent and already struggling with current living costs as predominant themes for not supporting increase

4.3. Respondents expect/request Police Officer numbers to increase and an increase in visibility.

#### **5. Recommendation**

5.1. The Panel is asked to note the additional information in addition to the precept report at the February 2019 meeting.

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## Diversity & Inclusion Report January 2019

<p><b>Disability Confident Scheme.</b></p> <p><b>Lead: PS Pursey</b></p>	<p>Leadership status was met in March 2018. (Validated until Feb 2021) Meetings will be held with PLUSS (our validators) with Sgt Pursey to progress next steps:</p> <ul style="list-style-type: none"> <li>• Maintaining our status</li> <li>• Leading the way locally and regionally</li> <li>• Working with Department of Works and Pension</li> <li>• Implementing best practice in supporting disabled employees</li> <li>• Best practice for future employees (recruitment &amp; retention)</li> </ul>
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<p><b>3x Mosques - Partnership</b></p>	<p>The Positive Action Officers have built strong relationships with 3 mosques:</p> <ul style="list-style-type: none"> <li>➤ Salisbury</li> <li>➤ Trowbridge</li> <li>➤ Swindon</li> </ul> <p>The relationships are such that the Inman's will be supporting the Community Ambassadors Scheme when it goes live</p>
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<p><b>Community Ambassadors</b></p> <p><b>Lead: PS Pursey</b></p>	<p>The community Ambassadors scheme was due to be signed off by CC Mike Veale prior to him leaving and then delayed due to Op Fairline and Fortis.</p> <p>The project involves community leads and partners becoming Ambassadors for Wiltshire Police. We currently have 15 people from the community whom have been working with the positive Action officers and myself whom has expressed their wish to volunteer as ambassadors.</p> <p>Their role would be:</p> <ul style="list-style-type: none"> <li>• To support future engagement with Wiltshire police (especially during times of critical incidents)</li> <li>• To support the force in checking and testing processes around Diversity &amp; Inclusion</li> <li>• To support and advice staff and new recruits from diverse backgrounds (supporting retention)</li> <li>• To be a point of contact to engage the community in recruitment campaigns</li> <li>• To offer support during interviews giving transparency and independent view points</li> <li>• To link and 'support protected characteristic' groups within the organisation</li> <li>• To link in with IAG meetings giving views of the local community</li> <li>• To help build relationships with hard to reach groups</li> <li>• To assist in campaigns such as 'Hate Crime and Stop &amp; Search</li> </ul>
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## Diversity & Inclusion Report January 2019

<p><b>LGBT Community up date</b></p> <p><b>LGBT Lead: Lee Hare</b></p>	<p>February 2019 if LGBT Month – presentation stands will be put up @ HQ Devizes and Swindon.</p> <p>2018 An LGBT Association was set up in Wiltshire</p> <p>500 LGBT Wiltshire Pins ordered for LGBT Month</p> <p>Rainbow Lanyards also available</p> <p>Local Schools in Swindon have been supported by Lee in helping young people raise their gender identity</p> <ul style="list-style-type: none"> <li>• LGBT History Month February 2019 – 1<sup>st</sup> of February the Chief Constable, PCSO Kate Jackson and PCSO Lee Hare will be raising the LGBT flag at HQ – The usual comms will go out on this including ebrief, tweets, community messaging</li> <li>• W/c 4 February will see the launch of the Wiltshire Police LGBT+ network which again will have comms pieces</li> <li>• PCSO Kate Jackson and PCSO Lee Hare will be hosting 2 events (Gablecross and Devizes HQ) to raise the awareness of the LGBT+ support network– stands including rainbow cake sales and information on the purpose of the support network</li> <li>• During February we will also be launching the NPCC Transgender guidance and tool kit</li> </ul>
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<p><b>Events and Workshops through 2019</b></p>	<p>Diversity &amp; Inclusion team attend regular events across the force area to Attract and Recruit officers and staff from 'Protected Groups' specifically BME, Disability and LGBT. Already the team are booking a busy events calendar for 2019. Including employment fairs and centres, community fairs and events, colleges and Universities, Mosque's and religious locations.</p> <p>In June we have a 3 day event with the National Armed Forces event. Both a member of the Royal Family and the Prime minister is reported to be attending.</p> <p>The positive action officers work closely with recruitment in running workshops to support candidates wishing to join Wiltshire Police.</p>
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## Diversity & Inclusion Report January 2019

