

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU
Date: Thursday 4 September 2014
Time: **2.00 pm**

Please direct any enquiries on this Agenda to Henry Powell, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718052 or email henry.powell@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 Trevor Carbin, Wiltshire Council
Cllr Chris Caswill, Wiltshire Council
Cllr Oliver Donachie, Swindon Borough Council
Chris Henwood, Co-Opted Independent Member
Cllr Charles Howard, Wiltshire Council
Cllr Peter Hutton, Wiltshire Council
Cllr Julian Johnson, Wiltshire Council
Cllr Steve Wakefield, Swindon Borough Council

Substitutes:

Cllr Chuck Berry, Wiltshire Council
Cllr Alan Bishop, Swindon Borough Council
Cllr Ernie Clark, Wiltshire Council
Cllr Brian Dalton, Wiltshire Council
Cllr Sue Evans, Wiltshire Council
Cllr Nick Fogg MBE, Wiltshire Council
Cllr Dr Helena McKeown, Wiltshire Council



CLlr Jeff Osborn, Wiltshire Council
CLlr Linda Packard, Wiltshire Council
CLlr Maureen Penny, Swindon Borough Council
CLlr Jim Robbins, Swindon Borough Council
CLlr Ian Thorn, Wiltshire Council
CLlr Anthony Trotman, Wiltshire Council

AGENDA

Part I

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

1 **Apologies for Absence and changes to Membership** (*Pages 1 - 2*)

2 **Minutes and matters arising** (*Pages 3 - 10*)

To confirm the minutes of the meeting held on 11 June 2014.

3 **Declarations of interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 29 August 2014. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

6 **PCC Diary Report** (Pages 11 - 14)

To receive the PCC's diary report.

7 **Quarterly data (Q1) - Risk / Performance / Finance / Complaints / Innovation Fund update** (Pages 15 - 40)

The Police and Crime Commissioner to present a report on the progress made to deliver the priorities set out in the Police and Crime Plan 2013-17. These are:

- Reducing crime and anti-social behaviour
- Protecting the most vulnerable in society
- Putting victims and witnesses first
- Reducing offending and re-offending
- Driving up standards of customer service
- Ensuring unfailing and timely response to calls for help
- Unlocking the resources to deliver (the priorities)

Members are asked to consider the performance information provided and comment as appropriate.

8 **Police and Crime Plan 2013-17 update** (Pages 41 - 70)

The Police and Crime Commissioner will present an update to the Police and Crime Plan 2013-17. This includes updates in the following areas:

- Update 1 - Commissioning victims' services
- Update 2 - Restorative justice commissioning
- Update 3 - Finance in the new structure
- Update 4 - Volunteering strategy
- Update 5 - Complaints and professional standards
- Update 6 - Structure of the office of the Police and Crime Commissioner
- Update 7 - Key statistics
- Update 8 - Special Constabulary
- Update 9 - Governance of the Constabulary

Members are asked to consider the updates to the Police and Crime Plan 2013-14 and comment as appropriate.

9 **PCC response to the Final Report of the Volunteers and Special Constables Task Group**

The Police and Crime Commissioner to present his response to the Final Report of the Volunteers and Special Constables Task Group.

The task group was established by the PCP in November 2013 and its work focused on two key themes:

1. Special Constables
2. Community Safety Volunteers and 'Watch' schemes.

The task group's final report included seven recommendations intended to support the delivery of the ambitions for Special Constables and Volunteers described in the Police and Crime Plan 2013-17. It can be viewed on the Wiltshire Council website here:

<http://cms.wiltshire.gov.uk/documents/s74607/13.%20Final%20Report%20of%20the%20PCP%20Volunteer%20Task%20Group.pdf>

It was noted by the PCP in June 2014 and referred to the Police and Crime Commissioner for response.

Members are asked to consider the response provided and comment as appropriate.

10 **Wiltshire and Swindon Community Messaging**

The Police and Crime Commissioner and Paul Mills, Business Analyst for Wiltshire Council, will give a presentation on the new Wiltshire and Swindon Community Messaging system.

From Monday 18 August 2014 Wiltshire and Swindon Community Messaging went live in four initial neighbourhood policing areas - Malmesbury, Pewsey, Swindon West and Warminster.

Wiltshire and Swindon Community Messaging is part of a national system called [Neighbourhood Alert](#), which is used by national Neighbourhood Watch and other police forces.

Further information can be found at <https://www.wiltsmessaging.co.uk/>

11 **Task Group Update** (*Pages 71 - 72*)

A report from the Senior Scrutiny Officer providing an update on task group activity since the PCP's previous meeting.

Members are asked to note the update.

12 **Forward Work Plan** (*Pages 73 - 74*)

To note the forward work plan.

13 **Future Meeting Dates**

The next meeting of the Police and Crime Panel will be on the 19 November 2014 at Committee Room VI, Civic Office, Euclid St, Swindon SN1 2JH.

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



POLICE AND CRIME PANEL

RECRUITMENT OF CO-OPTED INDEPENDENT MEMBER

Following a wide advertising campaign, interviews were held on 19th August and candidates were interviewed by the recruitment panel consisting of Cllrs Hutton and Bennett.

The process was monitored by our Scrutiny Officer, Emma Dove.

Five set questions were weighted and marked with a sixth mark for more general questioning following the set questions.

Panel members' separate markings produced identical rankings with a clear top scorer.

The recruitment panel recommends that Cindy Creasy be appointed. Cindy is currently a member of Wiltshire Council's Independent housing board, she volunteers for Age UK Wiltshire and her career has included senior positions in Adult Social Care and Housing at Reading Borough Council.

We feel that Cindy is well placed to make an important contribution to the work of the Police and Crime Panel and recommends that the Panel endorses her appointment at its next meeting on 4th September.

Richard Britton
26/08/20

WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 11 JUNE 2014 AT WESSEX ROOM, CORN EXCHANGE, MARKET PLACE, DEVIZES SN10 1HS.

Present:

Cllr Abdul Amin, Cllr Glenis Ansell, Cllr Richard Britton (Chairman), Cllr Trevor Carbin, Cllr Chris Caswill, Cllr Oliver Donachie (Vice Chairman), Chris Henwood, Cllr Charles Howard, Cllr Peter Hutton, Cllr Julian Johnson and Cllr Steve Wakefield

Also Present:

Carlton Brand (Corporate Director), Ian Gibbons (WC), Paul Kelly (WC), Kirsty Butcher (WC) Kieran Kilgallen (OPCC), Chris McMullin (OPCC) and Sarah Kyte (OPCC)

27 Election of Chairman

The Democratic Services Officer sought nominations for the position of Chairman of the Wiltshire Police and Crime Panel for the 2014/15 municipal year.

Resolved:

Councillor Richard Britton was elected Chairman of the Wiltshire Police and Crime Panel for the 2014/15 municipal year.

Councillor Britton in the Chair.

28 Election of Vice-Chairman

The Chairman sought nominations for the position of Vice-Chairman of the Wiltshire Police and Crime Panel for the 2014/15 municipal year.

Resolved:

Councillor Oliver Donachie was elected Vice-Chairman of the Wiltshire Police and Crime Panel for the 2014/15 municipal year.

29 Apologies for Absence and Changes to Membership

Apologies were received from Angus Macpherson, Police and Crime Commissioner, Amanda Newbery, Professor Johns (OPCC) and Cllr Andrew Bennett.

The Chairman welcomed new members from both Wiltshire Council and Swindon Borough Council following their appointments at their annual council meetings.

The Chairman detailed the recruitment procedure for the role of Independent Co-Opted Member and asked the Panel to endorse the appointment of Chris Henwood.

Resolved:

The Panel endorsed the appointment of Chris Henwood as an Independent Co-Opted member.

30 Minutes and matters arising

Resolved:

The minutes of the meeting held on 6 March 2014 were agreed as a correct record and signed by the Chairman.

31 Declarations of interest

There were no declarations of interest made.

32 Chairman's Announcements

The Panel were encouraged to hear that the Commissioner was out of intensive care and asked for their best wishes to be passed on.

The Chairman noted that the Dorset Police and Crime Panel held a pre-meeting to discuss their performance report. Panel members were asked to consider whether they felt this would be worthwhile.

33 Public Participation

There was no public participation.

34 PCC Diary report

The PCC Diary report which set out a summary of commitments the Commissioner had undertaken since the last Police and Crime Panel meeting on 6 March 2014 was presented to the Panel.

The Panel raised concern over the continuation of services to Wiltshire given the regional collaboration around more serious and complex crime and asked for a report detailing the extent of the collaboration to be brought to the Panel.

The OPCC's Chief Executive noted that the Air Ambulance funding was being diverted into the National Police Air Service from January 2015. The Wiltshire Air Ambulance Trust was happy they could fund their service and were entering into a licence agreement with the police to occupy the site at Devizes from 31 December 2014. The Commissioner had asked for a report detailing what the National Police Air Service was providing and how that compared with existing arrangements, including the impact on flying times. This report would be shared with the Panel.

A 'stop and search' results paper would be brought to a future meeting of the Panel.

The murals produced by students and displayed under the bridge at Biss Meadows in Trowbridge had engaged youngsters in looking after the community, working constructively and engaging with PCSO's.

The Commissioner had signed off on the purchase of Neighbourhood Alert, which was part funded by the Home Office and the Ministry of Justice. It was a community alert system focused on Neighbourhood Watch with the potential to include other watch schemes. The Panel noted ambiguity around the preferred solution and the OPCC's Chief Executive agreed that the OPCC would circulate a general update with a clear message which identified the pilot areas. One member of staff was already in place and another would be in post by October 2014.

A report providing a summary on the PCC's Innovation Fund would be brought both to the Panel and also to Area Board and Locality meetings.

The Panel welcomed the Commissioner's focus on mental health, and his support for the Neighbourhood Justice Panels.

The Panel asked for clear understanding on the significance of the break-up of the probation service with reference to the Commissioner's Police and Crime Plan. A briefing note on transporting rehabilitation would be circulated to members. Community rehabilitation companies would be up and running by 1 April 2015.

All OPCC freedom of information requests were published on the OPCC website with responses. The Winsor report, Her Majesty's Chief Inspector of Constabulary end of year report on policing was to be circulated to Panel members.

The OPCC's Chief Executive noted that there were still issues to be resolved with Her Majesty's Chief Inspectors new Police Efficiency, Effectiveness and Legitimacy (PEEL) process and his methodology would be published.

Resolved:

The Panel noted the PCC's diary report.

