

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Council Chamber - Council Offices, Monkton Park, Chippenham,
SN15 1ER
Date: Wednesday 12 June 2013
Time: **10.00 am**

Please direct any enquiries on this Agenda to Kirsty Butcher, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713948 or email kirsty.butcher@wiltshire.gov.uk

Membership:

Cllr Abdul Amin, Swindon Borough Council
Cllr Glenis Ansell, Wiltshire Council
Cllr Andrew Bennett, Swindon Borough Council
Cllr Richard Britton, Wiltshire Council
Cllr Brian Ford, Swindon Borough Council
Malcolm Grubb, Co-Opted Independent Member
Cllr Russell Hawker, Wiltshire Council
Cllr Charles Howard, Wiltshire Council
Cllr Peter Hutton, Wiltshire Council
Cllr Julian Johnson, Wiltshire Council
Amanda Newbery, Co-Opted Independent Member
Cllr Linda Packard, Wiltshire Council
Cllr Teresa Page, Swindon Borough Council

Substitutes:

Cllr Chuck Berry, Wiltshire Council
Cllr Trevor Carbin, Wiltshire Council
Cllr Chris Caswill, Wiltshire Council
Cllr Dennis Drewett, Wiltshire Council



Cllr Peter Edge, Wiltshire Council
Cllr Sue Evans, Wiltshire Council
Cllr Nick Fogg, Wiltshire Council
Cllr Jeff Osborn, Wiltshire Council
Cllr Ian Thorn, Wiltshire Council



AGENDA

Part I

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

1 **Election of Chairman**

To elect a Chairman for the 2013/14 municipal year.

2 **Election of Vice-Chairman**

To elect a Vice-Chairman for the 2013/14 municipal year.

3 **Apologies for Absence**

4 **Minutes and matters arising** (*Pages 1 - 6*)

To confirm the minutes of the meeting held on 26 March 2013.

5 **Declarations of interest**

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

6 **Chairman's Announcements**

7 **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 Thursday 6 June 2013**. 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.

8 **PCC update report** (*Pages 7 - 14*)

A diary report from the Commissioner is attached.

9 **PCC Annual Report** (*Pages 15 - 32*)

To receive the annual report from Angus Macpherson, Police and Crime Commissioner.

10 **OPCC Risk Register** (*Pages 33 - 36*)

To receive a report on the risk register, deferred from the last meeting.

11 **PCP/PCC Protocol**

12 **Performance Reporting Framework**

To receive an update from the working group on the performance reporting framework.

13 **Complaints against the Commissioner** (*Pages 37 - 38*)

To note the complaints report from the Monitoring Officer at Wiltshire Council.

14 **Forward Work Plan** (*Pages 39 - 40*)

To note the forward work plan.

15 **Future meeting dates**

To review the times / venues of meetings, and to note the future meeting dates below:

16 September 2013
26 November 2013

Part II

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

None

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WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 26 MARCH 2013 AT COUNCIL CHAMBER - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER.

Present:

Cllr Abdul Amin (Substitute), Cllr Andrew Bennett, Cllr Richard Britton (Chairman), Cllr Chris Caswill, Cllr Brian Dalton, Cllr Peter Doyle (Substitute), Malcolm Grubb, Cllr Mike Hewitt, Cllr Peter Hutton, Amanda Newbery, Cllr Teresa Page (Substitute) and Cllr Pip Ridout

Also Present:

Dr Carlton Brand (Corporate Director), Nicola Calway (OPCC), Professor Allan Johns (OPCC), Kieran Kilgallen (Chief Executive - OPCC), Angus Macpherson (Police and Crime Commissioner) and Cllr Jane Scott OBE

40 Apologies for Absence

Apologies were received from Councillor Ali, Councillor Ford, Councillor Humphries and Councillor Wright.

Councillor Amin substituted for Councillor Ali.

Councillor Doyle substituted for Councillor Humphries.

Councillor Page substituted for Councillor Wright.

41 Declarations of interest

There were no declarations of interest.

42 Chairman's Announcements

The Chair explained that this was the last meeting for the Wiltshire Council members due to the upcoming elections in May 2013, and thanked members for their work in launching the Panel.

Attention was drawn to the draft minute from the Wiltshire Council Cabinet meeting held on 19 March 2013 at which the draft Police and Crime Plan was

considered. It was explained that the observations made were from a different orientation to the Panel's, being those of a partner organisation.

Councillor Bennett, Malcolm Grubb and Amanda Newbery attended the Local Government Association Police and Crime Panel Conference held on 21 March and it was agreed that a summary note would be circulated to members on their experience.

43 **Minutes and matters arising**

The minutes from the meeting held on 11 January 2013 were presented. An amendment to the last paragraph of minute no. 17 changing the word 'reviewing' to 'approving' was accepted.

Decision:

The minutes of the meeting held on 11 January 2013 were agreed as a correct record subject to the amendment detailed above, and signed by the Chairman.

The minutes from the meeting held on 6 February 2013 were presented. Amendments to minute no. 30 to record the abstentions of Councillors Bennett and Caswill; and to add the words 'or increase in' to the last bullet point of the resolution after the words 'justification for' were accepted.

Decision:

The minutes of the meeting held on 6 February 2013 were agreed as a correct record subject to the amendments detailed above, and signed by the Chairman.

The minutes from the meeting held on 1 March 2013 were presented. An amendment to include the details of the working group set up to review the plan and look at the reporting framework as agreed at the meeting was accepted.

Decision:

The minutes of the meeting held on 1 March 2013 were agreed as a correct record subject to the amendments detailed above, and signed by the Chairman.

44 **Public Participation**

45 **Questions**

There were no questions asked.

46 **Statements**

There were no statements given.

47 **PCC Update report**

The Committee noted the diary report attached.

Angus Macpherson, Police and Crime Commissioner drew attention to the appointment of Professor Allan Johns to the role of Independent Adjudicator and introduced him to the Panel. Professor Johns gave a brief outline of his role, explaining his responsibilities which included settling appeals, investigating complaints against the Chief Constable and monitoring all aspects of complaints and performance monitoring. He confirmed work will start on a formal report to the Panel.

The Commissioner highlighted the work that had been done on the plan and noted the future engagement with the public in understanding the performance of the constabulary and those commissioning.

The Panel drew the Commissioner's attention to the issue of rural crime and to the somewhat dismissive and cursory references in his blog to his meetings with the Panel.

48 **Police and Crime Plan**

Angus Macpherson, Police and Crime Commissioner explained that the Police and Crime Plan would be published on Thursday 28 March. He confirmed that the consultation had generated 130 responses, all of which had been taken into consideration and all would be published on the website with the plan. The Panel was thanked for its comments.

Kieran Kilgallen, Chief Executive – Office of the Police and Crime Commissioner (OPCC), responded to the Panel's recommendations point by point. The written response is attached to these minutes. He confirmed that undertakings had been given around the issue of employment regarding Community Safety Partnerships (CSPs) with commitment given to the funding of posts. A working brief around the engagement and funding of CSP's would be available by the end of April and a report would be brought to the June Panel meeting.

The Commissioner detailed the move to a regime of restorative justice as a large strategic change, the delivery of which must not increase risk areas. He explained that a delivery plan was currently being developed by the Chief Constable which would give greater depth to the metrics and key performance indicators by which the panel would hold him to account. This plan would be circulated to panel members once agreed, which would be towards the end of April.

The Commissioner and his office were thanked for their consideration of the Panel's report and recommendations. The Panel agreed that the working group tasked with looking at the reporting framework structure would meet after the delivery plan had been received with the results brought to the Panel meeting in June.

49 **PCC quarterly report**

When introducing the item the Chairman reminded the panel of its role being not to monitor the work of the force but to monitor the work of the Commissioner in monitoring the force. The Commissioner introduced Nicola Calway from the OPCC who provided the Panel with an explanation of certain data.

The Panel welcomed the depth of data provided and the opportunity to question the PCC on it; however clarification was needed on what should be in the public domain. The suggestion of a quarterly summary report from the OPCC was welcomed, and the Panel agreed that the working group would develop a reporting mechanism in consultation with the OPCC.

Due to the work involved in isolating the OPCC risk register it was not possible to bring it to this meeting. It was agreed that this would be brought to the next Panel meeting in June and targeted around the delivery of the plan.

Resolved:

- 1. That the Panel continue to receive the data in its current format on a quarterly basis**
- 2. That Panel Members consider and raise any issues with the Commissioner at the meeting following receipt of the quarterly data**
- 3. That, in discussion with the OPCC, the working group develop a summary reporting mechanism to be brought to the next Panel meeting**

50 **Draft PCP PCC Protocol**

Mr Grubb introduced the draft protocol. It was noted that the Panel had two roles – its statutory obligation to support the Commissioner in his work which was difficult to separate from the role set out in section 2 of the protocol.

Amendments to change the word 'they' in the last sentence of 4.1 to 'the PCC' and to add a 4.6 to provide for joint projects stating 'The PCC and PCP may from time to time agree on topics for joint consideration and research. However, it will remain the prerogative of the PCC to decide whether/how any results of such projects should be implemented' were agreed.

The Commissioner was asked to report back to officers.

Resolved:

1. To change the word 'they' in the last sentence of paragraph 4.1 to 'the PCC';
2. To add paragraph 4.6 as follows:
 - 4.6 The PCC and PCP may from time to time agree on topics for joint consideration and research. However, it will remain the prerogative of the PCC to decide whether/how any results of such projects should be implemented; and
3. To present the amended protocol to the PCC.

51 **Forward Work Plan**

The Panel noted the forward work plan. It was agreed that the quarterly update scheduled for June would be replaced with receiving the annual report.

A question was raised over the potential induction of new members pending the results of the Wiltshire Council elections and it was confirmed this would be discussed between the Chairman and officers.

The Commissioner suggested the theme of Young People / Business for a future panel meeting, possibly September.

52 **Future meeting dates**

The next meeting of the Police and Crime Panel will be on 12 June 2013 in the Council Chamber, Monkton Park, Chippenham.

Future meeting dates were:

16 September 2013

26 November 2013

The Chairman thanked all for attending.

(Duration of meeting: 10.03 am - 12.50 pm)

The Officer who has produced these minutes is Kirsty Butcher, of Democratic Services, direct line 01225 713948, e-mail kirsty.butcher@wiltshire.gov.uk

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POLICE AND CRIME PANEL **12th June 2013**

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 26th March 2013. I write a weekly blog which provides a brief overview for the public of what I have been up to. This is published on my website (www.wiltshire-pcc.gov.uk) and the content of these blogs is copied below for the Panel's information.