<p><b>Diversity Delivery Plan</b></p> <p><b>Lead: Sarah King and DS Campe</b></p>	<ul style="list-style-type: none"> <li>• Plan and consultation (ComTAS)</li> <li>• Tool Kits</li> <li>• Team away day (Sarah King)</li> </ul>
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<p><b>2018/19 Reports from DS Campe</b></p>	<p>Since September my time has been focussed on the delivery of the following-</p> <ul style="list-style-type: none"> <li>• EDI Strategy design and Consultation and evaluation/assessment of findings – design, promotion and consultation events</li> <li>• Collation, review and production of the <a href="#">Statutory Information Report 2017 to 18</a></li> <li>• Review, assessment and evaluation of force <a href="#">Equality Objectives 2018</a> – these also formed part of the EDI strategy consultation which was used as a method of engaging with the public / staff</li> <li>• Review of HMICFRS Hate Crime recommendations following the release of the first Hate Crime HMICFRS Inspection across forces</li> <li>• Delivery of a series of Hate Crime awareness sessions to staff from CCC throughout the month of October and November 2018 to raise awareness, highlight HMICFRS recommendations and refresh knowledge and understanding</li> <li>• Adaption of a series of lesson plans for local officers/PCSO's/schools to use to support them in educating students on hate crime (for Hate Crime Awareness week)</li> <li>• Promotion of national Hate Crime Awareness week with a poster competition for schools and survey on the service offered to victims of hate crime by Hate Crime Advisors (HCA's)</li> </ul>
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<p><b>Force Comms – Liz Cook and support from Positive Action Officer.</b></p>	<p>Marcin Kozak joined Wiltshire Police as a PSCO and was recruited and supported through the Diversity &amp; Inclusion Team. Comms have undertaken work with PCSO Marcin Kozak around media opportunities with Radio Polski. Marcin has a 2 hour slot on a monthly basis in which he discusses policing matters relevant to the local community; content is planned with Liz Cook. In December 2018 Marcin was invited by the Foreign Secretary to attend a reception at Lancaster House, London, in recognition of the work he was involved in to assist his equivalent in Poland with missing people from Poland and intelligence gathering. This was a significant event and was attended by the Prime Minister.</p> <p>Liz work with the diversity &amp; Inclusion team has supported significant comm articles that has demonstrated achievement's and have represented Wiltshire Police as being Inclusive Equal Opportunity Employers. Thank you Liz</p>
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## Diversity & Inclusion Report January 2019

<p><b>Internal Diversity &amp; Inclusion Portal</b></p>	<p>PS Pursey &amp; DS Campe working with Liz Cook (Corp Comms) to set up the internal Diversity &amp; Inclusion site- Work in progress. Attached link below showing first Draft</p> <p>The site will include force policies, update, data, Legislation, Q&amp;A email port, links to other groups relating to Diversity &amp; Inclusion, IAG link to support greater contacts with community leads and Positive Action officers</p> <p>Link below will take you to the portal</p> <p><a href="http://firstpoint/deptinfo/diversityandinclusion/default.aspx">http://firstpoint/deptinfo/diversityandinclusion/default.aspx</a></p>
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<p><b>Home Office update of the Definition of the meaning of BME</b></p>	<p>It will be that a person will be regarded as being BME if he or she <u>defines</u> his or her ethnicity as Black, Asian, Mixed, Chinese or other. Other added to demonstrate the reflection of change within the UK communities, with the Polish community now being the second largest ethnic group as of December 2017.</p>
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<p><b>Military: Lead Mandie Ball</b></p>	<ul style="list-style-type: none"> <li>• Attends Allied services meetings</li> <li>• Work with Tedworth House</li> <li>• Advertise all roles/jobs with the HIVE</li> <li>• Attend the South/West Recruitment Fair</li> <li>• Have a Recruitment Stand @ Tidworth covering all South Wilts Military bases, every 3 months. Also covers Spouses</li> </ul>
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<p><b>Looking forward First quarter of 2019</b></p>	<ul style="list-style-type: none"> <li>• The focus for March will be 'Gender' and the Gender PayGap report and the He for She Campaign which is supported by the Chief Constable</li> <li>• The launch of the D&amp;I portal site will also be fitted in around this time as it is almost ready now.</li> <li>• Events are building within the calendar for the Diversity team supporting our ongoing work for Attraction &amp; Recruitment</li> <li>• Ongoing support through positive action officer with candidates wishing to work for Wiltshire Police in various roles</li> <li>• Diversity Training for new Sgt and Insp course</li> <li>• Ongoing review of polices and processes that relate to positive</li> </ul>
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## Diversity & Inclusion Report January 2019