35 OPCC Annual report (including Quarter 4 data)

The OPCC annual report was presented to the Panel by their Chief Executive. He noted that the end of year grading was fair, against a backdrop of a 25% reduction in the cost of service.

He drew attention to the culture change within the force, the integration with Wiltshire Council and noted they were at the beginning of a process of integration with Swindon Borough Council. The force was debt free, with a balance to fund much needed IT improvements. The force was sixth nationally for lowest crime per head of population.

He explained the increase in serious sexual offences was linked both to increased reporting and the work of the Crime Validation Team in ensuring crimes were recorded accurately. The total number of incidences had probably not increased.

It was confirmed that no crimes had been recorded twice. Volunteering numbers were a red measure and the Panel was reminded that the plan was over a four year period. An issue had been highlighted with how special constables could record their hours on the system which was being addressed, but the system did not properly reflect the numbers of hours worked.

The public opinion survey commissioned by the OPCC was subject to review and tender, and had moved from face-to face interviews to a telephone survey, with a much larger sample. The victim satisfaction survey was completed separately by an external regional provider.

He noted that the Commissioner would be bringing before the Panel a series of addenda to his Police and Crime Plan.

The Panel noted that the resolution rate was an area for improvement, and it was noted that a large proportion of out-of-court disposals should have been reflected in the figures but were not. A separate panel, drawn from various aspects of the community, had been established to provide a scrutiny role on local resolutions. A superintendent was in post and training on national guidelines was being rolled out across the force.

The Panel queried whether the police were clear on which resolution path is preferred and gave their support for out of court resolution.

The OPCC's Chief Executive confirmed the commitment to licensed premises checks.

The Panel highlighted the prosecutions that fail due to quality of police input, and it was confirmed that although a highly operational area the Commissioner was heavily engaged.

Resolved:

The Panel noted the report.

36 Quick View Performance (QVP)

A presentation on managing performance was given by Mr McMullin.

He explained that performance monitoring process mainly consisted of reviewing two products – Quick View Performance (QVP) and iQuanta.

QVP was an internal document which allowed different levels within the force to extract their requirements for performance monitoring. It was also used by the Commissioner to scrutinise the performance of the force.

iQuanta was a web based service that allowed accredited users to access provisional data for information on crime types, outcomes and satisfaction, before finalised National Statistics were published.

Examples were given on serious sexual offences and out of court disposals and it was noted that the level of detail routinely considered made it difficult to separate strategic information from operational information. Reference was made to the long term cultural changes within the force regarding performance management. The Commissioner had a separate risk register to the force.

The need to measure the right things in the right way was highlighted and the focus nationally was to get the integrity of reporting right.

The Panel thanked Mr McMullin for his presentation.

Resolved:

The Panel noted the presentation.

37 Police Complaints procedure

The police complaints procedure was presented to the Panel by the OPCC's Chief Executive, who explained a complaint was recorded if it regarded the conduct of an officer.

A complaint was registered on the Professional Standards Department database within two days and recorded within ten days. Panel members unease over the timescales involved was noted.

Reference was made to Northumbria who had merged the function under their OPCC, and the OPCC had arranged to visit there. The Panel requested feedback from the visit and information on their procedure which, by seemingly ignoring the Home Office / IPCC guidance achieved a faster resolution of complaints.

Resolved:

The Panel noted the procedure presented.

38 Complaints against the Commissioner

The Complaint and Conduct matters report for the period 1 November 2013 to 30 April 2014 was presented to the Panel.

Resolved:

The Panel noted the report.

39 Final Report of the Volunteers and Special Constables Task Group

The final report of the Volunteers and Special Constables Task Group was presented to the Panel.

The OPCC's Chief Executive confirmed that the Commissioner would respond at the Panel's meeting scheduled for 4 September 2014.

The role of the volunteer co-ordinator was key and it was confirmed that this would be filled imminently.

Resolved:

The Panel noted the report.

40 Task Group update

The task group update was presented to the panel.

Due to changes in the Panel's membership following the appointment to committee's at each constituent council's annual meeting, it was agreed that paragraph 3 of the report be amended to read:

3. Several members expressed an interest in taking part. It has subsequently been agreed that Amanda Newbery, Independent Member of the Panel,

will not take part as a member due to the potential for her status as a licensee being perceived as a conflict of interest. She will therefore play a role as a witness. The task group membership is proposed as follows:

Cllr Richard Britton (elected as chairman by the task group)
Cllr Chris Caswill
Cllr Linda Packard
Chris Henwood

Resolved:

The Panel

1. **Noted the update provided;**
2. **Approved the membership of the Licensing Task Group as follows:**

**Richard Britton
Chris Caswill
Linda Packard
Chris Henwood**

3. **Approved the terms of reference of the Licensing Task Group as set out in the report.**

41 **Forward Work Plan**

The forward work plan was presented to the Panel.

Panel members were asked to consider if the Performance reporting and Risk Register working group should be reconvened to completed a task / finish exercise on the performance report in light of changes to ambitions, and to consider setting up a scrutiny review to look at procurement and how the Commissioner was making sure the regional procurement project was working for Wiltshire. Responses were to be sent to the Chairman.

Resolved:

The Panel noted the forward work plan.

42 **Future meeting dates**

The next meeting of the Police and Crime Panel will be on 4 September 2014 at the Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU.

Future meeting dates were:

19 November 2014

(Duration of meeting: 2.00 - 4.30 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

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



POLICE AND CRIME PANEL **11th June 2014**

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 6th February 2014. 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.

IT'S GOOD TO BE BACK

Posted: Thursday 17th July 2014

My last blog dealt with the week ending 22 May. Quite a lot has happened in the intervening seven weeks ...

In the week ending 30 May I had four days' leave and visited Versailles with my wife. I returned to the office on the Thursday for a series of briefings.

On Friday 30 May I made a scheduled visit to Trowbridge to meet the MP for South West Wiltshire, Dr Andrew Murrison. It was during this meeting that my heart stopped. Thanks to the prompt intervention of Dr Murrison and the arrival of the air ambulance I was swiftly on my way to the Royal United Hospital in Bath.

Having established the problem the cardiac unit transferred me temporarily to the Great Western Hospital in Swindon to have installed a cardioverter/defibrillator, which is an advanced version of a pacemaker.

I should say that I have no clear recollection of the days before the event or of the event itself.

Thanks are due to Dr Murrison, the air ambulance staff and the staff at both hospitals. I must also thank the many people from across Wiltshire and Swindon who took the trouble to send cards, flowers, emails and even tweets to wish me well. This meant a lot to me.

At the beginning of July I was given clearance by the doctors for a phased return to work. At the time of writing this amounts to two days a week.

For the past couple of weeks I have been going one day a week to the Swindon branch of a charity called Headway who specialise in the recuperation of those who have had a range of conditions affecting their memory.

These sessions have been very useful as a way of ensuring that I am fit to return to work. They use a range of puzzles and group work to sharpen your memory. They are dealing with people who attend long-term and people like me who only need a few sessions. I have been very impressed by the dedication of the staff and the friendly, supportive ethos.

I was pleased to see the Bobby Van visit Headway to give a crime prevention talk and answer individual questions.

Since I've been back in the office I have attended several meetings with the constabulary and am pleased to have chaired the Commissioner's Monitoring Board which brings together chief officers and my senior staff. It is clear to me that the structures we have put in place in the Office of the Police and Crime Commissioner are sufficiently robust to deal with a short absence.

It was great to go to the attestation ceremony for the Volunteer Police Cadets at Gablecross Police Station in Swindon and to meet both the cadets and their parents. I look forward to the scheme being widened to cover the rest of Wiltshire.

It was good to hear that the move out of Wilton Road Police Station in Salisbury to Bourne Hill has gone so smoothly. There are still minor things to sort out, but it is already clear that police officers and the public appreciate having a police station in the centre of the city.

This afternoon (Thursday 17 July) I am visiting Swindon to look at the relocation of the town centre police presence into the civic offices campus.

All in all, I am very pleased with everything that has been done whilst I have been temporarily out of action.

GETTING BACK INTO THE SWING OF THINGS

Posted: Thursday 31st July 2014

Having been back in circulation for some days, this week was booked as annual leave. In fact, I spent it at Marlborough Summer School painting watercolours, but as ever keeping in touch via email and twitter.

It is good to hear the new Crime and Communication Centre at Devizes headquarters is nearing completion and I'm looking forward to visiting it next week.

Having visited the new town centre base for Swindon Police last week, I took the opportunity to visit their old base in Henry Street. We are entering a time of more collegiate working with our council partners in Swindon and Wiltshire.

I will be visiting the new Bourne Hill Police Station in Salisbury shortly, not least to look into some of the Twitter comments about joined-up working. Experience tells me to check out what is being said before reacting.

I think we recognise the need for sensitive information and conversations to be protected, but our requirements are not generally more, or less, than those of social workers and revenue officers.

A BUSY FEW DAYS

Posted: Monday 4th August 2014

Week ending 2 August 2014

Her Majesty's Inspectorate of Constabulary (HMIC) have been at Wiltshire Police during the week, looking at police integrity and corruption. I fear that HMIC's inspection regime is something of a moving target and I understand that the whole agenda is still developing within the mind of the Home Secretary. However, with my Independent Appeals Adjudicator Professor Allan Johns, I gave my input to the inspection team on Tuesday morning and by Thursday we had a 'hot debrief'. Recognising the magnitude of change, both physically and within the ethos of the Force, I believe we have done very well. But I also recognise that there is some further work to do, much of which will develop over time as the new ethos and processes become embedded. It was good to have recognition of our change from being a solely target-driven organisation to one which is also guided by ethics and values. The final report is some weeks away but I believe we passed muster.

On Tuesday I was also briefed on the Swindon and Wiltshire Community Messaging system which my office is working with Neighbourhood Watch to roll out across the county. Initially there are four Neighbourhood Policing Team areas where it is going to be launched; Malmesbury, Warminster, Swindon West and Pewsey before being rolled wider.

My second day in work I spent at County Hall at the Wiltshire Health and Wellbeing Board. The board is going through a peer review and we were invited to give some input into what the board should look at. It is interesting for me as a member of two health and wellbeing boards, the other being Swindon, to see the different ways in which they are developing. This is a national trend and I hope that the peer review will give us a firm insight into the experiences of others.

Regrettably I didn't get time this week to visit Salisbury, but I am pleased that we have now signed the sale agreement on the old Wilton Road Police Station with Wiltshire Council for the provision of a University Technical College in the south of the county.