OUT AND ABOUT ACROSS WILTSHIRE AND SWINDON

Posted: Monday 25th March 2013

Friday 15 March

It might have been cold and wet, but that was no obstacle to the Bemerton Heath Street Watch. I joined them on their evening patrol around the estate. These schemes are a demonstration of community. As well as speaking to people as we went around, they were also able to report things that needed repair, so it is also about pride in a community. I know there are schemes in Swindon and Salisbury, but no one seems to have total oversight. I hope we can support these volunteers through the commissioning process.

Saturday 16 March

As part of a wider campaign, Rotary in Swindon put on an autism awareness event. I'm aware of many of the issues through my work in the Community Foundation, but it was an opportunity to refresh some knowledge, especially around the Autism Alert Card which is produced by the National Autistic Society and supported by Wiltshire Police. The take up is quite small so the scheme does need everyone's support.

Tuesday 19 March

I was invited to spend the day with Wiltshire Probation Trust, as they took me through its work. The morning took the form of a workshop, with a case study of an offender's path through the process, which gave me a clarity to the complexity of the process and the passion of the staff involved. I also had the opportunity to meet those involved in Community Payback and volunteer mentors, both of which are very much on message with the Police and Crime Plan.

In the evening the One Swindon Board met. It was Swindon Borough Council's current leader Rod Bluh's (who is standing down) last meeting of something which he has been a great supporter. It is early days, but I think the Office of the PCC needs to support Community Budgets. Just how that will play out in practice, we will see in time, but I think the development of Localities and the language of 'Safer Neighbourhood Teams' are core. I look forward to working with David Renard in the future.

Wednesday 20 March

Another day out, this time a briefing by the Army on its operations in Wiltshire. The plain accounts for 11 per cent of the area of our county, and with the increase in personnel coming to both Tidworth and Lyneham there are new challenges which we face. This is not helped by the withdrawal of most of the MOD policing of their estate, a matter raised on our behalf by MP John Glen in Parliament. There is a variety of crime, and environmental damage, that needs to be addressed, and much of it from people from out of our county. I think this will be a discussion point over the coming months, between the MOD and their partners and the Constabulary and OPCC.

LAUNCH OF THE PLAN THIS WEEK

Posted: Thursday 28th March 2013

Friday 22 March

This morning I visited Neston, near Corsham. I attended the village's community cafe for a coffee and chat. The community officers were there and, as so often, they were well thought of and fully engaged in the concerns of the village. These included speeding and some low level anti-social behaviour. I'm looking forward to an update meeting on Speed Watch revival.

The new High Sheriff was sworn in at County Hall, and I was pleased to be invited. The High Sheriff's main duties include attendance at royal visits in the county and support for Her Majesty's High Court Judges when on circuit. These days, however, High Sheriffs play an increasingly active and supportive role within their counties. This can be in relation to the police and other emergency services as well as lending encouragement to public sector agencies, such as the probation and prison services and to voluntary sector organisations involved in crime reduction and social cohesion. I look forward to working with William Wildbore-Smith during the coming year.

Tuesday 26 March

Only a few days now until the Police and Crime Plan is published. We have had around 130 responses to the consultation, and while the comments will be published on the website, I have not been able to answer them all. I did however have the opportunity to feedback on the helpful comments made by the Police and Crime Panel at their meeting this morning at Monkton Park in Chippenham.

In the afternoon I had a visit from the Princes Trust. The charity works with young people between the ages of 13 - 30 who are not in education, employment or training, all people we want to engage with. They have worked with the Life project in Swindon, so I look forward to looking at their plans.

This was followed by a return visit to Swindon Advocacy Movement (SAM), a charity which aims to help empower people with learning disabilities. As it is reported that few crimes are identified as being disability hate crimes, I was keen to find out what those with a disability thought. All five of those at the meeting had been the victim of crime and all believed it was because of their disability. It was frightening when they suggested that the reporting of a crime "hurt more than the crime". There is a great deal of work to do in raising awareness and supporting reporting.

Wednesday 27 March

I met the Chief Crown Prosecutor for Wessex earlier in the week, and she explained changes that her organisation were making in the region (Hampshire, Wiltshire and Dorset), so it was good to hear from the Witness Care Unit how they think the changes will affect their work and the victims and witness. It reminded me also that I need to find out from the Courts Service about where they are going to hold trials in Wiltshire and whether the many representations made any difference to their plans. I have grave concerns that our judicial system is becoming remote from the victims and witnesses, and if that is the perception, if not the case, it re-enforces the 'why should we bother to report crime' view.

Thursday 28 March

Launch of the Police and Crime Plan - now the delivery! This is the exciting bit and I'm really looking forward to reading the delivery plans that come forward from the Constabulary, the partners and others. This is a new process and one which I believe will produce great dividends for our community, so long as we remove obstacles and breakdown silos. The money just isn't there for duplication and good value for the public pound will only be achieved when every organisation, and those who work in them, recognises this.

Prime partners in this endeavour are Swindon and Wiltshire local authorities and I always look forward to my monthly meetings with the leaders.

START OF APRIL

Posted: Thursday 4th April 2013

Tuesday 2 April

I really hope everyone had a peaceful Easter. I certainly had a rest but this was enforced due to a tooth ache.

Looking at the diary for this week – it looks a little like 'after the Lord Mayor's show'. The launch of the Police and Crime Plan last week was such a milestone in this office and we now move into working on the delivery of priorities within the plan.

Wednesday 3 April

It is interesting that since the plan was launched, the office has started to receive enquiries about funding various projects that seek to delivery the priorities. We are not at the level that Hampshire has experienced where I understand some 50 applications have already been received and in Gloucestershire some grants have already been given. That said we undertook to launch the £1 million Innovation Fund around mid April. Organisations that help reduce crime, anti-social behaviour and re-offending in Wiltshire and Swindon will be able to apply for funds.

I felt very privileged to be allowed to observe a meeting of Al-Anon, which is a support group for friends and family of alcoholics. Everyone's story was very different but what was very striking was that they were all victims of the illness of alcoholism just as much as the drinkers themselves. I have never heard of this international organisation before and I suppose part of this role as PCC is to connect these sorts of organisations with others working in similar or related fields. I wonder if the alcohol agencies working with Swindon and Wiltshire councils think to refer family and friends of their clients to organisations such as this.

Thursday 4 April

Last night the Chief Executive, Chief Constable and myself met up with a similar team from Avon and Somerset. Our task was to work on a generic collaboration framework for the whole of the south west region. There is no doubt that, while each force needs to protect its individual identity, joint working across the region is where we can all achieve greater economies of scale. I hope our work will find favour with the others when we meet later in the month.

Today I am visiting Swindon West neighbourhood team at the De Vere hotel in Swindon. I always enjoy getting out of the office and having the opportunity to meet members of the public to find out about their concerns in their local area.

NEIGHBOURHOOD WATCH AND ROTARY

Posted: Friday 12th April 2013

Friday 5 April

I am firmly of the opinion that a strong Neighbourhood Watch (NHW) scheme is an essential tool in the prevention of crime. I'm also aware that it is an independent organisation and does not belong to either the police or the Community Safety Partnerships. It is against this background that it was good to meet with the Chair and Vice Chair of the Wiltshire and Swindon NHW and talk about the future development of the organisation in the county.

Monday 8 April

Part of the job is to speak about the role, and today I visited Salisbury Rotary Club to do just that. Actually it is very useful for me as it make me sit down and reflect on the role. There is still concern over politics coming into policing but the reality is that it is hard to see it!

Tuesday 9 April

St Francis School in Taw Hill invited me to meet the school council (years five and six). I was interested to hear their views on the police, gangs and crime in general. It is pleasing that they feel safe to go out to play in that part of Swindon, but also that they had a good understanding of how to keep safe, both when out and in the home. Although they told me about some mixed message from the police and fire services - I'll have to share this with the Chiefs when I see them next!

Wednesday 10 April

The first quarterly visit by Her Majesty's Inspector of Constabulary, and as ever it was a great discussion around policing and performance. Their role has changed but I do feel that they are supportive of PCC and certainly understood the direction I have set for Wiltshire in the Police and Crime Plan.

Thursday 11 April

The Chief Constable has started his internal staff engagement briefings to the whole Force and over the coming weeks will be meeting his staff across 30 meetings. I hope to make a lot of these as the diary allows so I can answer questions from staff on my role. I was impressed with the presentation and it was very supportive of the Police and Crime Plan.

VOLUNTEERING AND AWARDING GRANTS

Posted: Thursday 18th April 2013

Friday 12 April

Today I was at the Community Foundation for Wiltshire and Swindon to chair the grants panel. We were distributing money raised by the police through the sale of lost property and similar. We gave out grants totaling £26,899 to ten charities. My fellow panel members are past, current and potential future High Sheriff's of the county. I hope with the current High Sheriff to have the opportunity to visit some of the projects we've funded.

Saturday 13 April

Back to work today. I was at a Chief's briefing predominantly for members of the Special Constabulary. As

ever it was good to meet these volunteers and I was also especially pleased to be able to give a 'certificate of independent patrol' to one Special Constable.

Monday 15 April

On my travels today I passed the Community Speed Watch team in Shrewton and stopped for a chat. They tell me that around eight per cent of the people passing through when they are on duty are over the speed limit, not always by a great deal but some are definitely 'tanking' it. Later in the week I had a meeting with the project lead who is preparing the business case for a more resilient back-up to the whole of Community Speed Watch.

The national Early Intervention Foundation was launched today and I was pleased to be join others on BBC Wiltshire radio to support this work. I think it links in very well with the troubled families work in Wiltshire and Swindon and it's really concerning to think that some behaviours are learnt during our very early years.

Tuesday 16 April

In the afternoon I spoke at a fellowship meeting at the Pilgrim Centre in Swindon. It was an opportunity to share my vision with this group who meet every week and discuss social and local issues.

Wednesday 17 April

It might not sound terribly exciting but at the regional meeting of PCCs and Chief Constables we agreed the governance arrangements for current and future collaboration projects across the region. This is something that had defeated police authorities for many years and I am very pleased that as Wiltshire and Swindon PCC I will have a strong and equal voice with other partners.

Thursday 18 April

A day packed with meetings. Firstly at Develop in Chippenham which coordinates and brokers volunteering opportunities across Wiltshire, followed by an event for National Stalking Awareness Day run by Hometruths called 'Looking over my shoulder'. There are more than 53,000 reported offences of stalking every year nationally and only two per cent result in a custodial sentencing. Seventy-two per cent of victims are unhappy with the court outcomes. So there is a massive amount of work to be done in this area.

From Chippenham I rushed to Swindon to meet the Permanent Secretary to the Ministry of Justice who was visiting to hear about rehabilitation work in Wiltshire and my aspirations under the Police and Crime Plan.

In the afternoon it was back to back meetings, covering Speed Watch, crime prevention, risk management and ended the day with blogging.