	<p>changes through the Equality Act/ supporting 'Protected Characteristic groups</p> <ul style="list-style-type: none"> <li>• Working with Comms (Liz Cook) to go live with the Diversity &amp; Inclusion Portal</li> <li>• Positive Action Officers are running workshops to support candidates wishing to join Wiltshire Police in various job roles</li> <li>• Work to get the Diversity Ambassadors scheme live</li> <li>• Sharing best practice through DWP regarding the Disability Confident Scheme as 'Leaders'</li> <li>• Meetings with local partners regarding Diversity &amp; Inclusion to share best practice i.e. Transgender Dorset, Wiltshire Council Equality Group</li> <li>• Continual development and support from Stonewall (LGBT)</li> <li>• Team events planning, partnership and community focus</li> </ul>
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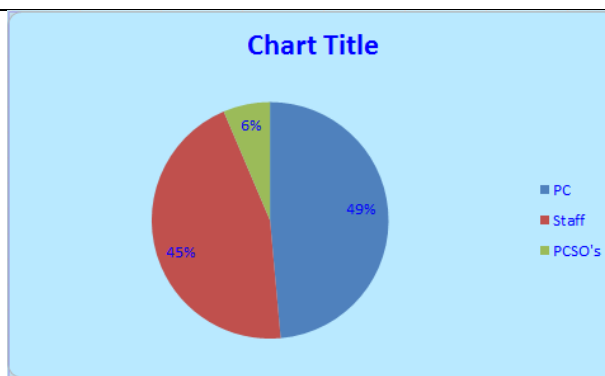
<b>Disability Confident Scheme</b>	<p>During 2018 Wiltshire Police achieved Leadership status with the Disability Confident Scheme (DWP) This scheme replaced the two ticks scheme</p> <p>The scheme allows us to showcase our good practices to both regional and National companies through the DWP site. We were the first Police Service in the UK to reach Leadership status</p>
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### Force Data stats with percentages

<p><b>Force Data</b></p> <p><b>Data reported from the Diversity &amp; Inclusion team since starting in April 2017</b></p> <p><b>Reported BME staff data was at 1.3% when the team started in 2017</b></p>	<p>As from 03/12/2018</p> <p>The Payroll numbers as at November 2018 payroll in FTE (not headcount) were:</p> <p>Officers 959 Officers seconded out (excluded above) 26 Total Officers = <b>985 FTE</b></p> <p>Staff 825 LCI 74 OPCC (excluded above) 14 Total Staff = <b>913 FTE</b></p> <p><b>PCSO 130</b></p> <p><b>Total Payroll FTE = 2,028 Full Time Equivalents</b></p>
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# Diversity & Inclusion Report January 2019

Data Figures/first quarter of 2019



We currently employ 2028 Staff/Police:

Our current percentage of BME = **2.6%**

Ethnic Other = **0.4%**

Combined overall figure = **3.0%**

## Data January 2019

### Protected characteristic data

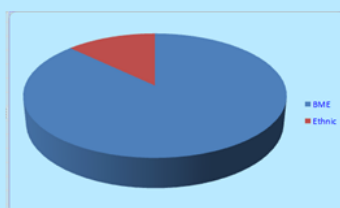
	Collar Number	Employee	First Name	Last Name	Nationality	Ethnic Origin	BME	Ethnic Other	Disability	Employed OR supported through Diversity & Inclusion team – since Jan 2017
1	3666	CIV	Mamata	Rai	Other	Asian or Asian Ethnicity	Yes			Yes
2	1245	Pol	Neil	Le'Maire	British	Asian or Asian Ethnicity	Yes			
3	2765	Pol	Kishor	Shahi	Other	Asian or Asian Ethnicity	Yes			Yes
4	2349	Pol	Edward	Sundarajoo	British	Asian or Asian Ethnicity	Yes			
5	8855	CIV	Neelam	Bagga	British	Asian or Asian Ethnicity	Yes			
6	9463	CIV	Samson	Fernandes	Other	Asian or Asian Ethnicity	Yes			Yes
7	9179	CIV	Alvina	Kumar	British	Asian or Asian Ethnicity	Yes			
8	6291	CIV	Elroy	Rodrigues	Other	Asian or Asian Ethnicity	Yes			Yes
9	1709	POL	Conrad	Ball	British	Asian or Asian Ethnicity	Yes			
10	9494	CIV	Mathew	Jacob	NULL	Asian or Asian Ethnicity	Yes			Yes
11	2638	POL	Simon	Sanghera	British	Asian or Asian Ethnicity	Yes			
12	8234	CIV	Mahammad	Hamid	Other	Asian or Asian Ethnicity	Yes			Yes
13	8172	CIV	Anthony	Inch	British	Black or Black Ethnic	Yes			
14	6333	CIV	Matoyizi	Katsande	Other	Black or Black Ethnic	Yes			Yes
15	7512	CIV	Andrea	Lloyd	British	Black or Black Ethnic	Yes			Yes
16	7441	CIV	Elizabeth	Ngero	Other	Black or Black Ethnic	Yes			
17	1829	POL	Walter	Amos	British	Black or Black Ethnic	Yes			
18	1787	POL	Ronnie	Lungu	British	Black or Black Ethnic	Yes			
19	2960	POL	Daniel	Barreto	British	Black or Black Ethnic	Yes			Yes
20	2904	POL	Karoline	Borralho	Other	Black or Black Ethnic	Yes			Yes
21	7173	CIV	Veneta	Hannibal	British	Black or Black Ethnic	Yes			
22	9397	CIV	Claudia	McKenzie	Other	Black or Black Ethnic	Yes			Yes
23	9469	CIV	Roland	Revers	British	Black or Black Ethnic	Yes			Yes

# Diversity & Inclusion Report January 2019

24	3868	CIV	Sandra	Samuel	Other	Black or Black Ethnic	Yes			
25	7364	CIV	Hassan	Seggari	Other	Black or Black Ethnic	Yes			
26	4179	SPC	Gerard	Antoine	British	Black or Black Ethnic	Yes			Yes
27	7083	CIV	Anna	Tian	Other	Chinese or Other	Yes			
28	2887	POL	Mark	Sin	Null	Chinese or Other	Yes			
29	2233	POL	Ho	Tsang	Other	Chinese or Other	Yes			
30	7726	CIV	Farzana	Saker	British	Asian - Asian Ethnicity	Yes			
31	2599	POL	Mathew	Baker	British	Mixed – Any Other	Yes			Yes
32	2224	POL	Megan	Kenzie	British	Mixed – Any Other	Yes			
33	2613	POL	Dawn	Rowan	British	Mixed – Any Other	Yes			
34	7784	CIV	Tanya	Robinson-Collis	British	Mixed – White & Asian	Yes			
35	2565	POL	<u>Kelham</u>	Shearing	British	Mixed – White & Asian	Yes			
36	2441	POL	<u>Nisar</u>	Sultan	Other	Mixed – White & Asian	Yes			
37	2869	POL	Simon	<u>Tuong</u>	British	Mixed – White & Asian	Yes			
38	4011	SPC	<u>Jayston</u>	Bundhoo	British	Mixed – White & Asian	Yes			
39	3723	CIV	Sian	Ongley	British	Mixed – White & Asian	Yes			
40	2827	POL	Joseph	Rees	Null	Mixed – White & Asian	Yes			
41	6520	CIV	Alison	Andre	Other	Not Stated	N/K			
42	7841	CIV	Katherine	Baker	Null	Mixed	Yes			
43	9164	CIV	<u>Fadwa</u>	Booth	British	North African	Yes			Yes
44	4460	SPC	Salah	<u>Elkady</u>	British	Black or Black Ethnicity		Yes		Yes
45	9556	CIV	<u>Pritika</u>	Patel	British	Indian	Yes			Yes
46	9384	CIV	Sam	Brooks				Yes		Yes
47	8173	CIV	Jessica	Walton	British	Mixed – Any Other	Yes			Yes
48	2969	POL	<u>Kyeian</u>	Thompson	British	Mixed – Any Other	Yes			Yes
49	9246	CIV	<u>Senoah</u>	<u>Nathali</u>		Indian	Yes			Yes
50	2999	POL	Sheena	King		Indian	Yes			Yes
51	7815	CIV	<u>Kavi</u>	<u>Ramsewack</u>	Muslim	Mixed - Asian	Yes			Yes
52	6834	POL	<u>Ashim</u>	Rai		Asian Or Asian Ethnicity	Yes			Yes
53	9031	POL	Luke	George		Mixed	Yes			Yes
54	5421	SPC	Anthony	Dias		<u>Goan</u>	Yes			Yes