I am not able to attend the Neighbourhood Watch annual meeting being held at the Police Headquarters on Saturday morning but I wish them every success in their meeting.

This weekend marks the centenary of the start of the First World War. I am in discussion with the Chief Constable and the Force Chaplain to make sure that we appropriately remember the sacrifice of Wiltshire officers and staff at a suitable point during the year.

A CAUSE FOR PRIDE

Posted: Tuesday 12th August 2014

Week ending Saturday 9th August

This week I had a briefing with the performance team. It is pleasing that there continues to be a fall in crime, but these statistics must be treated with care. I would refer the reader to an article I read in The Magistrate Magazine, written by Joanna Shapland and Stephen Farrall of University of Sheffield. They note that whilst police records show a fall, there is evidence that other sorts of victimisation such as online crime and fraud are on the rise and that the criminal justice system has not really got a handle on this. Recent research at Kent University ([Survey on Cyber Security 2013](#)) gives an insight to what is under the radar.

Locally there is still concern over violent assaults, many of which happen in private. The question is “is this a real increase in incidents or that more victims are coming forward to report what has happened to them”. Clearly there is more work to be done on this subject.

It is also good to be back in the Chair of the Commissioner’s Monitoring Board, with a good, broad meeting this week.

Later in the week I had one of my regular meetings with Superintendent Marion Deegan, whose portfolio covers licensing and much of the Force’s engagement in prevention and offender management. Marion gave me an update on Splash, Bluez & Zuz, Outboxing, Police Cadets and the Bobby Van. There is quite a lot happening around licensing, which is good as the Police and Crime Panel want to look at this next month.

Following this meeting I was interviewed for the internal Wiltshire Police magazine about my time off and the effects my heart condition has had. Then I got the opportunity to go to Filton and meet the crew of the Great Western Air Ambulance that airlifted me to Royal United Hospital after I fell ill in May. It was good to meet them and have a chance to thank some of those involved in the whole episode. (Below is me with John Wood (left) and James Tooley).



On Saturday I was delighted to attend the Swindon and Wiltshire Pride event in Old Town Swindon. It was good to see the constabulary so well represented in the parade. It was also an excellent chance for me to meet some of the organisations which I have funded, such as the Intercom Trust (a charity which supports lesbian, gay, bisexual and transgender people in the South West), Swindon Women’s Aid and Swindon’s Fresh Moves Project. (Below is me with Wiltshire Officers and the Police Cadets at the event).



Then, after spending some time at the WW1 exhibition at the [Swindon Museum and Art Gallery](#), I visited several of the exhibitions around Swindon Town Centre marking the anniversary of the start of the First World War.

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



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

Quarter One 2014/15 (1st April to 30th June 2014)

For Police and Crime Panel meeting 4th September 2014

Introduction by Commissioner Angus Macpherson

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

This paper provides a report on the progress made to deliver the priorities set out in my Police and Crime Plan.

There are seven key priorities in my plan:

- Reducing crime and anti-social behaviour
- Protecting the most vulnerable in society
- Putting victims and witnesses first
- Reducing offending and re-offending
- Driving up standards of customer service
- Ensuring unfailing and timely response to calls for help
- Unlocking the resources to deliver (the priorities)

You can read my Police and Crime Plan by visiting www.wiltshire-pcc.gov.uk. On the site you can also read about my activities 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 written in a cursive style with a large, stylized initial 'A'.

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

Police and Crime Plan – how I assess the Constabulary’s performance

1. I use the measures set out in the Police and Crime Plan to assess the progress on each priority.
2. Throughout the report, I talk about ‘thresholds’. These indicate a desired position rather than a strict target which needs to be achieved at all costs, and which can sometimes have negative side effects.
3. As the following table shows, each measure is given a colour and status based on how it differs – in percentage terms – from the desired threshold.

| Status | Percentage difference |
|------------------|---|
| EXCELLENT | Over 10per cent better than threshold |
| GOOD | Up to 10per cent better than threshold |
| FAIR | Up to 10per cent worse than threshold |
| POOR | Over 10per cent worse than threshold |

For some time, I have had reservations about the use of targets to measure the performance of Wiltshire Police. It is widely agreed that target driven organisations can leave themselves open to perverse behaviour as managers seek to deliver the desired targets, almost at any cost. It is clear that my concern is shared by a number of well respected national professional bodies, including the UK Statistics Authority. In January 2014, the authority announced that it was stripping the official ‘gold standard’ status from police recorded crime statistics. A month earlier, the Commissioner of the Metropolitan Police conceded that there was ‘cause for concern’ about police statistics.

Let me give you an example about how chasing targets can lead to perverse outcomes. A Chief Constable can decide that he or she needs to see a sharp reduction in Violence. Such a target can then lead to officers downgrading certain offences to hit the target. So a violent incident could end up not being recorded as a crime.

I made my views about the potential danger of such a target drive culture clear to the Chief Constable. The Chief Constable shared my views and had independently set up a review of the Force performance culture to ensure that his officers were operating ethically and with the best interests of the people of Wiltshire and Swindon at the forefront of their minds.

I have been kept informed about the progress of the review and am satisfied that the senior management within the Constabulary understand the negative impact of a perverse performance culture. Their task now is to spread that understanding throughout the organisation. The Chief Constable and his team will be helped in this by the College of Policing’s recent publication of the first Code of Ethics for Police Officers and Staff.

This welcomed change in the culture of policing has a knock on effect for the Police and Crime Panel. Since I came into office I have reported to the Public and the Police and

Crime Panel on the performance of Wiltshire Constabulary against a wide set of measures as set out within my Police and Crime Plan. Although we express these measures using desired thresholds rather than strict targets, they can appear to be one and the same thing. In truth, this is a change of a word rather than a change of behaviour. I need to consider how in the future I will report on Force performance given that we will be moving away from a target drive culture. This will mean that my performance report to the Public and the Panel will have a different look to it. The work on this will begin shortly so that the change can begin to be made so that come the 1st April 2015 a new performance monitoring report will be published. I am happy to involve a number of Panel Members in this should the Panel wish.

Police and Crime Commissioner (PCC) Priority Scorecard 2014/15

- In the meanwhile, I will continue to use the scorecard we have previously developed which attempts to cover all the elements of the Police and Crime Plan which can be measured. This was developed at the beginning of this financial year and 2014/15 is the second year of its implementation.
- The table below at Figure 1 shows the year end final position on the Constabulary's performance for the first quarter of 2014/15.

| PCC PRIORITY SCORECARD 2014/15 | | | | | | | | | | | | | | |
|---|---|--------------------------------------|------------------|---|--|-----------------------------|------------|--|---------------------------------|--|-------|------------|------------------|-------------------|
| Reducing crime and ASB | | | | Protecting the most vulnerable in society | | | | Putting victims and witnesses first | | | | | | |
| Measure | | YTD | Threshold | Difference | Measure | | YTD | Threshold | Difference | Measure | | YTD | Threshold | Difference |
| A 10% reduction in the absolute number of crimes and anti-social behaviour incidents | Crimes | 8,012.0 | 8,441.3 | -5.1% | To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities | Reduce serious harm crime | 270.0 | 187.0 | 44.4% | To make criminal justice processes shorter Number of days from report to disposal | 49 | 44 | 11.4% | |
| | ASB | 5,715.0 | 6,138.7 | -6.9% | | Satisfaction with follow up | 84.3% | 84.4% | -0.2% | | | | | |
| People feeling safe during the day | | 96.1% | 93.3% | 3.0% | Driving up standards of customer service | | | | Satisfaction with investigation | | 82.4% | 82.1% | 0.4% | |
| People feeling safe during the night | | 69.8% | 67.5% | 3.4% | Measure | | YTD | Threshold | Difference | Resolved rate | | 28.3% | 32.5% | -12.9% |
| To make watch schemes fundamental to intelligence gathering and crime prevention in communities | | Will be reported on in future report | | | Number of allegations of incivility, impoliteness and intolerance | | 15.60% | 17.00% | -8.2% | Victims referred to Victim Support | | 88.4% | 80.0% | 10.5% |
| Volunteering numbers taking part in various watch schemes | | | | | Victim satisfaction | | 90.1% | 86.7% | 3.9% | Victims satisfied with Victim Support | | 97% | 95.0% | 2.1% |
| Number of Specials | | 194 | 235 | -17.4% | Number of days to finalise a locally resolved complaint | | 64 | 54 | 18.5% | Proportion of cases dealt with out of court | | 42.6% | 48.8% | -12.7% |
| Hours contributed by Specials | | | | | Prosecutions that fail due to quality of police input | | 23.2% | 16.7% | 38.9% | Measure | | YTD | Threshold | Difference |
| % of people thinking that young people hanging around is a key issue | | 19.4% | 16.0% | 21.3% | Data quality | | 0.96% | 0.90% | 6.7% | Public satisfaction with police visibility | | 58.5% | 62% | -5.6% |
| Reduce the harm caused by organised crime groups operating in the county | Dangerous drug network harm assessment | -23.5% | -6.25% | 276.0% | Immediate response rate | | 93.4% | 90% | 3.8% | Number of police officers | | 1009 | 1021 | -1.2% |
| | Organised crime group impact assessment | -15.5% | -6.30% | 146.0% | 999 calls answered within 10 seconds | | 94.0% | 90.0% | 4.4% | Number of PCSOs | | 129 | 138 | -6.7% |
| % of people saying that ASB is a concern in their local area | | 34.1% | 33.4% | 2.1% | 101 to report crime - calls answered within 30 seconds | | 76.0% | 75.0% | 1.3% | Unlocking the resources to deliver | | | | |
| Reducing offending and re-offending | | | | Ensuring unfailing and timely response to calls for assistance | | | | Unlocking the resources to deliver | | | | | | |
| Measure | | YTD | Threshold | Difference | Measure | | YTD | Threshold | Difference | Measure | | YTD | Threshold | Difference |
| Tackle irresponsible licensed premises | | | | | Public satisfaction with police visibility | | 58.5% | 62% | -5.6% | Number of police officers | | 1009 | 1021 | -1.2% |
| Reduce Re-offending | | 25.1% | 29.1% | -13.7% | 999 calls answered within 10 seconds | | 94.0% | 90.0% | 4.4% | Number of PCSOs | | 129 | 138 | -6.7% |
| Re-offending rate of SWITCH Cohort | | 27.7% | 35.4% | -21.9% | 101 to report crime - calls answered within 30 seconds | | 76.0% | 75.0% | 1.3% | | | | | |

Figure 1: PCC Priority Scorecard April 2014 – June 2014

- Overall, the scorecard is graded as 'Fair'. This assessment is arrived at by combining the scores of each priority, however the commentary within this report will inform the overall judgement. This report highlights the exceptional areas of performance within the scorecard.