VISIT TO TWO SCHOOLS THIS WEEK

Posted: Monday 29th April 2013

Monday 22 April

Wiltshire Police Chief Constable Pat Geenty is hosting his Chief's briefings across the Force, aiming to see all staff and officers. I think there are 31 taking place, each lasting around one and a half hours. I have been lucky enough to have been invited along for the questions and answer sessions. This has been really useful for me and, I hope, the staff. I met some Special Constables in Swindon on Saturday and today I was at Headquarters in Devizes. My favourite question so far is "what is the point of Police and Crime Commissioners?"!

Today I was also very pleased to be included in the tributes and presentations to Dr Richard Riseley-Prichard by the Wiltshire Air Ambulance. After a distinguished career in the Royal Air Force (RAF), he has made an outstanding contribution to life in Wiltshire. He was the driving force in the establishment of the Wiltshire Air Ambulance and before that raised money the first scanner at the Princess Margaret Hospital in Swindon. It was a very happy event.

Tuesday 23 April

This morning I visited St John's school in Marlborough, meeting with four law classes. It was a really good morning – the students were very engaged, making extremely good points and having clearly looked at my Police and Crime Plan.

The following is a comment made by one of the students: "*After talking about current local policing, we discussed how the service could move forward in the future and it was suggested that building a presence on social media sites would provide easy attention from younger citizens as they are the largest proportion of social site users, which of course led to the discussion of Paris Brown and how people can avoid making mistakes such as hers online.*"

"It was genuinely a great experience to meet the person who is in charge of keeping the streets in our local area safe and even offering him a few of our own ideas on how he can continue to improve the way that the local area is policed."

Thursday 25 April

Remember 'Message in a bottle' by Police? Well the students at St Peter's School in Chippenham gave me lots of messages in a bottle as I visited them and other members of the Chippenham Young People's Parliament. They had sent in their comments as part of the consultation on the Police and Crime Plan, but I was able to answer some of their concerns first hand during this visit.

David Renard has now taken over as leader of Swindon Borough Council. I'm pleased that he was able to join Jane Scott, leader of Wiltshire Council, and I for our monthly get together, and will be in the future. We agreed our joint submission to the newly formed Early Intervention Foundation to be a pioneer. Excellent example of joint working.

MPS, SPECIALS AND CCTV

Posted: Thursday 2nd May 2013

Friday 26 April

It was good to catch up with the Swindon MPs and get further feedback around the sorts of thing people are talking to them about. Actually there were no surprises and it seems that their post bag mirrors mine - anti-social behaviour and concerns about violence in the town centre. In actual fact there are fewer incidents this year, so it is troubling that those that have happened have been so vicious.

Saturday 27 April

If the volunteer Special Constables are giving up their time to attend the Chief's Briefings I thought I should do the same, so it was at 5pm in Melksham today. These briefings are being very well received and I think both the Chief and I learnt quite a lot about being a special and their relationship with the regular police officers.

Monday 29 April

In the morning I visited the Calne CCTV operation. The standard and coverage of CCTV varies greatly across the county, but the set up in Calne was very impressive. The coverage and clarity of the images was very good and I had the opportunity to see it in operation 'driven' by some of the large number of volunteers who keep the operation going. I think that other towns in the county could learn from a visit.

An important part of this job for me is responding to the consultations that the government put out. This morning I was joined by a representative of the Force justice department and Victim Support as we went through the proposed Victim Charter. The comments will be on this website.

I also had an update on progress around video links between police stations and Courts so both officers and witness can give evidence without travelling around the county. I still have concerns over the listing of trials in the county, but have had no update from the court service following their consultation.

The day finished with the Commissioner's Monitoring Board, which is attended by chief officers. The Chief Constable tabled the first draft of his delivery plan against the Police and Crime Plan, so we will be working though that during the next couple of weeks.

Tuesday 30 April

First thing in the morning I met representative in Salisbury of a new charity called First Light Trust, which has a particular interest in the troubles suffered by soldiers returning from theatre and in particular members of the Territorial Army (TA). They are doing a lot up in Scarborough, but with the planned expansion of Tidworth I can't help feeling that there will be an increased need in our county.

Actual the flavour of the day was mental health, as I then went up to London to a briefing arranged by Lord Bradley on mental health and diversion from the criminal justice system. The event was specifically for PCCs, and was an opportunity to meet some of the deputies (I don't have one), but more importantly to be given more information about the sorts of problems there are for people with mental health problems who are rubbing up against the criminal justice system. One outcome was a series of questions to ask locally and the challenge our procedures and provision.

Wednesday 1 May

We are nearly at the end of the Chief's Briefings with three today, but I also had time to meet Families First which is doing good work with troubled families in Wiltshire. They have been going for coming up for a year

and have been supporting around 75 families who have young members very close to being involved in crime. It will be interesting to hear more when they have good measures of outcomes from their work. Work today also continued on setting up a business forum, but before that we will be doing a survey of business in the county to find out their experience of crime. This will give me a base line for the future and also help develop a strategy around crime which affects our local businesses.

Thursday 2 May

I'm taking some leave with an extended Bank Holiday weekend, so back to work on Wednesday 8 May with a packed day.

MEETING JUNIOR WARDENS AT DROVE PRIMARY SCHOOL

Posted: Friday 10th May 2013

Wednesday 8 May

As predicted it was an extraordinary busy day with a 6am briefing with Wiltshire Police Chief Constable Pat Geenty before executing some warrants with officers in Swindon as part of Operation Harness. Op Harness is a long-term collaborative operation designed to increase engagement with local communities and incorporate on-going initiatives focusing on different elements of policing.

On the warrant we executed we managed to wake up rather more tenants in the house than the housing officer who was with us thought should be there. As well as the operation in Swindon, warrants were issued at residential addresses in Trowbridge. As a result of these warrants:

- 22 addresses were searched
- 13 people were arrested – reasons for arrests included suspicion of handling stolen goods, possession with intent to supply class A and B drugs, possession of drugs, money laundering, cultivation of cannabis and possession of firearm (believed to be a stun gun)
- Drugs were seized at 13 addresses
- Two hydroponics set ups (used for the cultivation of cannabis) were dismantled
- Approximately £2,000 cash seized
- Op Harness leaflets were delivered to approximately 1,000 addresses

During the rest of the morning I attended a number of meetings and in the afternoon I visited the junior wardens at Drove Primary School in Swindon. This is an afterschool club run closely with neighbourhood police officers and Police and Community Support Officers (PCSOs) offering lots of activities for young people around good citizenship. They were getting their scrap books up together with photos of their visits to see the helicopter at Devizes, the ambulance service and graffiti cleaning. The relationship between the young people and the officers was extremely good and I hope that their respect will rub off on their peers.

The relationships between my office and Wiltshire Council are very strong and I was pleased to catch up with leader Jane Scott and her senior team following the recent elections.

In the evening I chaired the annual general meetings for the Filling Station and Broadgreen Breakfast Club in Swindon not as PCC but in my continuing role as a trustee for those charities. I was very pleased that a number of the town centre policing team came to the meeting along with around 10 users of the service so as a consultation exercise on the service provided it was extremely useful to everyone.

Thursday 9 May

I had a meeting with Victim Support as I continue to work on the delivery of the elements relating to supporting victims in the Police and Crime Plan. I am also looking forward shortly to learning more about the victim support service within the courts system. In the evening I attended the annual celebration of the Wiltshire and Swindon Community Foundation held at Larkhill. The Foundation distributes funds from the sale of lost property so it will be a good opportunity to meet both some of the supporters and beneficiaries of the charity.

Friday 10 May

Today I spent the day in London at the Centre for Justice Innovation. This was very much a fact-finding day around the development of Neighbourhood Justice Panels and the part they play in the greater spectrum of restoration justice. It was useful meeting and I am sure that as time goes on I will get more demands around this agenda.

SIX MONTHS IN OFFICE

Posted: Tuesday 28th May 2013

Tuesday 21 May

Keen readers of the blog will notice a gap for last week. This is because I took the week off as leave, which was very refreshing after the intensity of the first six months in office.

It is worth mentioning some of the provisions of the Queen's Speech that will have an effect. The key points are:

- Anti-social behaviour (ASB), Crime and Policing Bill
 - Replacing and condensing existing powers to deal with ASB into six faster and more effective powers.
 - Victims of ASB will have power to ensure action is taken to deal with persistent ASB through new Community Trigger
 - Victims will also have greater say in what form of sanction offender should receive through Community Remedy
 - Offence of owning / being in charge of a dog that is dangerously out of control to be extended to private places
 - New offence of 'possession for sale or transfer' to be created to help tackle illegal importation / exportation of firearms
 - Forced marriage to become a criminal offence
 - PCCs to have responsibility for commissioning of victims services
 - Police to prosecute uncontested minor offences of shoplifting
 - Statutory witness protection scheme to be extended to cover other vulnerable individuals
 - Magistrates Courts will have power removed to add additional days to a sentence of imprisonment in lieu of Victims Surcharge

- Offender Rehabilitation Bill
 - Supervision of offenders having served a custodial sentence of up to two years for a period of 12 months following their release
 - Drug abusing offenders would be required to attend treatment appointments
 - Offenders would be required to be tested for Class B drugs as well as Class A
 - Reforms to community orders and suspended sentence orders include:
 - Probation providers may require offenders to attend appointments or activities supporting their rehabilitation
 - Offenders would be required to seek permission before moving out of their local area (currently they are only required to give notification)

Wednesday 22 May

Today marks six months in office for me as PCC. No cake in the office (!) but I completed two early morning interviews with local radio stations. Significant milestones during this time include being the first PCC to appoint a Chief Constable, capping the policing element of local council tax for and consulting widely on my draft Police and Crime Plan before publishing the final version at the end of March.

Today I spent most of the day spent in Salisbury with colleagues from Wiltshire Council and catching up from leave.

It seems that the question of Police and Crime Commissioner mileage claims have been in the news. It may be that as a Chartered Accountant the correct interpretation of the rules seemed quite clear to me. The Inland Revenue Booklet 490 Employee Travel is our guidance and this gives examples of what is and is not allowed. We will also be using the approved revenue rates for mileage claims. I don't have either a car or driver provided and I'm using my own car running around the county to all the meetings and events I have to attend. The claims are posted on the website for all to see.

I'm also pleased that provisional accounts for the Office of the Police and Crime Commissioner (OPCC) for last year show and under spend of the budget of in excess of £100k.

Thursday 23 May

Her Majesty's Inspectorate of Constabulary (HMIC) is in today, reviewing the operational side of policing in a time of austerity. They are inspecting the force, but I'm confident that we are working, together, along the right lines and hope that they agree in their report.