## Protected characteristic data

55	9014	CIV	Marcin	Kozak		Polish		Yes		Yes
56	2921	POL	<u>Sherene</u>	Clarke		W/S/African		Yes		Yes
57	6719	CIV	Ludimila	De Andrea	Brazilian	White - Other		Yes		Yes
58	9636	CIV	<u>Chahida</u>	<u>Boutarfas</u>	Moroccan	Black or Black Ethnic	Yes			Yes
59	9490	CIV	Adam	<u>Gutowski</u>	Polish	White Other		Yes		Yes
60	9492	CIV	<u>Gelu</u>	Danila	Romanian	White Other		Yes		Yes
61	7273	CIV	<u>Maciej</u>	<u>Wojewodka</u>	Polish	White Other		Yes		
62	3663	CIV	Natasha	<u>Mwila</u>	British	Black- Black Ethnic	Yes			
							Total 53	Total 8		Total 32



53 people who are BME are employed within Wiltshire Police  
 8 people from Ethnic other background are employed within Wiltshire Police  
 32 people from the above were either employed through Positive Action Team or Supported by the team – Totalling over 50%

# Diversity & Inclusion Report January 2019

## Successful candidates waiting vetting, medicals start dates: All were Attracted and supported by the Positive Action Team

1		POL	Peter	Burden	Filipino	Asian Or Asian Ethnicity	Yes		Yes
2		POL	Veronica	Hamid	Portuguese Muslim	White Other		Yes	Yes
3		CIV	Charlotte	Watson	British	Mixed any other	Yes		Yes
4		POL	<u>Oktay</u>	<u>Ozturk</u>	Turkish Muslim	White Other		Yes	Yes
5		CIV/Vol	<u>Zekiye</u>	<u>Dingol</u>	Turkish Muslim	Asian or Asian Ethnicity	Yes		Yes
6		POL	Leigh	Holcombe	British	White British		Yes	Yes
7		POL	Becky	Walsh	British	White British		Yes	
8		POL	Jasmine	Games	British	White British		Yes	Yes
9		POL	Kirsty	James	British	White British		Yes	Yes
10		POL	David	<u>Pinnegar</u>	British	White British		Yes	Yes
11		POL	Andrew	<u>Lietch</u>	British	White British		Yes	Yes
12		POL	Alexander	Long	British	White British		Yes	Yes
								Total	12

## Successful employment: Disability: All Attracted through working with Employment partners and Supported by the Positive Action Team

1	Collar number	employee	First name	Last Name	Nationality	Ethnic Origin	BME	Ethnic Other		
2		CIV	Leyton	Jones	British	White British			Yes	Yes
3	9495	CIV	Thomas	<u>Scourfield</u>	British	White British			Yes	Yes
4	9362	CIV	Johnathan	<u>Akehurst</u>	British	White British			Yes	Yes
5	7981	CIV	Jody	<u>Kinge</u>	British	White British			Yes	Yes
6	7802	CIV	Richard	Marchese	British	White British			Yes	Yes
7	9486	CIV	David	Mullins	British	White British			Yes	Yes
8	9386	CIV	Alison	<u>Cobbing</u>	British	White British			Yes	Yes
9	9131	CIV	Daniel	Dix	British	White British			Yes	Yes
10	3078	CIV	Craig	IZATT	British	White British			Yes	Yes
									Total	10