Reducing Crime and Anti-Social Behaviour (ASB)

| Reducing crime and ASB | | | | |
|---|---|--------------------------------------|-----------|------------|
| | | | | |
| Measure | | YTD | Threshold | Difference |
| A 10% reduction in the absolute number of crimes and anti-social behaviour incidents | Crimes | 8,012.0 | 8,441.3 | -5.1% |
| | ASB | 5,715.0 | 6,138.7 | -6.9% |
| People feeling safe during the day | | 96.1% | 93.3% | 3.0% |
| People feeling safe during the night | | 69.8% | 67.5% | 3.4% |
| To make watch schemes fundamental to intelligence gathering and crime prevention in communities | | Will be reported on in future report | | |
| Volunteering numbers taking part in various watch schemes | | | | |
| Number of Specials | | 194 | 235 | -17.4% |
| Hours contributed by Specials | | | | |
| % of people thinking that young people hanging around is a key issue | | 19.4% | 16.0% | 21.3% |
| Reduce the harm caused by organised crime groups operating in the county | Dangerous drug network harm assessment | -23.5% | -6.25% | 276.0% |
| | Organised crime group impact assessment | -15.5% | -6.30% | 146.0% |
| % of people saying that ASB is a concern in their local area | | 34.1% | 33.4% | 2.1% |

Figure 2: Reducing Crime and ASB

- The scoring for this priority for the first quarter of 2014/15 is graded as 'Good'.
- In my plan I state that I want to see fewer than 32,000 crimes take place per year by the end of 2016/17. The first quarter of this financial year, 8,012 crimes were recorded against a threshold of 8,441. This compares to 8,198 and 8,957 in the first quarter of the previous two years, and a reduction of 713 offences on a rolling 12 month basis.

9. As the desired position of fewer than 32,000 crimes per year is to be achieved by the end of 2016/17. I am content that this performance demonstrates we are on track to achieving that measure, and the Constabulary are showing stable and consistent reductions. This can be shown in the below graph:

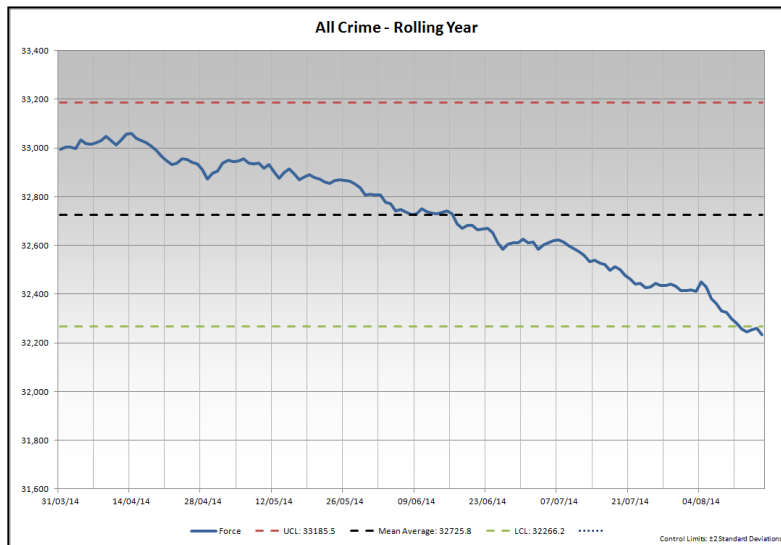


Figure 3: All crime – rolling year

10. In July 2014, the Home Office released crime statistics for the period April 2013 – March 2014, which showed a reduction of crime in Wiltshire of 2.3 per cent against a national trend of 1.3 per cent. Wiltshire is ranked 6th nationally out of 43 Forces, and these factors to me demonstrate a good level of crime reduction.
11. Within All Crime, crime groups are showing varying trends which are regularly analysed within the Constabulary and by me through my regular performance monitoring meetings, as presented at the previous panel meeting.
12. Theft Offences (which mainly include Dwelling Burglary, Non Dwelling Burglary, and Vehicle Crime) makes up about 50 per cent of the Police’s recorded crime, and has shown a large reduction of 13.4 per cent. This equates to 605 fewer offences. The graph below demonstrates the level of reduction seen within this crime group.

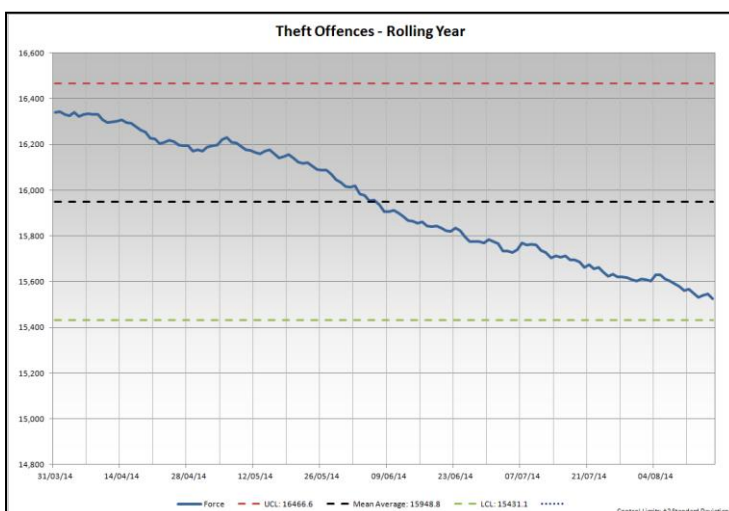


Figure 4: Theft Offences – rolling year

13. Within the most recent Home Office crime release, Wiltshire is positioned 3rd best nationally for Dwelling Burglary, 10th for Vehicle Crime and 23rd for Non Dwelling Burglary. All of these areas continue to show significant reductions.
14. Violent Crime was reported on individually within the last report to the Panel due to the increasing trends seen within this crime group. For 2013/14, Violence has seen an increase nationally of 5.6per cent, which the national lead on police crime statistics, Chief Constable Jeff Farrar, cited that this was 'indicative of an increased compliance with the National Crime Recording Standards'.
15. In relation to Violent Crime, Wiltshire's performance is in line with the national and regional trend. Internal analysis has shown a stable volume of Violent incidents coming into the Force, but a higher proportion of those that go on to become crimes (as they are initially recorded as an incident and then as a crime following investigation). This analysis supports the national lead's views on increased Violent Crime.
16. This increase is shown within the below graph:

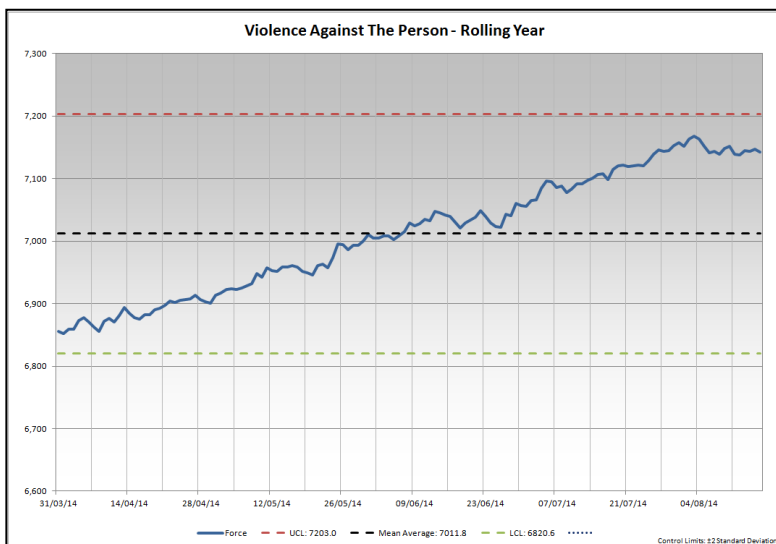


Figure 5: Violence Against the Person – rolling year

17. Private Space Violence (otherwise known as violence within the home), showed an increase of about 15 per cent last year and was a significant factor in the increases seen within overall Violent Crime.
18. The trends within Private Space violence continue and the Force has seen increases of 19.5 per cent on a rolling 12 month trend, which equates to 642 more crimes recorded in the same time period last year.
19. Further analysis has taken place which confirms the position in the previous report, that this is County-wide, with no particular locations of focus, showing a reduction in the error rate of tagging 'Domestic' onto incidents, and the increase is in first time reporting of Domestic Violence. Therefore the increases seen within Private Space Violence are likely to be a reflection of improved recording practices and more first time victims coming forward.

20. An assessment of crime volume is only one of a handful of measures that can be used in determining the success of my Police and Crime Plan, which is why using a balanced scorecard, is so important to get an overall view. There are some crimes where an increase in reporting may be seen as a success. Where this represents an increase in confidence of victims resulting in an early reporting to the Police, it is to be welcomed.
21. As far as anti-social behaviour (ASB) is concerned, I am seeking a ten per cent reduction by the end of my four-year term of office based on the figure for the 12 months ending March 2013.
22. In 2012/13 there were 25,118 incidents of ASB recorded in Wiltshire and Swindon. For the year 2013/14, 22,588 incidents of ASB were recorded against a threshold of 22,620. This is 0.1 per cent below the threshold and is a 10.1 per cent reduction compared to the previous year. I continue to be interested in driving a reduction in ASB and the figures for the first quarter of 2014/15 show continued performance, recording 5,175 against the same time previous year of 6,046 (14.4 per cent reduction).

Public Opinion Survey

23. My office commissions a public opinion survey twice a year. More than four thousand Wiltshire and Swindon residents complete the survey each year. I use the results to understand how policing influences people's sense of security and wellbeing.
24. Results for the most recent survey conducted in early 2014 have been recently received by the Force and analysis will commence shortly. Therefore the results within this report are the same as published in the annual report last year.
25. Since the publication of the results, there has been much work conducted internally, with local information being provided to Sector Inspectors to inform their local plans. In addition to this, the results for the survey have supported communication strategies to target different locations in different ways according to their needs.
26. Information from the previous survey has been included in this report for information.

People feeling safe during the day/night

27. The percentage of people feeling safe during the day has increased to 96.2 per cent against a threshold of 93.3 per cent. People feeling safe during the night was below threshold from the Spring 2013 survey, however the results from the survey in late 2013 have shown an increase to 69.8 per cent against threshold of 67.5 per cent.