Witnesses, who are often victims, are supported through the criminal justice process by both the Witness Care Unit, run by the police and the Witness Service. The Witness Service is provided by Victim Support at the court and operated by volunteers. I spend a couple of hours with the service in the Swindon Magistrates and Crown Courts. It gave me an opportunity to learn more about the relationship between the two services, but also to speak to witnesses who were in court being supported. A useful fact finding visits as background to the proposed Victim Pathway.

I had never heard of 'Neighbourhood Return' who came and presented their service. Essentially it is a charity which supports those who may 'wander' as 40,000 people do each year. Carers register people with memory problems who may go missing and the charity arrange other volunteers to make an initial search. Well worth further investigation.

Friday 24 May

Good to catch up with Jim Grant, the leader of the Labour group on Swindon Borough Council, and have a chat about Localities and public access to the police in Swindon.

Yet another charity I had never heard of is ROC, and the founder Debra Green came down to Gablecross in Swindon to introduce their work. They are national but have not yet done much in Wiltshire. The principle objective is around people of goodwill working together for safe communities, much the same as the Police and Crime Plan.

Angus Macpherson
**Police and Crime Commissioner
For Wiltshire and Swindon**



Annual report 2012/13: Office of the Police and Crime and Commissioner for Wiltshire and Swindon

1. Introduction from Commissioner Angus Macpherson

In November 2012 I was elected as the first ever Police and Crime Commissioner (PCC) for Wiltshire and Swindon.

I am extremely proud to be representing the public on policing and crime matters and have now been in the role for just over six months.

The role of a PCC is to secure an efficient and effective policing service for Wiltshire and Swindon. I am accountable to the public for the services provided, and Wiltshire Police Chief Constable Pat Geenty along with the providers of other commissioned services is similarly accountable to me.

A big part of this is reviewing performance data across a wide range of measures, such as how satisfied victims of crime are with the service they receive from the police as well as the number of crimes being reported and solved.

In this Annual Report you can read some of this performance information for the previous year (2012 - 2013).

As I was elected in November 2012, this report relates to the strategic priorities for Wiltshire Police set by my predecessor Wiltshire Police Authority, the previous governing body for the Constabulary.

Looking forward, I will be ensuring that priorities set in my Police and Crime Plan, published at the end of March 2013, are achieved. I have highlighted relevant themes in my Plan that I will be focusing on during the forthcoming months and years. Next year the Annual Report will relate more directly to my Police and Crime Plan, particularly to the priorities that I have set it. It is also my intention to report on any other services I fund.

You can read my Police and Crime Plan by visiting - www.wiltshire-pcc.gov.uk. On the site you can also read all about my activities during the past six months as well as regularly updated news items and a weekly blog.

A handwritten signature in black ink, appearing to read 'Angus Macpherson'. The signature is stylized and includes a long horizontal line extending to the right.

Angus Macpherson, Police and Crime Commissioner for Wiltshire and Swindon

2. Background

This report is a summary of Wiltshire Police’s performance against the strategic priorities set by Wiltshire Police Authority for 2012/13.

The following three strategic priorities were outlined in the joint WPA and Wiltshire Police Policing Plan for 2012/13:

- Tackling violent crime, with a focus on private space violence (i.e. violence in places where the general public do not have access)
- Managing those who cause the most harm in our communities
- Reduce anti-social behaviour (including associated local crime issues) and reduce the number of people killed and serious injured (in road traffic collisions)

Within this report each of these priorities will be assessed, detailing some key areas of note.













3. Policing Plan Performance Framework

WPA agreed in March 2012 that performance target measures for the strategic priorities will be set and assessed via the use of ‘balanced scorecards’. This approach uses a number of different measures to aggregate a score of how the Constabulary is performing and helps with understanding and assessing contributing factors in relation to the priorities.

There are three different ways that target measures are set:

- Through comparing Wiltshire Police’s performance against similar forces (in population, demographic data etc) via data published on a national database called iQuanta. This is known as the Most Similar Force (MSF) threshold and this group is referred to as the force’s peers
- If iQuanta data is not available the target measure set is based on the Constabulary’s previous three years performance, with weightings for the different years, putting more emphasis on recent performance
- If both iQuanta and the previous year’s data are not available, then measures set are agreed with Constabulary departmental heads working with the Performance team

Most Similar Force (MSF) threshold setting is based on the current positioning of Wiltshire Police and the projected direction of travel of the MSF. The desired position for the next financial year is based on the following graphic:

Quartile 2012/13		Desired Quartile 2013/14	
 Better than Peers		Better than Peers	
 Inline with Peers - Better than Average		Inline with Peers - Better than Average	
 Inline with Peers - Worse than Average		Inline with Peers - Worse than Average	
 Worse than Peers		Worse than Peers	

There are four different gradings used for each performance measure:

Status	Numerical measures	Audit/ activity measures
EXCELLENT	Over 10% better than target	Exceeds the standard
GOOD	Up to 10% better than target	Meets the standard
FAIR	Up to 10% worse than target	Partially meets the standard
POOR	Over 10% worse than target	Does not meet the standard

4. Strategic priorities

Strategic Priority Balanced Scorecard		Apr-12 to Mar-13			
		Volume and Reduction	Dealing With	Understanding	Partnership Working
Good	Tackle Violent Crime - Private Space Focus	Good	Good	Good	Excellent
Excellent	Reduce Offending by Managing Harm Causers	Good	Excellent	Good	Good
Fair	Reduce ASB and road casualties through a focus on Partnership Working	Good	Poor	Fair	Good

Table 1: Overall performance scorecard

As shown in the above scorecard, the Force performance for last financial year records one priority Excellent, one Good and one Fair.

One of the six main priorities in my Police and Crime Plan for 2013 - 17 is reducing crime and anti-social behaviour. As the third priority relating to anti-social behaviour received a Fair rating, I will be monitoring this area closely during the 2013-14 performance year.

4a. Strategic priority 1 - Tackling violent crime with a focus on private space violence

Tackle Violent Crime - Private Space Focus			
Volume and Reduction		Dealing With	
Violence Against the Person		DA Repeat Rate	
Assault with Less Serious Injury		% Domestic abuse suspects arrested within 24 hours	
Alcohol Related VAP		DA Resolved Rate	
Town Centre VAP		VAP Resolved Rate	
		Violent Crime Satisfaction	
		VAP Response Rate	
Partnership Working		Understanding	
MARAC Repeat Rate		DA VAP	
Success of OOPPA power		Children in the presence of DA	
MARAC Referrals from partners		Outstanding Violent Crime Offenders - Average Duration in	
VAP level at top 10 repeat licensed premises		VAP against Children <18yrs where offender family member	
		DA Sexual Offences	

Table 2: Tackle violent crime year end scorecard

Table key

VAP - violence against the person

MARAC - Multi Agency Risk Assessment Conference

OOPPA - Offence of Persistently Possessing Alcohol

DA - domestic abuse

Tackling violent crime with a focus on private space violence has an overall good rating.

Within this priority:

- Six measures finished the year significantly above the threshold
- Seven met the threshold
- Four were under the threshold
- Two measures were poor
- One of the two 'poor' measures (Children in the presence of domestic abuse) carries a zero weighting within the scorecard as it is not something the police have direct control over, and is used more for understanding trends than accountability.

Violence against the person (VAP)

Violence against the person (VAP) encompasses a wide variety of offences where violence is used, ranging from murder to assaults without injury.

Number of offences 2011/12	5,897
Number of offences 2012/13	6,231
Where we were using iQuanta	In line with peers - better than average
Where we are now using iQuanta	In line with peers - worse than average
Threshold for 2012/13	5,962
Measure achieved	No

There was an increase in reports of VAP during the year (334 more offences or a 5.7 per cent increase). This was influenced by a change in crime recording policy.

Comparison to similar police forces: Whereas Wiltshire has seen a rise in VAP, the number of offences recorded by Most Similar Force (MSF) has remained stable throughout the year. In October 2010, before the revised recording policy was introduced, Wiltshire was above the MSF average. Now that the policy is not influencing the rolling 12 month trend, Wiltshire remains in a similar position of just above the MSF average which would indicate similar performance on two years ago.

Influencing factors and process changes: The table below breaks down VAP into some of the key characteristics, such as public/private space and with/without injury.

		% Change from previous 12 months		
		Private	Public	Total
VAP	Force	10.6%	3.4%	5.9%
	North	11.3%	-0.7%	4.8%
	South	9.8%	8.8%	7.2%
VAP with Injury	Force	5.4%	-3.0%	0.0%
	North	9.7%	-4.2%	1.7%
	South	1.1%	-1.6%	-1.9%
VAP without Injury	Force	17.1%	14.4%	14.4%
	North	13.0%	4.9%	8.8%
	South	22.4%	29.1%	22.0%

Table 3: VAP breakdowns

It can be seen that most of the increases are within ‘without injury’ and sit within the private space category. Wiltshire Police will always encourage victims of domestic abuse to come forward and report incidents. As such, increases within this area may be seen as positive enabling the police and other partner agencies to support victims.

Towards the end of the financial year, an audit was carried out to gain more understanding into the recording processes of violence without injury. This audit tested both the incident being logged against the correct crime code and it being recorded within the 72 hour period required. It showed that the overall compliance with Home Office Counting Rules was poor.

The conclusions of the report showed that correct questions were being asked by operators, but this information was not always being recorded on the log. This can lead to corrective work needing to take place, adding to the cost of correcting errors.

One of my key priorities in the Police and Crime Plan is driving up standards of performance. A notable objective in this area is data being inputted into systems to be right first time in at least 99 per cent of cases. Some of the ways I intend to increase standards of performance are:

- Through a systems thinking review of all customer-facing services
- Publishing Customer and Victim’s Charters
- Introducing a Wiltshire Police Customer Relationship Management system
- Investment in online and other digital channels
- Introducing electronic feedback surveys

Domestic abuse indicators

Strategic Priority 1 for 2012/13 focused on private space violence

There are a number of measures which are used to assess performance in this area:

- The domestic abuse repeat victim rate finished the year at 33.3 per cent against a threshold of 34.1 per cent
- The police attempted to arrest all domestic abuse suspects within 24 hours and achieved 85.9 per cent against a threshold of 82.4 per cent
- Multi Agency Risk Assessment Conferences (MARAC) take place as part of a coordinated community response to domestic abuse. MARAC aims include sharing information to increase the safety, health and well-being of victims, determining whether alleged perpetrators poses a significant risk to any particular individual or to the community and constructing and implementing risk management plans. The MARAC has been measured against a repeat victim rate post MARAC referral (22.7 per cent against a threshold of 28 per cent) and also by the volume of referrals from partners (40.7 per cent of referrals against a threshold of 31 per cent) which indicates good partnership working.