## Successful Employment Ex-Military: All Attracted and Supported By Mandie Ball – Positive Action Officer

1	2957	POL	Sam	Bridgeman	British	White British				Yes
2	2972	POL	Rory	Myers	British	White British				Yes
3	2920	POL	Geoff	Stephens	British	White British				Yes
4	2934	POL	George	Turner	British	White British				Yes
5	2896	POL	Jack	<u>Cassell</u>	British	White British				Yes
6	2923	POL	Jordan	<u>Gratton</u>	British	White British				Yes
									Total	6

## Protected characteristic data

Positive Action Officers	All from Protected Characteristic Groups	60 People whom were recruited through Positive Action are now in Employment with Wiltshire Police in various roles
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Positive Action Officer:	Currently working with positive action team for all roles, looking for Employment with Wiltshire Police from - BME, Ethnic Group, Disability and Ex-Military	49 People from protected groups under the Equality Act 2010
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<p><b>Disability Confident Scheme.</b></p> <p><b>Lead: PS Pursey</b></p>	<p>Leadership status was met in March 2018. (Validated until Feb 2021) Meetings will be held with PLUSS (our validators) with Sgt Pursey to progress next steps:</p> <ul style="list-style-type: none"> <li>• Maintaining our status</li> <li>• Leading the way locally and regionally</li> <li>• Working with Department of Works and Pension</li> <li>• Implementing best practice in supporting disabled employees</li> <li>• Best practice for future employees (recruitment &amp; retention)</li> </ul>
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<p><b>3x Mosques - Partnership</b></p>	<p>The Positive Action Officers have built strong relationships with 3 mosques:</p> <ul style="list-style-type: none"> <li>➤ Salisbury</li> <li>➤ Trowbridge</li> <li>➤ Swindon</li> </ul> <p>The relationships are such that the Inman's will be supporting the Community Ambassadors Scheme when it goes live</p>
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<p><b>Community Ambassadors</b></p> <p><b>Lead: PS Pursey</b></p>	<p>The community Ambassadors scheme was due to be signed off by CC Mike Veale prior to him leaving and then delayed due to Op Fairline and Fortis.</p> <p>The project involves community leads and partners becoming Ambassadors for Wiltshire Police. We currently have 15 people from the community whom have been working with the positive Action officers and myself whom has expressed their wish to volunteer as ambassadors.</p> <p>Their role would be:</p> <ul style="list-style-type: none"> <li>• To support future engagement with Wiltshire police (especially during times of critical incidents)</li> <li>• To support the force in checking and testing processes around Diversity &amp; Inclusion</li> <li>• To support and advice staff and new recruits from diverse backgrounds (supporting retention)</li> <li>• To be a point of contact to engage the community in recruitment campaigns</li> <li>• To offer support during interviews giving transparency and independent view points</li> <li>• To link and 'support protected characteristic' groups within the organisation</li> <li>• To link in with IAG meetings giving views of the local community</li> <li>• To help build relationships with hard to reach groups</li> <li>• To assist in campaigns such as 'Hate Crime and Stop &amp; Search</li> </ul>