Percentage of people thinking young people hanging around is a key issue

28. The results of the recent public opinion survey showed an increase from 16.5 per cent to 19.4 per cent in the proportion of people thinking young people hanging around is a key issue.

29. Although this now sits at more than ten per cent above the set threshold of 16 per cent I decided not to rush to allocate additional resources to tackle this issue as, due to the nature of surveys, we could not be confident in getting the same outcome again. I have, however, asked the Constabulary to consider this measure at a local level, taking into account the data from the next survey, and understand any links to other questions and other pieces of analysis, e.g. crime where the offender is a teenager.

Number of volunteers taking part in various 'watch' schemes

30. I have reviewed the criteria for counting the number of volunteers involved with Neighbourhood Watch schemes. I now believe a more accurate approach would be simply to record the number of Neighbourhood Watch Co-ordinators because membership of the scheme does not require volunteering as such. I intend to take a similar approach when reviewing other voluntary schemes.
31. The new Community Messaging tool was launched on 18th August and has been initially rolled out in four areas – Malmesbury, Pewsey, Swindon West and Warminster. There has already been a lot of interest in the new system which allows those who have signed up to it to receive messages about policing and crime matters in their area (such as community policing news and events, appeals for information and crime prevention advice). They will also be able to reply to messages, feeding back information to their local neighbourhood officers to help them in policing their local area.
32. As stated within my Police and Crime Plan, involving communities in the prevention and reduction of crime and anti-social behaviour is a key objective of mine and this Community Messaging tool is a considerable step towards this. Panel Members will know that the Wiltshire and Swindon Neighbourhood Watch Association have been involved with this project right from the start. The Community Messaging system will allow them to maintain a central database of their co-ordinators and members.
33. As a result of this new system, and the engagement embedding within the initial four areas, and then forcewide, I expect to see greater engagement with Neighbourhood Watch, and other Watch schemes as they are brought onto Community Messaging, in line with the aspirations set out in the Police and Crime Plan. As the system has just been launched at the time of writing this report I cannot say how many people have now signed up to Community Messaging, but I will be able to provide a figure at the meeting.

Number of Specials and the hours they contribute

34. The number of people who work voluntarily as a Special Police Officer currently stands at 194. Sector inspectors would ideally like to have a total of 235 Specials. My ambition was to see a minimum of 300 active Special Constables working across Wiltshire and Swindon and attached to local communities. However, as the Chief Constable revises his operational policing model to implement the Police and Crime Plan, I will keep the figure under review.

35. Twenty Specials joined the Constabulary in January 2014, with another 17 in May 2014. There will be further intakes of 12 in September 2014, with future intakes being delayed due to the Force reviewing the Special Constabulary. The Force has been approached by an individual who assisted the ambulance service in the setting up of their first responders volunteer scheme for which he was awarded an MBE. He is currently volunteering with the Force and working to establish what infrastructure would be required to promote a good and effective use of volunteers.
36. We have a high turnover of Specials as a significant number join with a view to becoming members of the regular constabulary. This is something which happens regularly.
37. Wiltshire's proportion of Special Police Officers to the whole Police Officer establishment sits at just under 20 per cent, which is an average rate when comparing to other regional forces.
38. Specials are required to put in an average of 16 hours per month. However, as reported in previous reports, the recording of hours by Special Constables is not an accurate reflection of the hours worked. Specials have not been given a straight forward system to input hours on to the constabulary time sheet. A review of the Special Constabulary has recently been undertaken and the recommendations are being implemented. As this area is under development by the force to get a better understanding of role, structures and establishment, I will not report on this inaccurate figure. A testing process is being carried out on timesheets which will allow Specials to log on to the system and input their own hours. This will improve the recording of hours.

Reduce by 25 per cent the harm caused by Organised Crime Groups (OCGs) operating in Wiltshire and Swindon

39. Organised Crime Groups (OCGs) are defined as those groups that use planning, sophisticated methods or specialist resources to commit serious crime.
40. There are now 12 OCGs on Wiltshire's OCG map. A number of OCGs have recently been reviewed and re-assessed as either 'disrupted' or 'dismantled' and, in accordance with the national procedures for OCG mapping, these have been archived and removed from the map. The overall threat score from the active OCGs is 342, which has remained relatively static since the last report which reported a score of 354.
41. All active OCGs are now owned by the Serious Crime Directorate and plans are progressing to collect intelligence on each and move to a more proactive stage with those OCGs where the threat is highest.
42. Note: Nationally there is work ongoing to develop a more robust performance management tool for OCGs which will include the threat score used here but will also consider the resources put into each OCG by Forces and Regions and a greater understanding of the impact of any disruption on OCGS. Once developed this will be included in my reports.

Dangerous Drug Networks (DDNs)

43. DDNs are dynamic and fluid and they can appear in the locality and be removed very quickly through disruption activity. However these are invariably replaced by new networks. This makes counting the number present at any one time problematic. Wiltshire Police produce a monthly DDN Network Analysis which gives an understanding of the potential number of networks present in our communities at any one time and an assessment of the threat they pose.
44. This is based on intelligence and is subject to change from one week to the next. Using this product as a snapshot of the DDNs we believe there were 36 active DDNs in our communities throughout Quarter 1. The overall threat score from DDNs at the end of Quarter 1 was 341. 13 of these DDNs were considered a high threat at some time because they were linked to intelligence of weapon use, or violence, or linked to other violent networks based elsewhere in the country. Only 4 of these high risk networks remained high risk for more than one month, indicating that enforcement activity was effective at reducing the threat and either disrupting, or removing, the DDN.
45. Because the DDNs are so fluid, it is not possible to continue to measure the threat from a static cohort – the cohort identified in 2013 have almost all been removed and replaced by other networks. To illustrate this, a new static cohort identified in April had a total threat score of 482 which has now reduced to 252, a reduction of 58%. However the networks have been replaced by new networks. Work is ongoing to understand more effective performance measures for this element of criminality.

Protecting the most vulnerable in society

| Measure | | YTD | Threshold | Difference |
|--|---------------------------|-------|-----------|------------|
| To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities | Reduce serious harm crime | 270.0 | 187.0 | 44.4% |

Figure 6: Protecting the most vulnerable in society

Reduce harm from serious crime

46. As a result of moving the SWITCH measure to the “reducing offending and re-offending” priority, this priority is left with one measure, ‘Reduce harm from serious crime’. We seek to protect the most vulnerable people in our society by preventing those crimes that cause the most harm. They are:

- Most serious violence (murder, grievous bodily harm etc)
- Serious sexual offences (rape, serious sexual assault etc)
- Robbery (theft with violence, or the threat of violence)

47. Based on a threshold designed to maintain the position of Wiltshire Constabulary in comparison with other forces of a similar size and serving similar communities, the constabulary recorded 270 offences involving serious harm against a threshold of 187 (a difference of 83 offences).

48. This is as a result of an increase in serious sexual offences which make up 70 per cent of the grouping. Reports on this area have been included in previous reports to the Panel, and nationally this area continues to see a large increase.

49. As was shown in the most recent crime figures from the Office for National Statistics (ONS) sexual offences are showing an increase of 19.7 per cent nationally, compared to the 6.3 per cent increase seen in Wiltshire. Wiltshire is not an outlier in this regard.

50. I have reported previously that the factor behind this shift is due, I believe, to the Constabulary’s Crime Validation Team which reviews the way in which crimes are recorded. They are now conducting this work at the start of the process rather than at the end. This analysis was reviewed in January 2014, and again in July 2014, where findings were consistent with previous analysis that identified reasons for this increase.

51. The Constabulary found that improved training of officers had led to a more thorough approach to recording.

52. There continues to be a number of reviews to ensure there was no increase in risk presented to the public. An internal working group continues to scrutinise the recording of serious sexual offences and any concerns will be raised at the Strategic Improvement Board, of which I am a member.

53. The graph below shows the increase in sexual offences recorded by Wiltshire Police, starting from early October 2013. The upper dotted line represents the boundary of significant variation. The graph shows that, in January 2014, sexual offences rose above the line.

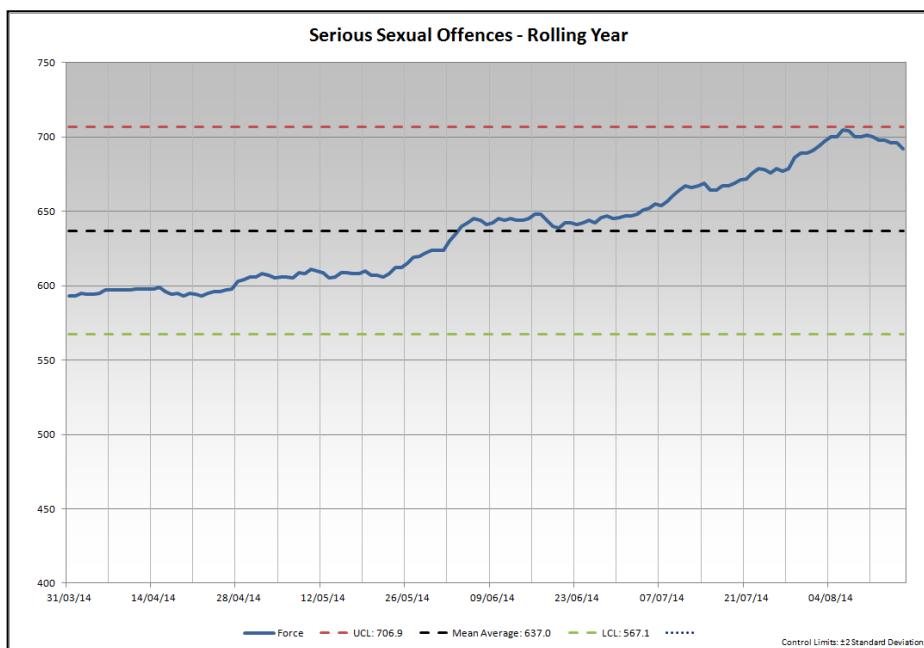


Figure 7: Sexual Offences – rolling 12 months

54. Recent analysis continues to show an increase in the crimes reported within the Force, but not an increase in the reports of incidents of this nature. There is no noted increase in offences where the victim/offender relationship is 'stranger', and the majority of crimes are between familiar individuals.