Violent crime - victim satisfaction

Level of satisfaction 2011/12	79.8%
Level of satisfaction 2012/13	79.8% (iQuanta - Dec 2012)
Where we were using iQuanta	In-line with peers - worse than average
Where we are now using iQuanta	In-line with peers - better than average.
Threshold	79.3%
Measure achieved	Yes numerical and through iQuanta

This performance measure has seen improvements during 2012/13, moving into the position of 'In-line with peers and better than average'.

Comparison to peers: It is worth noting that in September 2011 the Constabulary's performance was significantly worse than peers. However performance towards the close of 2011/12 saw a marked improvement with the Constabulary ending 2011/12 in-line with peers and just below the MSF average, with this position maintained throughout 2012/13.

Influencing factors and process changes: There has been significant improvement in satisfaction levels being reported by victims in relation to being kept informed and satisfaction with the investigation. However this has not had an impact on improving overall satisfaction levels.

Performance development: There is currently a gap in understanding the reasons why victims are dissatisfied overall by the way violent crime is dealt with. This is because consultation with victims around their satisfaction with the outcome/disposal of offences and satisfaction with elements of the criminal justice system does not currently take place. I have commissioned work in the Constabulary and with partner organisations which seeks to address these issues.

VAP against those under 18 years, where the offender is a family member

Number of offences 2011/12	194
Number of offences 2012/13	272
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	196
Measure achieved	No

This was a new measure in 2012/13 within the ‘understanding’ section of the balanced scorecard. The number of reported offences has continued to increase over the year. Within this crime grouping, numbers have increased noticeably in the offence types of ‘Assault without injury’ and ‘Assault occasioning bodily harm’.

Influencing factors and process changes: There have been a number of inspections of the safeguarding arena this year, with a trend of more offences being recorded following these inspection reports. However the number of referrals resulting in new Section 47 investigations has generally reduced throughout the year, suggesting that the inspection reports have increased awareness of referral. However there has not actually been an increase in associated criminality.

A Section 47 referral refers to The Children Act 1989, which puts a duty on local authorities to investigate any cases where a child is either the subject of an emergency protection order, is in police protection or is suspected to be suffering, or likely to suffer, significant harm.

There has also been a significant increase in the number of Local Resolutions, a type of restorative justice outcome, in relation to violence against those under 18 years from April/May 2012 onwards. There are a number of areas where Local Resolution in relation to violence against those under 18 is appropriate; sibling rivalry getting out of hand, for example. This is, however, an area which I will monitor closely to ensure that strict guidelines are adhered to.

Additionally, some of these offences may not previously have been recorded as a crime but resulted in informal words of advice and no offence recorded. The number of times ‘No crime’ has been used as a category in relation to these offences has shown a general decrease during the year.

4b. Strategic priority 2 - Reduce offending by managing harm causers

Reduce Offending by Managing Harm Causers			
Volume and Reduction		Dealing With	
Dwelling Burglary		Distraction Burglary Detection Rate	
Robbery		Serious Sexual Offences Detection Rate	
Serious Sexual Offences		Serious Violent Crime Detection Rate	
Serious Violent Crime		Registered Sex Offender's Re-offending	
Distraction Burglary			
Partnership Working		Understanding	
Reduce Offending of SWITCH		Hate Crime Incidents	
Cost of SWITCH nominals		Breach of DVPO	
Repeat Offending of SPOV's		Clare's Law Applications	
		Disruption Assessment on OCG/Networks from Analysis	
		Risk of personal crime	

Table 4: Reduce offending by managing harm causers year end scorecard

Table key

SWITCH - Swindon and Wiltshire Integrated Targets for Change

SPOVs - Serious Perpetrators of Violence

DVPO - Domestic Violence Protection Order

OCG - Organised Crime Group

Reducing offending by managing harm causers has an overall Excellent rating.

Within this strategic priority,

- Two measures were significantly better than the threshold set
- Eight finished the year better than the threshold set
- Five measures were worse than the threshold set.
- The 'Repeat offending of SPOVs' measure is white as the Constabulary was unable to report on this measure due to complexities around identifying an original SPOV group. The 'Clare's Law' measure is also white as the Performance team has been monitoring numbers only.

Serious sexual offences detection rate finished the year 6.8 per cent above the target measure, equating to 29 offences. The increases seen this performance year are as a result of two historic cases which both contained many offences. As a result of this, Wiltshire has moved above average within the MSF for volume and this has increased the resolution rate to 44.9 per cent against a measure of 36.6 per cent, and to the position of highest nationally.

Dwelling burglary (i.e. in residential homes)

Number of offences 2011/12	1,343
Number of offences 2012/13	1,343
Where we were using iQuanta	Better than peers
Where we are now using iQuanta	Better than peers
Threshold	1,334
Measure achieved	Yes, iQuanta position met

In relation to dwelling burglaries 2011/12 saw Wiltshire performing better than peers and the Constabulary maintained this position in 2012/13. At the year end the Constabulary is recording 0.67 per cent worse than the measure set, representing nine more offences.

Comparison to peers: Wiltshire has seen a 10.1 per cent improvement in the year within the MSF, albeit this is lower than the MSF average reduction rate of 13.4 per cent. Wiltshire began the year in a strong position and has maintained a reduction during the period, ensuring the better than peers performance. Most recent MSF performance to the end of February 2013 will show Wiltshire performing top of the groupings, recording 4.67 burglaries per thousand households against the average of 6.57.

Influencing factors and process changes: There were a few noticeable spates of crime during this period including the targeting of Indian gold being stolen and sold on for cash and a local painter and decorator removing property from homes in Trowbridge.

Reduce offending - Swindon and Wiltshire Integrated Targets for Change (SWITCH)

Reoffending rate 2011/12	N/A
Reoffending rate 2012/13	30.6%
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	30%
Measure achieved	Yes

SWITCH is an Integrated Offender Management programme involving partners working together to manage offenders. Partners include the police, probation, prison service and the voluntary sector.

Reducing the offending rate of those on the SWITCH scheme was introduced as a new measure in 2012/13. This was done by comparing the results of one group of offenders against another group of offenders. A 30.6 per cent reduction in offending was recorded against a 30 per cent measure set, representing a 2.1 per cent reduction, equating to 125 fewer offences committed.

Comparison to peers: No comparison with peers is available, given that there is no consistency in the methodology of reporting or measures against which to report. SWITCH is planning to raise this nationally with a view to the production of clear guidance for forces around performance methodology for peer comparison.

Influencing factors and process changes: When looking at the individuals who make up the baseline group, there have been a number of individuals who have been successfully diverted from the reoffending cycle during the period:

- Of the original 73 offenders, 30 have left the scheme. 58 per cent of these cases are deemed as successful (17) as a result of notably reducing their offending and meeting some of their planned objectives
- One is serving a long term custodial sentence
- One individual was transferred out of the Wiltshire Police area
- Eleven left the scheme owing to their risk of domestic abuse or violent offending, therefore not suitable for the SWITCH programme.

It is worth noting that one individual on the scheme reduced his criminal behaviour, completed voluntary work and training and is now in full time employment.

Performance development: I intend that we capture more meaningful and qualitative success measures in the future to build a balanced scorecard for SWITCH. This will be used by both the police and probation.

Clare's Law applications

Wiltshire Police is one of four forces taking part in a pilot of the Domestic Violence Disclosure Scheme (DVDS) or 'Clare's Law' as it is known. The pilot is testing a process for enabling the police to disclose information to the public about previous violent offending by a new or existing partner where this may help protect them from further violence.

This information may be disclosed via a request from a member of the public ('right to ask') or by an agency seeking to have disclosed the information in order to protect a potential victim ('right to know').

Clare's Law was launched by Wiltshire Police in July 2012, and they received:

- 17 right to ask with 3 disclosed
- 35 right to know with 8 disclosed

Comparison to peers: The average number of applications received across the four pilot Forces is 44 applications. This data is recorded between 16 July 2012 and 28 February 2013 as there is no comparable full year data for other forces.

Influencing factors and process changes: Processes used by Wiltshire Police have been mapped against other Forces in the pilot, with some changes being made to improve the speed of both

the application and decision making processes. For example, research showed that in Wiltshire the proportion of unsuccessful applications at the first stage of the process was comparatively high due to the large number of questions included in the initial question set. The question set was revised and this rate at the early stages of the process has since reduced.

4c. Strategic priority three - Reduce anti-social behaviour (including associated local crime issues) and the number of people killed and serious injured (in road traffic collisions) with a focus on partnership working

Reduce ASB and road casualties by Working in Partnership		
Volume and Reduction		Dealing With
Volume of ASB		Immediate Response Rate to ASB and Crime
Reduction in ASB & Criminal Damage in top 10 locations		Priority Response Rate to ASB and Crime
Victim Based Crime		All Crime Resolved Rate
Criminal Damage & Arson		Victim Based Crime Resolved Rate
Vehicle Crime		Non Victim Based Crime Resolved Rate
KSI's		Quality of Vulnerable People Action Plans
		Trafficking in Controlled Drugs - Number of Detections
		Volume of Outstanding Named Offenders
Partnership Working		Understanding
Number of Speedwatch sessions completed		Child KSI's
Number of joint operations targeting licensed premises		Slight Casualties
Quality of Partnership working within top 10 VLI Localities		Overall Satisfaction with Service
		Initial Vulnerability Question Set Compliance
		Risk of household crime

Table 5: Reduce anti-social behaviour (including associated local crime issues) and road casualties with a focus on partnership working

Reduce ASB and road casualties by working in partnership, has an overall Fair rating.

Strategic priority three has 22 measures within the scorecard:

- Five of these have finished the year significantly worse than the threshold
- Two measures finished below the threshold with a fair grading
- The remaining measures finished better than the desired position
- Overall the priority has finished below the desired position due to the theme 'dealing with' scoring a red status.

All crime

Number of offences 2011/12	36,082
Number of offences 2012/13	34,103
Where we were using iQuanta	Better than peers
Where we are now using iQuanta	In line with peers
Threshold	34,080
Measure achieved	Did not hit measure set but maintained better than peers position: +0.1% (38 offences)

Wiltshire Police has seen a 5.5 per cent reduction in all crime reported compared to the previous year (1,979 fewer offences).

Comparison to peers: Wiltshire’s reduction is compared to the MSF average reduction of 8.3 per cent. This has caused Wiltshire to slip from ‘better than peers’ to ‘In-line with peers better than average’ but remaining second in the table.