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<p><b>LGBT Community up date</b></p> <p><b>LGBT Lead: Lee Hare</b></p>	<p>February 2019 if LGBT Month – presentation stands will be put up @ HQ Devizes and Swindon.</p> <p>2018 An LGBT Association was set up in Wiltshire</p> <p>500 LGBT Wiltshire Pins ordered for LGBT Month</p> <p>Rainbow Lanyards also available</p> <p>Local Schools in Swindon have been supported by Lee in helping young people raise their gender identity</p> <ul style="list-style-type: none"> <li>• LGBT History Month February 2019 – 1<sup>st</sup> of February the Chief Constable, PCSO Kate Jackson and PCSO Lee Hare will be raising the LGBT flag at HQ – The usual comms will go out on this including ebrief, tweets, community messaging</li> <li>• W/c 4 February will see the launch of the Wiltshire Police LGBT+ network which again will have comms pieces</li> <li>• PCSO Kate Jackson and PCSO Lee Hare will be hosting 2 events (Gablecross and Devizes HQ) to raise the awareness of the LGBT+ support network– stands including rainbow cake sales and information on the purpose of the support network</li> <li>• During February we will also be launching the NPCC Transgender guidance and tool kit</li> </ul>
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<p><b>Events and Workshops through 2019</b></p>	<p>Diversity &amp; Inclusion team attend regular events across the force area to Attract and Recruit officers and staff from 'Protected Groups' specifically BME, Disability and LGBT. Already the team are booking a busy events calendar for 2019. Including employment fairs and centres, community fairs and events, colleges and Universities, Mosque's and religious locations.</p> <p>In June we have a 3 day event with the National Armed Forces event. Both a member of the Royal Family and the Prime minister is reported to be attending.</p> <p>The positive action officers work closely with recruitment in running workshops to support candidates wishing to join Wiltshire Police.</p>
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<p><b>Diversity Delivery Plan</b></p> <p><b>Lead: Sarah King and DS Campe</b></p>	<ul style="list-style-type: none"> <li>• Plan and consultation (ComTAS)</li> <li>• Tool Kits</li> <li>• Team away day (Sarah King)</li> </ul>
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<p><b>2018/19 Reports from DS Campe</b></p>	<p>Since September my time has been focussed on the delivery of the following-</p> <ul style="list-style-type: none"> <li>• EDI Strategy design and Consultation and evaluation/assessment of findings – design, promotion and consultation events</li> <li>• Collation, review and production of the <a href="#">Statutory Information Report 2017 to 18</a></li> <li>• Review, assessment and evaluation of force <a href="#">Equality Objectives 2018</a> – these also formed part of the EDI strategy consultation which was used as a method of engaging with the public / staff</li> <li>• Review of HMICFRS Hate Crime recommendations following the release of the first Hate Crime HMICFRS Inspection across forces</li> <li>• Delivery of a series of Hate Crime awareness sessions to staff from CCC throughout the month of October and November 2018 to raise awareness, highlight HMICFRS recommendations and refresh knowledge and understanding</li> <li>• Adaption of a series of lesson plans for local officers/PCSO's/schools to use to support them in educating students on hate crime (for Hate Crime Awareness week)</li> <li>• Promotion of national Hate Crime Awareness week with a poster competition for schools and survey on the service offered to victims of hate crime by Hate Crime Advisors (HCA's)</li> </ul>
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<p><b>Force Comms – Liz Cook and support from Positive Action Officer.</b></p>	<p>Marcin Kozak joined Wiltshire Police as a PSCO and was recruited and supported through the Diversity &amp; Inclusion Team. Comms have undertaken work with PCSO Marcin Kozak around media opportunities with Radio Polski. Marcin has a 2 hour slot on a monthly basis in which he discusses policing matters relevant to the local community; content is planned with Liz Cook. In December 2018 Marcin was invited by the Foreign Secretary to attend a reception at Lancaster House, London, in recognition of the work he was involved in to assist his equivalent in Poland with missing people from Poland and intelligence gathering. This was a significant event and was attended by the Prime Minister.</p>
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**Military**