55. The key finding is that reports of sexual offences into the Constabulary are stable and do not fall outside of the increasing national trend. We are seeing a change in the way these offences are being managed. As a result, the number of sexual offences classified as crimes is increasing, whilst the number of offences listed as crime-related incidents is decreasing. The main reason for this change is that the Crime Validation Team has reclassified crime-related incidents or crimes awaiting classification as sexual offences. I can be confident that there is now an accurate picture of the volume of sexual offences. I can also be confident that the increase is not a real increase in victims coming forward to report a sexual offence.

Putting victims and witnesses first

| Putting victims and witnesses first | | | |
|--|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| To make criminal justice processes shorter Number of days from report to disposal | 49 | 44 | 11.4% |
| Satisfaction with follow up | 84.3% | 84.4% | -0.2% |
| Satisfaction with investigation | 82.4% | 82.1% | 0.4% |
| Resolved rate | 28.3% | 32.5% | -12.9% |
| Victims referred to Victim Support | 88.4% | 80.0% | 10.5% |
| Victims satisfied with Victim Support | 97% | 95.0% | 2.1% |
| Proportion of cases dealt with out of court | 42.6% | 48.8% | -12.7% |

Figure 8: Putting victims and witnesses first

56. I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

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

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

58. Based on a threshold devised to maintain the position of Wiltshire Constabulary in comparison with other forces of a similar size and serving similar communities, the latest survey results for June 2014 show that the Constabulary is exceeding the threshold in two of the areas above, and just below threshold in the remaining measure.

- (i) How well the victim has been kept up to date with developments: 84.3 per cent (threshold of 84.4 per cent)

- (ii) How well they thought the crime was investigated: 82.4 per cent (threshold of 82.1 per cent)
- (iii) How satisfied they were in general with Wiltshire Police: 90 per cent (threshold of 87 per cent). Please see Priority 6 (Driving up the standards of customer service) below

59. Looking at the most recently publishable data from the Home Office comparison website, iQuanta (up to March 2014), Wiltshire is top of the group of most similar forces for how satisfied the victim was in general with the police. Nationally, Wiltshire is rated third out of 43 forces.

60. With regard to being kept up to date with developments, within its group of similar Forces, Wiltshire was second and performing significantly better than those in its group. The measure may not have met the threshold that I set the Constabulary, but I am content that it is performing well in comparison with its peers. Nationally, Wiltshire is rated sixth out of 43 forces for the same measure.

61. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a mandated question required by the Home Office. It does, however, sit under the theme of 'actions taken'. For this theme, the Constabulary is performing better than the average of its similar forces.

62. In summary, I am pleased with the level of victim satisfaction that is published by the Home Office for the Constabulary, and place a high weighting on the experiences and opinions of victims of crime.

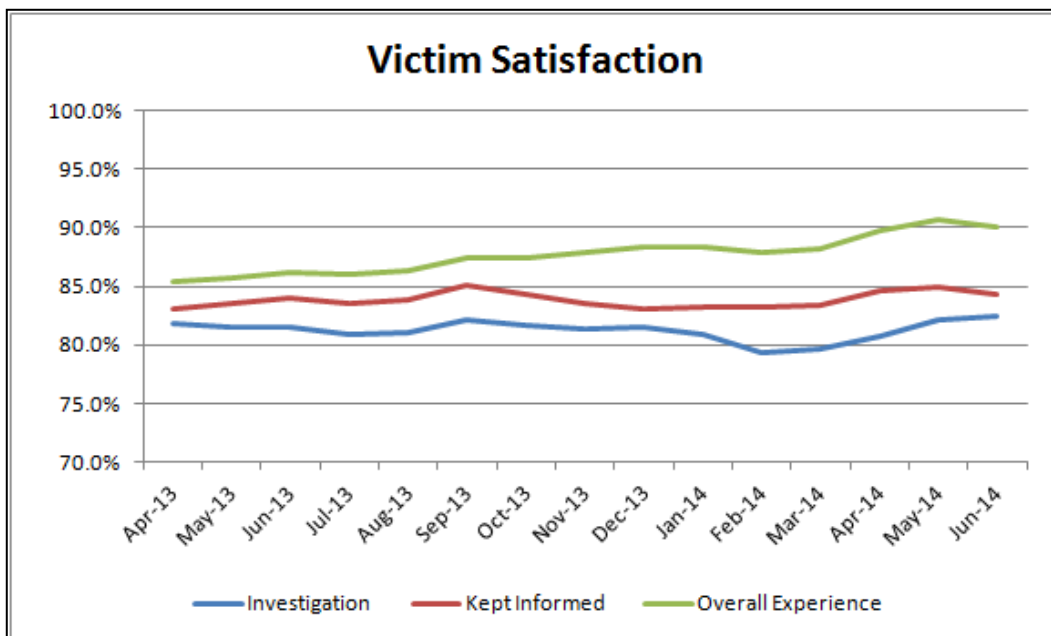


Figure 9: Trends for Victim Satisfaction measures

Victim Support

63. Over the last year, I have also used two further performance measures supplied by Victim Support. These are the proportion of victims referred by police to Victim Support and the level of satisfaction which victims have with the charity.

64. The proportion of victims referred by an automated process to Victim Support for the first quarter of 2014/15 was 88.4 per cent against a threshold of 80 per cent. This has seen significant improvement over the last 12 months, rising from 67.3 per cent for the first quarter of 2013/14.

65. Satisfaction with Victim Support remains strong at 97%.

Resolved rate

66. The resolution rate at the end of the first quarter of 2014/15 finished at 28.3 per cent. This is a slight improvement on the previous year's performance, but against a threshold set at 32.5 per cent, which was the level required to keep Wiltshire above the average of its most similar forces. This remains significantly below the required position.

67. Throughout the year it was identified that this drop within the resolution rate was a result of out of court disposals dropping significantly from the summer of 2013.

68. There were staff shortages and inadequate training and process in this area. This has now been addressed by the Constabulary, with a new Out of Court Disposals Manager now in place and beginning to embed within the organisation.

69. The proportion of out of court disposals has now returned to a previous position before the introduction of community resolutions and the Constabulary is undertaking a wide-ranging piece of work to educate officers on when and how to carry out this type of disposal accurately and effectively.

70. Alongside this, the Constabulary are currently conducting a number of pieces of work to assess and improve the ethical recording of disposal methods, to promote the correct use of Out of Court disposals, and improve the resolved rate of both in and out of court disposals.

71. I have awarded a grant from my Innovation Fund to expand Neighbourhood Justice Panels from Swindon into a number of towns in Wiltshire. Volunteers are currently being trained to serve on the panels. This expansion should lead to an increase in community resolution. An independent evaluation will be undertaken at the end of the project.

72. I want to provide victims with the most appropriate level of support. It is my view that out of court disposals should be given out appropriately, in line with victims' wishes, and support national guidance to ensure the quality of service is as good as possible.

73. Over the financial year and as described above, the rate of disposals conducted out of court has reduced in the previous financial year. For the first quarter of this year, the Constabulary recorded 42.6 per cent against a threshold of 48.8 per cent which I set in my Police and Crime Plan.

74. Wiltshire Police regularly review out of court disposals involving higher risk offences to ensure they are being dealt with appropriately. In the most recent review, it was clear that the higher risk cases had been dealt with appropriately.

Reducing offending and re-offending

| Reducing offending and re-offending | | | |
|--|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Tackle irresponsible licensed premises | | | |
| Reduce Re-offending | 25.1% | 29.1% | -13.7% |
| Re-offending rate of SWITCH Cohort | 27.7% | 35.4% | -21.9% |

Figure 10: Reducing offending and re-offending

75. My objectives to reduce offending and re-offending include:

- Putting a greater emphasis on restorative justice (where the victim and offender agree on a way to settle the matter outside court)
- To see the harm caused by Organised Crime Groups reduced by 25 per cent
- To work with local authorities to encourage responsible licensed premises, and to take a firm line with those that are irresponsible
- To reduce the current 29.1 per cent re-offending rate
- To build on the work done by local authorities with troubled families

76. Restorative justice and Organised Crime Groups are dealt with under Reducing Offending and Re-offending and Reducing Crime and ASB respectively.

77. As far as reducing re-offending is concerned, I awarded £92,805 from my Innovation Fund to the Wiltshire Probation Trust for a prison gate rehabilitation scheme under which short-term prisoners whose homes are in Swindon or Wiltshire will be met on release and given expert support to steer them away from a return to crime. The Trust is matching the sum awarded by the PCC. The commissioning contract was signed in early January 2014 and the sums have now been released. Progress on this scheme, and the impact it has on re-offending rates, will be reported in due course.

78. A range of measures are used by Wiltshire Police to ensure that licensed premises meet their obligations. These include test purchases, multi-agency operations, and presenting evidence and police concerns to the licensing authority.

79. For the first quarter of 2014/15, there have been 18 interventions which involve identifying problem venues, putting the onus on licensees to explain the steps they will take to remedy the problem, and explain the risk of losing the licence if the problems are not dealt with. This volume shows the amount of activity that the licensing department is committing to tackling those premises which act irresponsibly.

80. Specifically, the two interventions of significance were:

- A football pub located in Swindon: Following a number of incidents and subsequent collation of evidence to support licensing legislation breaches, Police Licensing advised unless a variation was made to the licence (which included numerous conditions directing how the premises would be conducted), a review would be called. The conditions have subsequently been agreed and formally applied to the licence.
- Licensed premises in Devizes – The Licensing Team were already involved in dealing with this premise but an incident in June involving assaults on two officers, enabled us to apply further pressure. A number of new conditions have been applied to the licence formally, and an earlier closure time of the premises applied.

81. Both of these interventions had a significant impact on crime and disorder in Swindon and Devizes. In addition to this, a large amount of planning and preparation was conducted for the World Cup, although in reality this was a quieter period than expected.

82. The Licensing Team is aligned to the three geographic hubs of policing in the Constabulary, and has an extensive delivery plan which is operating effectively. A licensing working group to support the alcohol harm reduction strategy has been formed, resulting in a draft edition, and public consultation to provide a completed plan towards the end of 2014.

SWITCH

83. The Swindon and Wiltshire Integrated Targets for Change programme (known as SWITCH) is a partnership venture involving Wiltshire Police and the Probation Service which seeks to steer repeat offenders away from committing crime by offering them professional support and guidance.

84. The most serious harm causers are managed by Wiltshire Police and partners through the Multi Agency Public Protection Arrangement (MAPPA) and the Multi Agency Risk Assessment Conference (MARAC).

85. The principal purpose of SWITCH is to manage repeat offenders who commit acquisitive crimes. Some of those offenders may have used an element of violence, but they are not the most serious causers of harm in the community.