Influencing factors and process changes: The three main crime groups which have the greatest volume over threshold are:

- Violence against the person (+4.5 per cent - 271 offences)
- Criminal damage (+4.0 per cent - 239 offences)
- Non-domestic burglary (+9.4 per cent - 264 offences)

Non-domestic burglary did not feature as a measure within the performance scorecards but accounts for nine per cent of all crime. Wiltshire started 2012/13 ‘In-line with peers - worse than average’ and therefore the measure set, if achieved, would deliver an improvement. Wiltshire has reduced the rolling 12 months non-domestic burglary volume by 12.1 per cent, however the MSF average has reduced by 15.4 per cent during the same period. This means that not only have Wiltshire failed to achieve the desired improvement but have also increased the distance from the MSF average.

Performance development: A number of factors have caused this increase in non-domestic burglary. Historically this is a crime group which officers rarely attend so the opportunities for detections are therefore limited. There is limited ability to reduce the volume of offences being committed due to not being able to identify the offenders and manage them effectively. I intend to commission work in this area, including a revision to the attendance policy. Every domestic burglary is visited by the Police. However I believe the public require support and action following a non domestic burglary such as a garage or shed break, and it is in this area that I intend to commission an improved service. I also believe we all have a part to play ourselves in securing our properties effectively.

Vehicle crime

Number of offences 2011/12	3,879
Number of offences 2012/13	3,459
Where we were using iQuanta	In-line with peers
Where we are now using iQuanta	In-line with peers
Threshold	3,566
Measure achieved	Yes - numerically and through iQuanta

Wiltshire Police has seen a 10.8 per cent reduction in vehicle crime in 2012/13 compared to the previous year (420 fewer offences).

Comparison to peers: Wiltshire started the 2012/13 year at the end of what had been a steep increase in offences but still marginally below the MSF average by one per cent. As of the end of March 2013, the rating finished just below the MSF average by 0.3 per cent, and within the boundary of ‘in-line with peers - better than average’.

Overall victim satisfaction

Satisfaction level 2011/12	84.6%
Satisfaction level 2012/13	86.1% (iQuanta - Dec 2012)
Where we were using iQuanta	In-line with peers
Where we are now using iQuanta	Better than peers
Threshold	84.5%
Measure achieved	Yes

Overall Victim Satisfaction has seen positive movement through 2012/13, moving from 'in-line with peers and better than average' to 'better than peers'.

Comparison to peers: In comparison to peers, Wiltshire has seen a greater rate of improvement, increasing satisfaction levels by 1.8 per cent compared to an MSF increase of 0.5 per cent.

Influencing factors and process changes: The increases in vehicle crime satisfaction levels have had the largest impact on overall victim satisfaction, moving from 83.7 per cent in March 2012 to 86.4 per cent in December 2012. As well as a positive direction of travel in overall experience for vehicle crime, an 11 per cent improvement was seen in satisfaction with being kept informed, and a nine per cent increase in satisfaction with the actions taken.

Overall satisfaction with dwelling burglary has also been seen an increase from 90.2 per cent in March 2012 to 92.1 per cent in December 2012. Overall satisfaction with violent crime has remained stable throughout 2012/13 at 79.8 per cent.

Trafficking in controlled drugs

Volume of detections 2011/12	193
Volume of detections 2012/13	189
Where we were using iQuanta	Worse than peers
Where we are now using iQuanta	Worse than peers
Threshold	212
Measure achieved	No

Wiltshire Police has seen a 2.1 per cent reduction in the volume of detections in 2012/13 compared to the previous year, which equates to four fewer detections.

Comparison to peers: Wiltshire has recorded the lowest number of offences and as a result, has the lowest number of detections in the rolling 12 months up to March 2013. For this type of crime the effect is to have a very high detection rate, and Wiltshire is at the top of the MSF for 2012/13.

Influencing factors and process changes: In 2011/12 there were two months where there were significant spikes in the number of detections recorded (25 in May and 35 in September).

Performance input and development: The Performance Team reported on this measure in October 2012. Analysis showed that the low volume of detections for the first six months of the year meant that Wiltshire had to achieve a higher rate of detections than ever achieved in the past three years to meet the end of year measure set.

An issue was raised that there was no strategic lead for drugs. Another issue is that this measure does not allow for reporting on the number of successes that teams within the Constabulary have. For example, 208 arrests, drugs seized to the value of £534,691, 140 charges/cautions, 139 searches/warrants executed, and 1,060 intelligence reports submitted¹.

Going forward, the aim is to establish meaningful measures that focuses on the reduction of harm that stems from the dedicated drug networks (DDN) and organised crime groups (OCG). Getting these measures right will allow for clear ownership and the ability to align an intelligence plan to this area. This in turn will mean that we can more effectively align resources to this area and focus even more on OCGs and DDNs.

Vulnerability question set compliance

Question set compliance 2011/12	N/A
Question set compliance 2012/13	70.9% YTD (end of Q3)
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	80%
Measure achieved	No

This was a new measure introduced for 2012/13 and has been collated by Wiltshire Police’s assessment and development team within contact management and reported on quarterly. Performance for quarter one was poor at 60.2 per cent compliance. This has since improved to 78.9 per cent for quarter two and 74 per cent for quarter three.

This area fits into two of my key priorities:

- Protecting the vulnerable in society
- Driving up standards of customer service

Vulnerability within my Police and Crime Plan is defined as: “People who are susceptible to becoming victims of crime or anti-social behaviour because of their particular situation. This could be for a number of reasons including age, disability, race, religion, sexual orientation, relationships, financial situation, offending history or lack of fixed abode etc.”

Vulnerable people fall victim to anti-social and criminal behaviour much more easily than others and are usually less able to protect themselves. That is why it is crucial for calls from vulnerable people to be recorded properly and linked to each other on recording systems.

I would like to see further improvement made in this area and to help with this I intend to:

- Commission the introduction of a Customer Relationship Management System for Wiltshire Police so that it is easier to identify patters of calls for assistance and identify those who are most vulnerable. The aim is for this to be done in conjunction with local authorities
- Commission a systems thinking review with key local authority partners into 24/7 telephone systems and other access channels, including a cost proposal for a single joined up service covering the two local authorities (Swindon and Wiltshire councils)

Quality of vulnerable people action plans

Quality of action plans 2011/12	N/A
Quality of action plans 2012/13	Poor

¹ Data captured between November 2012 – March 2013 by Detective Inspector Rees

Where we were using iQuanta	N/A
Where we are now, using iQuanta	N/A
Threshold	Good
Measure achieved	No

In 2011 Wiltshire Police introduced a process for identifying, assessing and developing plans with partners to manage the risk posed to vulnerable people. Periodically reviewing the quality of action plans was incorporated into the third strategic priority. The intention of these reviews was to provide managers with current information that might help in future decision making.

The last review showed that four out of ten high risk vulnerable people had poor action plans, with only three having actions plans of a good quality. Some factors within this assessment included limited partnership engagement, lack of consistent review by line managers and a variety of locations where information from the action plans is stored.

The methodology used for the audits was based on SMART objectives: specific; measurable; achievable; realistic and relevant; timely.

The simple rating of quality was based on the number of elements of the SMART objectives present within the plan [1-2 Poor, 3 Fair and 4-5 Good].

As with the previous heading (vulnerability question set compliance) this is an important area for me. As stated above there was limited partnership engagement within some of these action plans. This partnership area needs to be improved further. I am proposing to do this in a number of ways including commissioning a systems thinking review into setting up multi-agency public protection teams to 'share ownership' of supporting vulnerable people. Agencies that could be on these teams are police, local authorities, NHS, fire and rescue service and housing associations as well as input from the community and voluntary sector

Slight injuries (injury not requiring hospitalisation)

Number of offences 2011/12	1,465 YTD (end of Q3)
Number of offences 2012/13	1,663
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	1,415
Measure achieved	No

The 10 year target set by the Department of Transport is to reduce slight injuries by 10 per cent by 2020. The measure set for 2012/13 is 1,415 slight injuries. This figure has been exceeded by 17.5 per cent (248 injuries).

Performance development: While it has not been possible to identify one overriding factor for the increase of reports in this area, there has been a combination of factors identified, including:

- Changes in recording methods (i.e. all road traffic collisions resulting in a slight injury are now recorded on the Constabulary's crime recording system Niche)
- Weather conditions ('Slippery road due to weather' was the second most common factor causing the collisions resulting in slight injuries in July)
- Twenty-one per cent of the collisions were called in to Wiltshire Police after the accident and did not require any police attendance

- More than half of the incidents were recorded with a factor of driver/rider error or reaction. Within this category ‘failed to look properly’ and ‘poor turn or manoeuvre’ were the main factors attributed to road traffic collisions resulting in slight injuries over the last year.

5. Key departmental performance indicators

Wiltshire Police departments have their own performance scorecards. The following section highlights some key areas from departmental scorecards within 2012/13.

5a. Cracked and ineffective trials due to prosecution at Magistrates Court

Cracked and ineffective trial rate 2011/12	N/A
Cracked and ineffective trial rate 2012/13	19.8%
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	20.0%
Measure achieved	Yes: -1.2%

Overall performance of this measure has seen a steady improvement over the financial year 2012/13. Some months are currently performing under the measure set however with January 2013 returning 13 per cent.

Influencing factors and process changes: It was previously highlighted that the biggest cause of cracked/ineffective trials due to prosecution were due to ‘Prosecution end case, insufficient evidence’. In the first quarter of 2012/13, 25.2 per cent of cracked or ineffective trials was due to insufficient prosecution evidence (an average of seven per month). More recent performance up to January 2013 is on average, three trials per month are cracked or ineffective due to insufficient prosecution evidence. A big influence on this has been the implementation of the Criminal Case Progression team which consists of members of the police, Crown Prosecution Service and Her Majesty’s Court and Tribunal Service which review files that are due in court in the subsequent two weeks. The team has been successful in reviewing cases to ensure that they are ready for hearing and, if it is established that they are not and may result in a cracked/ineffective trial, they ensure preparation is done to the level required or withdraw or discontinue the case. This has had a positive impact on cracked and ineffective trial figures.

5b. Use of Local Resolution

Local Resolution is a type of restorative justice used by Wiltshire Police. It is about putting the victim at the centre of the justice process with them having an input into how a crime is resolved.

Typical outcomes under Local Resolution are offenders paying compensation for the damage caused, apologising to the victim, or in some instances physically repairing the damage, such as removing graffiti.

Number of offences 2011/12	3.3% of total crime
Number of offences 2012/13	6.4% of total crime
Where we were using	N/A

iQuanta	
Where we are now using iQuanta	N/A
Threshold	3.3%
Measure achieved	+94.5%

Use of Local Resolution as a way of resolving crime has seen a significant increase during 2012/13. At the end of 2011/12 3.3 per cent of all crime was resolved by use of Local Resolutions. During 2012/13, 6.4 per cent of all crime was resolved by use of Local Resolution (this equates to 2,067 offences). The most common offences resolved this way are shoplifting (18.8 per cent of all local resolutions), criminal damage and arson (17.4 per cent) and violence with injury (17.2 per cent).