Mandie Ball - Lead	<ul style="list-style-type: none"><li>• Attends Allied services meetings</li><li>• Work with Tedworth House</li><li>• Advertise all roles/jobs with the HIVE</li><li>• Attend the South/West Recruitment Fair</li><li>• Have a Recruitment Stand @ Tidworth covering all South Wilts Military bases, every 3 months. Also covers Spouses</li></ul>
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## Members Questions – 2019

Cllr Jonathon Seed raised at the 17 January meeting.

**S: 05:02.19**

**A: 14.03.19**

***Salisbury City Council Application for Community Safety Accreditation Scheme powers***

***Salisbury City Council contracts two “stewards” from a Company called “Venture Security” to provide a level of support to the public, City Council and police around anti-social behaviour, street drinking and aggressive begging while generally keeping watch over the “estate” and City Centre. They work closely with Wiltshire Council Housing and Rough Sleeping teams and keep a day to day eye on the health and well-being of some of the city less fortunate.***

***To assist further in their duties and to provide more support to the police SCC have been asking for Community Safety Accreditation Scheme powers (CSAS) for a considerable time, and while all concerned have said this would be a very positive step forward***

***I would like to ask the Commissioner to look into when or if Salisbury CSAS powers will be signed off.***

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***Salisbury City Council Application for Community Safety Accreditation Scheme powers***

***It is the company Venture Security which has applied to Wiltshire Police for Community Safety Accreditation Scheme powers and not Salisbury City Council itself. The City Council is proposing to use Venture Security to provide the stewards and the company also wishes to operate in Hampshire. Therefore, to avoid duplication of work, Wiltshire Police is working with Hampshire Police, which is currently vetting a number of stewards to be used by Venture Security. Wiltshire vetting have agreed that it will accept the Hampshire vetting so as not to require the process to be carried out twice. This takes time and is the longest part of the process. Once appropriately vetted individuals have been identified, the force will be able to consider the application for CSAS powers and a report will be submitted to the Chief Constable who will decide whether CSAS status will be granted. We have***

*no control over the length of time the vetting process takes but the Force are fully engaged with Hampshire and will consider the application as soon as possible.*

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Cllr Abdul Amin

***Why does Wiltshire have the lowest number of Police force in the Country.***

**R: 05.02.19**

**S: 05.02.19**

**A:07.03.19**

*Wiltshire does have the lowest police officers per head of population in England and Wales - 105 police officers per 100,000 people, compared with England and Wales average of 208 per 100,000 people (180 - excluding the Met).*

*The main factor, given around 80% of the police budget is spent on staff - is the total funding we receive. The table for number of police officers per head mirrors the total funding of the police area. As we all know Wiltshire is one of the lowest funding forces in the country.*

*I am trying to address this, taking every flexibility on local precept, as discussed during the precept consultation, this will enable me to increase police officers by 43. However almost every other PCC has used the same flexibility. As such our relative position of the lowest officer head of population is unlikely to change.*

*Only by addressing the unfair national funding formula will ensure that Wiltshire is not disadvantaged. I will continue to lobby central government to address the unfair national funding formula that they use to allocate funding. I understand that this will be considered as part of the comprehensive spending review, I will continue to raise it with ministers to ensure it is.*

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Cllr Jonathon Seed

**R: 13.03.19**

**S: 13.03.19**

**Community Police Teams – Please could the PCC outline how CPT officers are deployed? How many of those allocated to CPT duties are allocated to response tasks within their sector. How many are allocated to duties within their communities?**

**The previous knife crime statistics seen by the Panel were encouraging. What are the latest statistics and is the encouraging trend continuing?**

**Please can the Commissioner give figures for the number of victims of crime seen and supported through the criminal justice system by staff of the Horizon Centre?**

**Please can the Commissioner give the latest update and crime prevention statistics achieved by the Bobby Van Trust?**

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# Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
17 January 2019  10:30am-1pm	City Hall, Salisbury	<ul style="list-style-type: none"> <li>• PCC Budget 2019/20 and MTFS</li> <li>• Review of performance monitoring process</li> <li>• Member questions</li> </ul>
7 February 2019  10am-1pm	Monkton Park, Chippenham	<ul style="list-style-type: none"> <li>• Formal consideration of PCC Precept proposal</li> </ul>
28 March 2019  10am-1pm	Devizes Corn Exchange	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Victim Support Service (Horizon) update</li> <li>• Member questions</li> </ul>

6 June 2019 10am-1pm	County Hall, Trowbridge	<ul style="list-style-type: none"> <li>• Quarterly data (Q4)- Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>
5 September 2019 10am-1pm	City Hall, Salisbury	<ul style="list-style-type: none"> <li>• Quarterly data (Q1)- Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>
19 December 2019 10am-1pm	Civic Office, Swindon	<ul style="list-style-type: none"> <li>• Quarterly data (Q2)- Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>
16 January 2020 10am-1pm	Devizes Corn Exchange	<ul style="list-style-type: none"> <li>• PCC Budget 2019/20 and MTFS</li> </ul>

<p>6 February 20120  10am-1pm</p>	<p>County Hall, Trowbridge</p>	<ul style="list-style-type: none"> <li>• Formal consideration of PCC Precept proposal</li> </ul>
<p>19 March 2020  10am-1pm</p>	<p>Venue to be confirmed</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>

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