86. Within the first quarter of this financial year, SWITCH has seen a reoffending rate of 27.7% against an expected rate of 35.4%. Within this quarter, out of the 137 people within SWITCH, only 38 re-offended, resulting in 72 crimes.

Driving up the standards of customer service

| Driving up standards of customer service | | | |
|---|--------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Number of allegations of incivility, impoliteness and intolerance | 15.60% | 17.00% | -8.2% |
| Victim satisfaction | 90.1% | 86.7% | 3.9% |
| Number of days to finalise a locally resolved complaint | 64 | 54 | 18.5% |
| Prosecutions that fail due to quality of police input | 23.2% | 16.7% | 38.9% |
| Data quality | 0.96% | 0.90% | 6.7% |

Figure 11: Driving up the standards of customer service

87. I made clear in my Police and Crime Plan the importance of exceeding the public's expectations by providing the highest levels of public service.

88. I wrote: "If communities are to feel engaged and keen to support policing, they need to find every interaction they have with police, or one of our criminal justice partners, both professional and customer-focused."

89. The plan sets out a number of measures designed to improve the experience of people who come into contact with Wiltshire Constabulary. One measure concerns the number of complaints received and how effectively those complaints are dealt with.

90. The number of occasions where officers are alleged to have been lacking in civility, or have been impolite or intolerant, is 35 for the first quarter of the year against a threshold of 31, out of a total of 213 allegations. This represents 15.6 per cent of the total, against the desired position of 17 per cent as stated by the Independent Police Complaints Commission.

91. The total volume of complaints has been increasing considerably within Wiltshire and other forces nationally. A review is taking place internally to assess the reasons for this increase and the efficiency of the current working model. The internal review is conducting customer satisfaction telephone surveys to identify lessons learnt, and also understand what the public want when making a complaint. Benchmarking and scoping with other forces has taken place and the results and implementation of a new system is imminent.

92. The number of days to finalise a locally resolved complaint has increased significantly over the last 12 months, going from an average of 47 days this time last year, to a current position of 64 days. This is mainly as a result of the increase in the number of

days to record a complaint, and the limited resources in significant legal positions required in the complaint handling process.

93. Members will recall that at the previous meeting, the Chief Executive referred to the complaints recording process adopted by Northumbria. The OPCC has been to visit Northumbria and see for itself how this operates. A report on the Northumbria process will be considered by CMB with detail circulated to the Panel.

94. Prosecutions that fail due to quality of police input

95. Another measure relates to the proportion of prosecutions which fail because of the quality of the police input (ie incorrect information, insufficient detail, witness absent). Such cases can cause upset to victims and witnesses, and can prove highly expensive in terms of court costs. The thresholds are set by the CPS at 17.5 per cent for Magistrate Courts and 10 per cent for Crown Courts. As can be seen from the below graph, the trend is increasing for these type of case failures:

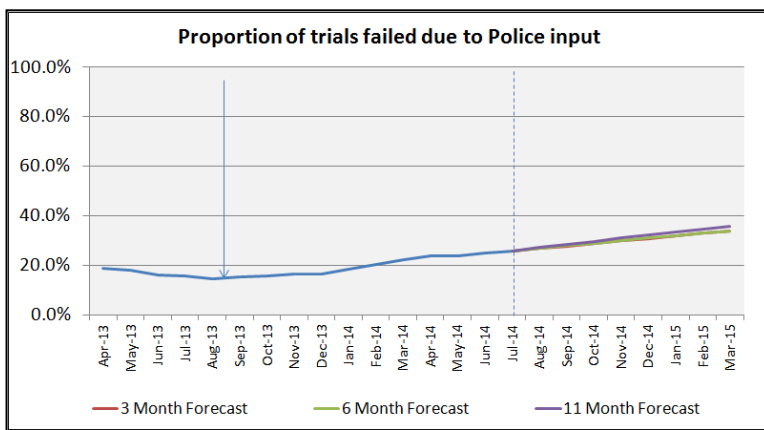


Figure 12: Proportion of prosecutions which fail because of the quality of police input

96. The majority of failed trials are due to insufficient evidence which is not an acceptable position. The Constabulary are taking steps to address this through a new Integrated Prosecutions Team which will identify failings on the front line to develop an effective and targeted improvement plan.

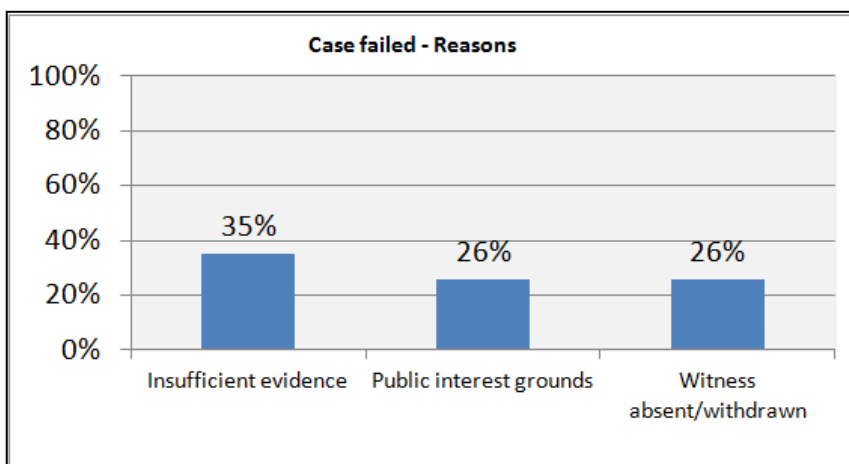


Figure 13: Reasons for case failure due to police input

Tracking the 'customer journey'

97. In addition to the customer service standards set out above, I also publish a table setting out the expectations that the public should have when they come into contact with Wiltshire Constabulary.

| Customer Journey | Group | Measure | Apr 14 | May 14 | Jun 14 | YTD | YTD Threshold | % off Threshold | |
|----------------------|---|---|--------|--------|--------|-------|---------------|-----------------|--|
| | Visibility | Proportion of the public that are satisfied with police visibility | 58.5% | | | 58.5% | 62% | -5.0% | |
| | Contacting us | 999 calls answered within 10 seconds | | 94.0% | 93.8% | 93.8% | 90% | 4.2% | |
| | | 101 to report crime - calls answered within 30 seconds | 79.4% | 75.4% | 73.5% | 76.0% | 75% | 1.3% | |
| | Dealing with an incident | Immediate response to emergencies | 93.1% | 94.0% | 94.5% | 93.9% | 90% | 4.3% | |
| | | Satisfaction of victims with being kept informed after reporting an incident | 84.6% | 85.0% | 84.3% | 84.3% | 84.2% | 0.1% | |
| | | Satisfaction of victims with how an incident is investigated | 80.7% | 82.2% | 82.4% | 82.4% | 81.0% | 1.8% | |
| | Making a complaint | Proportion of allegations of incivility, impoliteness and intolerance | 14.3% | 19.1% | 13.5% | 15.6% | 17% | -8.2% | |
| | | Number of allegations of incivility, impoliteness and intolerance | 8 | 17 | 10 | 35 | 31 | 13.8% | |
| | | Average number of days to finalise a complaint made to wiltshire police by local resolution | 55 | 61 | 64 | 60 | 52 | 15.4% | |
| Outcomes for victims | Failed prosecutions due to quality of police actions - Crown Court | 11.1% | 14.3% | 18.8% | 15% | 10.0% | 45.8% | | |
| | Failed prosecutions due to quality of police actions - Magistrates Court | 28.2% | 19.3% | 25.4% | 24% | 17.5% | 39.3% | | |
| | % of victims referred to victim support | 89.6% | 88.4% | 87.8% | 89% | 80% | 10.8% | | |
| | % victim satisfaction with victim support service | 95.5% | 95.5% | 95.5% | 96% | 95% | 0.5% | | |
| | Satisfaction of victims with the whole experience after reporting an incident to wiltshire police | 89.8% | 90.7% | 90.1% | 90.1% | 90.0% | 0.1% | | |

Figure 14: Tracking the customer journey

98. All the measures within this customer journey scorecard are included in the priority scorecard at Figure 1 which appears at the beginning of this report. Commentary about the measures with exceptional performance can be found within the relevant sections of this report.

99. In general, the initial parts of customer contact remain strong, and overall satisfaction is performing really well, but there are some areas which need attention. This is regularly reviewed by me and is managed at an appropriate local level.

Ensuring unfailing and timely response to calls for assistance

| Ensuring unfailing and timely response to calls for assistance | | | |
|--|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Immediate response rate | 93.4% | 90% | 3.8% |
| 999 calls answered within 10 seconds | 94.0% | 90.0% | 4.4% |
| 101 to report crime - calls answered within 30 seconds | 76.0% | 75.0% | 1.3% |

Figure 15: Ensuring unfailing and timely response to calls for assistance

100. The speed at which Wiltshire Constabulary responds to calls for assistance is a crucial element of the service it provides to the public. The constabulary performance is assessed by using three key measures:

- Immediate response rate to emergencies (15 minutes in urban areas, 20 minutes in rural areas) for the first three months was 93.4 per cent against a national standard of 90 per cent.
- Answering a 999 call within ten seconds – 94.0 per cent of all 999 calls in the first quarter were answered within ten seconds against a national standard of 90 per cent.
- Answering 101 non-emergency calls within 30 seconds – 76 per cent of all calls to 101 were answered within 30 seconds which is better than the threshold I set of 75 per cent.

101. With regard to immediate response to emergencies, there can be incidents where the Constabulary fails to meet the required response times but, from my scrutiny, these incidents are rare. Where this does happen, the management of these incidents are looked at locally through tasking meetings.

102. It is really important to ensure calls to 999 are answered promptly, but the quality of the phone call is also important as is the data quality, record management and the support given to the caller.

Unlocking the resources to deliver

| Unlocking the resources to deliver | | | |
|--|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Public satisfaction with police visibility | 58.5% | 62% | -5.6% |
| Number of police officers | 1009 | 1021 | -1.2% |
| Number of PCSOs | 129 | 138 | -6.7% |

Figure 16: Unlocking the resources to deliver

103. My wish to see police officers maximising their engagement with the public can be measured through the findings of the public opinion survey I commissioned. I have commissioned surveys of 2,112 members of the public, taking place twice a year in spring and autumn.
104. The most recent research carried out in autumn 2013 showed that the level of public satisfaction with police visibility rose from 56.8 per cent to 58.5 per cent. Although this is still below the set threshold of 62 per cent it demonstrates movement in a positive direction. I will be looking at the new survey data with close scrutiny.
105. As at 30th June 2014, police officer numbers stood at 1,009. This was 1.2 per cent below the set threshold of 1,018. Looking forward and considering the medium term financial strategy, and the view of the Chief Constable, it is considered that the requirement will be for 1,021 officers. Whilst this is a reduction compared to the previous figure, I am pleased to say that frontline and Neighbourhood Policing Team officers still remain unaffected.
106. The Constabulary has future recruitment taking place to balance natural wastage which includes an intake of sixteen Police Officers in September 2014, December 2014, and March 2015. PCSO intake took place in July 2014, and an additional fifteen in January 2015.