Comparison to peers: On average within Wiltshire’s MSF, 4.2 per cent of all crime is resolved by Local Resolution putting Wiltshire above average. Currently West Mercia and Gloucestershire are resolving 7.2 per cent of all crime by restorative justice methods.

Influencing factors and process changes: Factors influencing increased volume of Local Resolutions are:

- Local Resolutions being recorded through computer systems at a later date from when they occurred
- Having a single point of contact in place for email and telephone queries, to deliver briefings, attend sergeant’s training days and discuss where use of Local Resolution is appropriate

Increasing the use of restorative justice is a key area for me, as it empowers victims, putting them at the centre of the process. So this increase in use of Local Resolutions is welcome.

Another form of restorative justice that could be more widely introduced in the future is neighbourhood justice panels. These are being held in Swindon under a Ministry of Justice pilot and involves offenders and victims coming together in a facilitated conference, supported by trained volunteers from the community, in order to agree an ‘Acceptable Behaviour Contract’ which satisfies the victim.

6. Summary

To recap, the three strategic priorities as outlined in the joint WPA and Wiltshire Police Policing Plan 2012/13 were:

- Tackling violent crime, with a private space focus achieved a good rating
- Managing those who cause the most harm in our communities achieved an excellent rating)
- Reduce anti-social behaviour (including associated local crime issues) and those killed and serious injured (in road traffic collisions) with a focus on partnership working - which received a fair rating

This past year has been a challenging one with unprecedented demands placed upon the Constabulary, due to the Jubilee and Olympic events. Wiltshire Police has also experienced a significant change in governance mechanisms with police authorities being replaced with directly elected Police and Crime Commissioners.

Highlights performance-wise during this year include:

- Overall reports of crime have reduced by 5.5 per cent
- An increased use of restorative justice outcomes
- An improved performance in high risk areas such as serious sexual offences and serious violent crime
- Encouraging improvements in how satisfied victims are with the service they receive

Moving forward, my Police and Crime Plan outlines six main priorities for 2013 - 17:

Working with communities and partners to:

- Reduce crime and anti-social behaviour
- Protect the most vulnerable in society
- Put victims and witnesses first
- Reduce offending and re-offending
- Drive up standards of customer service
- Ensure unfailing and timely responses to calls for assistance

The Annual Report for the years 2013 - 14 will focus more on these six priorities and the Wiltshire Police service level measures set out in my Police and Crime Plan. It will also report on the performance of other services commissioned by my office during the plan period.

Angus Macpherson
Police and Crime Commissioner

Acronym	Meaning
ACPO	Association of Chief Police Officers
ASB	Anti-social behaviour
DA	Domestic abuse
DDN	Dedicated drug networks
DVDS	Domestic Violence Disclosure Scheme
DVPO	Domestic Violence Protection Order
KSI's	Killed or seriously injured
MARAC	Multi Agency Risk Assessment Conference
MSF	Most Similar Force
NHS	National Health Service
OCG	Organised Crime Group
OOPPA	Offence of Persistently Possessing Alcohol
PCC	Police and Crime Commissioner
SMART	Specific, measurable, achievable, realistic & relevant, timely
SPOVs	Serious Perpetrators of Violence
SWITCH	Swindon and Wiltshire Integrated Targets for Change
VAP	Violence Against the Person
VLI	Vulnerable Location Index
WPA	Wiltshire Police Authority
YTD	Year to Date

7. Glossary

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2013-14

Last reviewed : 30th May 2013

Risk Appetite is : 30

ID	Date identified	Risk Description	Main impact area(s)	Initial Risk Score				Mitigation update	Residual Risk Score				Date reviewed
				L	C	I	Score		L	C	I	Score	
PUBLIC ENGAGEMENT													
1	01/04/13	<p><u>PUBLIC EXPECTATION & PUBLIC ENGAGEMENT</u> EVENT : Failure of PCC or CC to consult / engage with communities and specific stakeholder groups regarding policing priorities and planned changes to service delivery methods. CONSEQUENCES : Planning and change activities are not aligned to public expectations or need. Public are unaware or resist necessary changes to policing services. Failure on part of PCC to secure efficient and effective police force OUTCOME : Reduced satisfaction and reduced community engagement in crime reduction and community safety activities. Loss of confidence in OPCC and Wiltshire Police as a service provider.</p>	Performance Reputation	2	2	4	16	Also contained within Force Risk Register OPCC attendance at all Community Area Boards (Wiltshire) and Locality meetings (Swindon)				-	30-May-13
2	01/04/13	<p><u>TRANSPARENCY</u> EVENT: Failure to publish performance and other relevant information (e.g. FOIs) to the public in a timely manner CONSEQUENCES: PCC failure of statutory duty and lack of transparency. Public are unaware of how the PCC and Force are performing in relation to the Policing & Crime Plan. Public cannot hold the PCC to account effectively. Public expectations are not satisfied OUTCOME: Loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Performance Reputation	4	3	3	36	Linked to Risk 4 (Resilience) below Publication of all relevant information on OPCC website FOI resourcing arrangements being developed				-	30-May-13
3	01/04/13	<p><u>VOLUNTEERS</u> EVENT: Failure to make best use of volunteers and Watch Schemes CONSEQUENCES: poor community engagement / involvement in dealing with local issues, strain on existing voluntary agencies and public sector partners. Failure of initiatives such as Watch Schemes OUTCOME: potential escalation of community problems and increased risk of vulnerability amongst certain groups / locations. Loss of public confidence</p>	Performance Reputation	3	4	4	48	Force is developing a Volunteer Strategy (covering Volunteers and Special Constables). OPCC is developing a business case for Community Speed Watch and Neighbourhood Watch with a view to integrating the efforts of our volunteers.				-	30-May-13
4	01/04/13	<p><u>RESILIENCE</u> EVENT: Lack of staffing resilience (PCC and OPCC) CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. Difficulty in maximising public engagement opportunities due to lack of availability of PCC or OPCC staff leading to the public not feeling they have a satisfactory dialogue with the PCC. Decision making may be delayed through lack of availability of PCC / OPCC staff. Risk to other statutory requirements if there is a lack of OPCC staff to oversee these. OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC and adverse media attention</p>	Reputation Performance	2	3	4	24	Linked to Risk 1 (Public Engagement) OPCC C/Exec acts as deputy for PCC				-	30-May-13
VALUE FOR MONEY													
5	02/04/13	<p><u>VALUE FOR MONEY</u> EVENT: Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) CONSEQUENCES : Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance. Breach of statutory duty. OUTCOME: Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt and media. Risk of legal challenge.</p>	Financial Reputation	3	3	3	27	Budgets and Performance monitored through Corporate Management Board (PCC, C Exec, CC, DCC, HoF) Internal Audit programme Policing & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment Systems Thinking programme being developed with Wiltshire Council to ensure services are efficient and customer focussed				-	30-May-13
6	01/04/13	<p><u>COMMISSIONING ARRANGEMENTS</u> EVENT: Failure to have effective commercial and commissioning arrangements in place CONSEQUENCES : Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance and inability to deliver Policing & Crime Plan outcomes OUTCOME: Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt and media</p>	Financial Reputation Operational delivery Performance	3	3	3	27	Commissioning process currently being developed along with a Commissioning Board (OPCC plus Partner representatives) Contract will be in place for each commissioned service provider				-	30-May-13

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2013-14

Last reviewed : 30th May 2013

Risk Appetite is : 30

ID	Date identified	Risk Description	Main impact area(s)	Initial Risk Score				Mitigation update	Residual Risk Score				Date reviewed
				L	C	I	Score		L	C	I	Score	
7	01/04/13	<p>COLLABORATION ARRANGEMENTS</p> <p>EVENT: Failure to maximise opportunities for collaboration with other forces and /or partner agencies (statutory duty)</p> <p>CONSEQUENCES: Opportunities to maximise operational effectiveness in the Protective Services arena are compromised (eg Strategic Policing Requirement). Opportunities to achieve financial savings are lost. Opportunities to maximise Partnership working (eg multi agency teams, shared campuses) are compromised. Home Office intervention likely</p> <p>OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies</p>	Financial Operational delivery Performance	2	3	4	24	Linked to Risk 15 (Efficient and Effective Police Force) PCCs in South West region meet on a regular basis to maximise collaboration opportunities				-	30-May-13
8	01/04/13	<p>COLLABORATION (BENEFITS)</p> <p>EVENT: Collaborations fail to deliver expected benefits</p> <p>CONSEQUENCES: Key delivery areas are compromised or do not address the requirements of OPCC or the Force eg Transformation programme, Strategic Policing Requirement. Duty to secure effective and efficient police force is compromised.</p> <p>OUTCOME: Risk to sustainability of Wiltshire Police in face of CSR cuts, inability to deliver effective frontline service. Loss of public confidence and adverse criticism / intervention from Govt</p>	Performance Financial Reputation Operational delivery	2	3	4	24	Linked to Risk 7 (Collaboration Arrangements) PCCs in South West region meet on a regular basis to maximise collaboration opportunities Each collaboration programme is monitored through a governance structure				-	30-May-13
9	01/04/13	<p>STRATEGIC POLICING REQUIREMENT</p> <p>EVENT: Insufficient resources to deliver the Strategic Policing Requirement (SPR) (statutory duty)</p> <p>CONSEQUENCES: Failure to deliver statutory duty. Operational effectiveness in the Protective Services arena is compromised. Increased risk in areas such as Organised Crime</p> <p>OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC</p>	Operational delivery Performance	1	2	4	8	Tri Force collaboration in place (Special Branch, Terrorism, Specialist Ops) Self assessment conducted by Force in 2012 under the guidance of NPIA. Assessed as having capability to deliver SPR. Assessed by HMIC as not requiring an inspection in this area				-	30-May-13
10	01/04/13	<p>LOCAL AUTHORITY PARTNERSHIPS</p> <p>EVENT: Failure to develop and maintain effective partnerships with Council partners</p> <p>CONSEQUENCES: Crime & ASB processes become inefficient and not joined up. Compromising ability to tackle areas such as ASB, domestic violence, safeguarding</p> <p>OUTCOME: Loss of public confidence in PCC which is likely to extend to Wiltshire Police and partners .</p>	Reputation Operational delivery Performance	2	3	4	24	Wiltshire Council collaboration will be managed through the Joint Transformation Board (PCC, C Exec, Leader of Council, CC, DCC)				-	30-May-13
11	01/04/13	<p>JUSTICE PARTNERSHIPS (improving service for victims & witnesses)</p> <p>EVENT: Failure to maintain effective partnerships with criminal justice agencies</p> <p>CONSEQUENCES: Justice processes become inefficient and not joined up. Justice outcomes and victim pathways may be adversely effected.</p> <p>OUTCOME: Lack of confidence in criminal justice process by victims of crime. Loss of public confidence in PCC which is likely to extend to Wiltshire Police and Justice partners .</p>	Reputation Operational delivery Performance	3	3	4	36	CJS Efficiency Programme will integrate justice services Witness Care Unit				-	30-May-13
12	01/04/13	<p>BUDGETS & FUNDING</p> <p>EVENT: OPCC holding inadequate level of funds (funds held in capital and reserves)</p> <p>CONSEQUENCES: OPCC failure in statutory obligations. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB</p> <p>OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies</p>	Financial Reputation Operational delivery Performance	2	1	2	4	Managed by OPCC Treasurer Redevelopment of Wiltshire Police estate in partnership with Wiltshire Council, to maximise use of assets Innovation Fund in place				-	30-May-13
13	01/04/13	<p>ANNUAL BUDGET PROCESS</p> <p>EVENT: Failure to achieve a budget and precept agreed in a timely manner</p> <p>CONSEQUENCES: OPCC budgets are misaligned to policing and crime delivery requirements. Outcomes of Policing & Crime Plan are compromised. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB</p> <p>OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies</p>	Financial Reputation Operational delivery Performance	1	1	4	4	Process is well established and 'business as usual'				-	30-May-13

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2013-14

Last reviewed : 30th May 2013

Risk Appetite is : 30

ID	Date identified	Risk Description	Main impact area(s)	Initial Risk Score				Mitigation update	Residual Risk Score				Date reviewed
				L	C	I	Score		L	C	I	Score	
14	01/04/13	<p>ASSETS EVENT: Inadequate records of ownership and management of assets <i>eg radios</i> CONSEQUENCES: Failure in statutory duty on PCC. Full picture of assets is unclear. Asset expenditure cannot be managed. Standards of assets deteriorate and are not fit for purpose or in line with public need. Community Safety and policing effectiveness is compromised. Opportunities to maximise best use of assets are lost, impacting on costs and performance outcomes. Partnership working may be compromised due to poor working arrangements OUTCOME: Loss of confidence in PCC and Wiltshire Police coupled with criticism from Govt and media.</p>	Financial Reputation Operational delivery	2	2	3	12	Managed through Audit Committee				-	30-May-13
STRATEGIC OVERSIGHT													
15	01/04/13	<p>MAINTENANCE OF AN EFFICIENT & EFFECTIVE POLICE FORCE EVENT: Failure of the PCC/OPCC to secure an efficient and effective police force (key statutory duty) CONSEQUENCES: Levels of crime and disorder increase. Breakdown in relationship between law enforcement / justice agencies OUTCOME: Loss of public and partner confidence in PCC and Wiltshire Police. Criticism from external auditors, government / HMIC, adverse media attention. Legal challenge</p>	Reputation Performance Legal	2	2	5	20	Managed through Corporate Management Board (PCC/CC)				-	30-May-13
16	01/04/13	<p>FORCE RISK REGISTER EVENT: Failure to have effective oversight of the Force Risk Register (<i>owned by the Chief Constable</i>) CONSEQUENCES: PCC is unaware of key risks to the Force which could ultimately compromise operational effectiveness. Chief Constable is unsupported by the PCC in mitigating these risks, leading to increased risk of harm to the public. Impact on effective delivery of the Policing & Crime Plan OUTCOME: loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Reputation Performance Operational delivery	2	1	4	8	Linked to Risk 15 above Managed through Corporate Management Board				-	30-May-13
17	01/04/13	<p>COMPLAINTS EVENT: Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals. CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC and adverse media attention. IPCC intervention</p>	Reputation Performance	2	3	4	24	Independent Adjudicator appointed and protocols with Chief Constable developed. Ongoing monitoring in place. Appeals previously dealt with by the IPCC now determined by the Independent Adjudicator rather than Wiltshire Constabulary.				-	30-May-13
18	01/04/13	<p>INTEGRITY EVENT: Failure to uphold the integrity of PCC and OPCC staff CONSEQUENCES: Officers representing the OPCC act inappropriately, undermine the role of the PCC locally and nationally. Potentially compromising the reputation or in worst case operations of the Force OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Reputation Performance	1	3	3	9					-	30-May-13
19	01/04/13	<p>AUDIT EVENT: Failure to have an effective internal audit programme CONSEQUENCES: Areas such as assets, budgets, procedures are not robustly managed or assessed leading to increased risk of liability or inefficiency OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence</p>	Financial Reputation Performance	1	1	3	3	Audit Committee in place. Audit programme is established as 'business as usual'.				-	30-May-13
20	02/04/13	<p>WHISTLEBLOWING EVENT: Failure to have effective arrangements in place CONSEQUENCES: Malpractice goes unreported. Failure of PCC in statutory duty to maintain an effective and efficient police force. OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence</p>	Financial Reputation Performance	2	3	3	18					-	30-May-13

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2013-14

Last reviewed : 30th May 2013

Risk Appetite is : 30

ID	Date identified	Risk Description	Main impact area(s)	Initial Risk Score				Mitigation update	Residual Risk Score				Date reviewed
				L	C	I	Score		L	C	I	Score	
21	01/04/13	EQUALITY ACT 2010: Public Sector Equality Duty EVENT: Failure to fully implement the duties within the Act (including commissioned services) and failure to appoint a lead to support this CONSEQUENCES: inability to deliver services that effectively address diversity needs and requirements within the organisation (staff) and within the community (public) leading to increased risk of HR tribunals or other litigation, criticism by auditors or government intervention OUTCOME: damage to reputation, loss of confidence in OPCC within Swindon and Wiltshire communities	Reputation Performance	2	3	3	18	Also contained within Force Risk Register				-	30-May-13
22	01/04/13	ENVIRONMENTAL SCANNING EVENT: Failure to have effective environmental scanning arrangements in place (to identify legal, political or media related emerging issues) CONSEQUENCES: Political, environmental, legislative changes / developments in policing at a national level are missed, compromising the effectiveness of the OPCC. The Policing & Crime Plan does not reflect these changes leading to the OPCC failing to carry out statutory duties and failing to support effective operational policing. Poor oversight on social media commentary topics affecting the PCC or police OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government / HMIC.	Reputation Performance	2	2	3	12	Linked to Risk 14 (Resilience)				-	30-May-13
23	01/04/13	STAGE 2 TRANSFER EVENT: Failure to meet central government timescales for the completion of the Stage 2 staffing transfer CONSEQUENCES: Govt criticism and intervention likely. Detrimental impact on staff engagement and morale if roles are unclear. OUTCOME: Loss of staff confidence. Intervention by government / HMIC and adverse media attention	Reputation Legal	2	3	3	18					-	30-May-13
PERFORMANCE													
24	01/04/13	PERFORMANCE EVENT: Failure to have effective oversight of Force performance (delivered by the Chief Constable). CONSEQUENCES: PCC is unaware of how the Force is performing in areas such as crime/ASB, victim satisfaction, response times, staffing. Leading to lack of oversight of effective delivery of the PCCs Policing & Crime Plan. OUTCOME: loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention	Reputation Performance Operational delivery	2	3	4	24	Linked to Risk 15 above Managed through Corporate Management Board				-	30-May-13
25	02/04/13	HMIC INSPECTION PROGRAMME EVENT: Failure to have effective oversight of HMIC inspection programme coupled with risk of poor inspection outcomes locally CONSEQUENCES: Failure of PCC duty to secure efficient and effective police force. Public confidence in PCC is adversely affected. OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government / HMIC.	Reputation Performance	3	2	4	24	Linked to Risk 4 (Resilience) Managed by Continuous Improvement Team Insp/Sgt				-	30-May-13

GREEN = risk has decreased since last update

RED = risk has increased since last update

WILTSHIRE COUNCIL

POLICE AND CRIME PANEL

12th June 2013

Complaints and Conduct Matters for the period 22 November 2012 to 31 March 2013

Purpose of Report

1. The Elected Local Policing Bodies (Specified Information) Order 2011 requires Police and Crime Panels (PCP) to publish the number of complaints or conduct matters that have been brought to the attention of a relevant office holder (i.e. the Police and Crime Commissioner or his Deputy) by the Police and Crime Panel.
2. This report provides information in respect of the number of complaints and conduct matters that have been received by the Monitoring Officer of Wiltshire Council for the period 22 November 2012 to 31 March 2013.

Background

3. PCPs have statutory responsibilities under the Elected Policing Bodies (Complaints and misconduct) Regulations 2012 relating to the handling and recording of complaints about the Police and Crime Commissioner or his Deputy.
4. The Wiltshire PCP has delegated the implementation of its complaints process to the Monitoring Officer of Wiltshire Council.
5. This report provides the PCP with details of those complaints and conduct matters that have been received by the Monitoring Officer and either subjected to informal resolution or referred to the Independent Police Complaints Commission, as appropriate.
6. The PCP is required by the Regulations to publish this information in respect of each financial year, as soon as practicable after the end of the financial year to which it relates.
7. Those complaints and conduct matters that have been received by the Monitoring Officer for the period 22 November 2012 to 31 March 2013 are detailed below.

Main issues for consideration by the Committee

8. During the period 22 November 2012 to 31 March 2013 the Monitoring Officer received two potential complaints.
9. However, upon consideration by the Monitoring Officer, neither of these potential complaints arose from the personal conduct of the PCC and therefore did not fall within the framework of the Elected Policing Bodies (Complaints and misconduct) Regulations 2012.

10. The first complaint was received in February 2013 and related to operational matters and to police personnel. A copy of the complainant's letter was forwarded to the Chief Constable to consider how to respond to the issues that were raised.
11. The second complaint was also received in February 2013. The complaint related to operational matters and an alleged crime which had already been dealt with by the Police and the case closed. The complainant was advised that the matter could not be taken further by the Monitoring Officer.

IAN GIBBONS – DIRECTOR OF LAW AND GOVERNANCE AND MONITORING OFFICER

Report Author: MARIE LINDSAY – ETHICAL GOVERNANCE OFFICER

The following unpublished documents have been relied on in the preparation of this Report:

None

Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
12 June 2013 10.00 am	Council Chamber, Monkton Park	<ul style="list-style-type: none"> • PCC Diary report • Meeting arrangements • PCC Annual report
16 Sept 2013 10.00 am	Council Chamber, Monkton Park	<ul style="list-style-type: none"> • PCC Diary report • Quarterly report – Finance/Performance/Risk Register
26 Nov 2013 10.00	Council Chamber, Monkton Park	<ul style="list-style-type: none"> • PCC Diary report

Democratic Services Officer: Kirsty Butcher (kirsty.butcher@wiltshire.gov.uk)

Updated: 20 May 2013

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