A number of the initiatives set out by me under the heading of “Unlocking the resources to deliver” in my Police and Crime Plan are long-term. They include the Strategic Partnership with Wiltshire Council, including the commitment to share campuses, and the locality programme with Swindon Borough Council. Full details of the strategic approach to the Comprehensive Spending Review can be found in the Medium Term Financial Strategy which is on the OPCC website.

A handwritten signature in black ink, appearing to read 'Angus Macpherson', with a long horizontal stroke underneath.

Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon

August 2014

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Wiltshire and Swindon
Police and Crime Plan
2013 - 2017

UPDATES
August 2014



partnership, pro-activity, prevention

Police and Crime Plan Introduction

The Police and Crime Plan, which was published in March 2013, is for the period 2013-2017. It set out my vision and priorities for my term as Police and Crime Commissioner.

In my annual report I give an update on the progress that has been made in the delivery of the plan, whether by Wiltshire Police or through other commissioning by the Office of the Police and Crime Commissioner (OPCC).

I have no reason to vary the plan after the first year, but I do have to recognise changes that have taken, and will take, place. I have therefore decided that I will publish updates to the plan. These will cover three areas.

- New work being undertaken by the OPCC
- An update of data
- Further explanation of some objectives within the plan.

From October 2014 I will be responsible for the commissioning of victims' services and this work will further increase over the following year. During the year I have established Victim Forums and Victim Panels and these have been invaluable in the development of Your Journey to Justice. This will "go live" on the Wiltshire Police website in the second quarter of this financial year. These events have also helped guide me in my thinking around victim services and the commissioning of additional victim-focused services. There will be greater activity in this



arena with the new funding streams from Government, but I have had the opportunity to support some existing projects through the old community safety funds and some new ones through the Innovation Fund. The commissioning strategy for victims is set out in update 1.

One of the key objectives in the plan was to give victims the option to pursue a resolution through restorative justice where this was appropriate to the offence committed. During the year I was able to extend the Neighbourhood Justice Panels to be available right across Swindon and Wiltshire. My office

Police and Crime Plan Introduction

will receive £155,000 from the Government for commissioning restorative justice initiatives and my plans for this are set out in update 2.

Chapter 8 of the Police and Crime Plan dealt with the service level commitments that I was giving Wiltshire Police for 2013-2014. My assessment of the performance by Wiltshire Police is covered in the Annual Report referred to above. Appendix A of the Police and Crime Plan contained the key statistics for the force area, crime and staffing numbers within Wiltshire Police. These have changed and the Appendix has been amended to reflect the current position as set out in update 7.

During the first quarter of 2014 I consulted the public on the level of the police and crime element of Council Tax, known as the precept. The precept has been increased for 2014/15 by £3.15 for a band D property. The main Policing Grant funding from central government has been reduced. However, as mentioned above, new funding streams for victims' services and restorative justice have been placed with my office. To reflect these changes Appendix B has been updated in update 3.

Whilst Police and Crime Commissioners replaced the police authorities, the role is almost entirely different. In Appendix D of the Police and Crime Plan I set out the initial

proposals for the OPCC. As the office has developed, and indeed continues to do so, the staff structure of the office has also evolved. In update 6 I show the structure which was in place at the start of the new financial year.

Finally there were four initiatives within the plan for which I feel that greater explanation is required.

In the Police and Crime Plan I express the objective of having a minimum of 300 active Special Constables across Wiltshire and Swindon. In update 8 I have expanded that vision and provided greater detail on what that might mean in practice within the Constabulary.

Wiltshire has a proud record of volunteering, and the engagement of volunteers is key not only to the delivery of many aspects of the Police and Crime Plan, but also to the prevention of crime. Policing is a partnership activity. In update 4 I set out in more detail what I have in mind for volunteers, both in the community, and in support of the Constabulary.

Within my key initiatives in relation to customer service I undertook to appoint an independent adjudicator to scrutinise complaints against the police. This appointment was made in March 2013; in update 5 I set out how that role has developed and what further developments I foresee.

I have developed arrangements to ensure the effective governance of the force, and of other services that I commission. I set out in update 9 a diagram showing how these arrangements work.

I hope that these updates will give a better understanding of the Plan in relation to 2014-15.

A handwritten signature in black ink, appearing to read 'Angus Macpherson', with a long horizontal stroke underneath.

Angus Macpherson

Police and Crime Plan

UPDATE 1 - Commissioning victims' services

I made a commitment in my Police and Crime Plan to put victims and witnesses at the heart of the criminal justice system in Wiltshire.

From April 2015 I will be responsible for commissioning local support services for the victims of crime. Throughout 2014 this involves looking at existing support and listening to the views of victims to shape services which meet their needs. It also involves working closely with local partners, including other public and voluntary and community sector agencies, to ensure services and strategies are aligned.

The aim of the victim services will be to help people cope with, and recover from, the effects of crime. I will commission services that are available to people whether or not they report the crime to the Police.

National and local picture

Following a Government consultation in 2012, 'Getting it right for victims and witnesses', the Ministry of Justice (MoJ) confirmed the introduction of a mixed model of national and local provision of services for victims.

Nationally, the MoJ will still be responsible for services which provide support for:

- Victims of trafficking
- Those bereaved by homicide
- Victims of rape (through rape support centres)
- Witnesses at court



They will also continue to run some national helplines and some services for victims of sexual and domestic violence.

Other services for victims will be commissioned locally by PCCs. In Wiltshire and Swindon I will focus particularly on those victims who have suffered the greatest impact from crime including **victims of serious crime**, those who are **persistently targeted** and the **most vulnerable and intimidated**.

Victims' Code of Practice

A revised Victims' Code of Practice was published in October 2013 which gives

victims a legal right to receive a minimum standard of service from the police and other criminal justice agencies. This includes: assessment of need, information about victims' services and appropriate referral, and information and support on the journey through the court system. It also allows victims to make a personal statement on the impact the crime has had on them and this can be read out in court.

Funding

Funding for victim services will be issued to the Office of the Police and Crime Commissioner (OPCC) as a grant for 2015/16. The allocation for Wiltshire will be £584,000. We also have funding

Police and Crime Plan

UPDATE 1 - Commissioning victims' services

available in 2014/15 to begin to invest in victim services. The MoJ also states that PCCs may wish to make funding available from other sources such as the Community Safety Grant to support the victims of anti-social behaviour (ASB) as part of the service. I intend that victims of ASB referred by local authorities should be supported and local authority partners will be closely involved in developing this and other elements of the overall commissioning model.

Listening to victims

We have been consulting victims about services they have received to date to help us shape the new service. Responses



vary widely depending on a variety of circumstances. However, victims have told us clearly that they:

- want information provided in a timely way and wish to be kept up to date with clear communication on their journey through the court system
- want to be listened to, and to discuss the impact that crime has had on their lives
- want an appropriate and sensitive response from the services they access
- want to be treated as individuals with services tailored to their needs
- appreciate honesty, consistency and understanding.

Services to victims can vary from supporting the complex health needs of the victims of sexual violence to providing practical support such as to change the locks of a vulnerable victim of burglary.

One of the things we will be providing is an online guide called Your Journey to



Justice which will help people understand how they report crime and how they access victims' services.

Victims services for Wiltshire and Swindon

I will be working with these ambitions for victim services:

- Improving the co-ordination, consistency and access to services for victims across Wiltshire and Swindon through effective partnership work
- Considering the needs of all victims, with an early assessment of their particular circumstances and a clear focus on the most vulnerable, those persistently targeted and the victims of the most serious crime
- Effective communication and monitoring of individual cases
- Developing victim services in a way that builds on existing good practice, including supporting small and specialised services and providers

Police and Crime Plan

UPDATE 1 - Commissioning victims' services

- Encouraging the development of local volunteers to build the confidence of victims in communities
- Ensuring victims are updated regularly on the progress of their case through the criminal justice system
- Reaching out and promoting services to those most vulnerable and least likely to report crime
- Ensuring support is available on the basis of the impact experienced by the victim
- Developing restorative justice practices focused on victims' needs

Designing the service

The basis of the model will be a commissioned service to provide contact and co-ordination for services available to victims of crime in Swindon and Wiltshire. There will be an integrated force/victim service which will contact victims and carry out an enhanced needs assessment to determine their requirements. The victim service will offer victims regular information on the progress of the investigation or case. It will also provide reassurance and support. This will include offering practical support, time to listen to victims' concerns and fears and, if required, visiting or meeting victims to help them come to terms with the impact of a crime. The service will also refer victims



to other specialist support services, restorative justice or community networks.

Through our commissioning budget we will also support some specialised and community services, for example for domestic violence, to ensure enhanced capacity and capability, particularly to support vulnerable and hard-to-reach victims of crime.

Timetable

This month (August) I advertised the procurement of the primary victim service provider and invited pre-tender negotiation

with the market to refine the service specification. Tenders will be to be returned to my office for evaluation, with the contract being awarded in December 2014. The new service will start from 1 April 2015.

Alongside this I will be working with Wiltshire Police to establish an in-house victim unit which will keep victims up to date on the progress of their crime and deliver the requirements of the new victims' code of practice. I will also consider funding available to specialist support organisations in the county.

Police and Crime Plan

UPDATE 2 - Restorative justice commissioning

This paper sets out how I intend to commission Restorative Justice (RJ) services. My Police and Crime Plan objective is to see community justice solutions become the norm in all appropriate cases. I want to place a much greater emphasis on the needs of the victim, with offenders making reparation to communities and individuals.

1. Background

Why use restorative justice (RJ)?

- RJ used in community resolution can provide a swifter and more appropriate way of dealing with low level crime and anti-social behaviour (ASB) than formal court processes.
- Research findings have indicated a number of benefits, particularly from face to face restorative conferencing¹. These include:
 - Victim satisfaction process, including reduced desire for revenge and reduced post traumatic stress
 - Reduction in repeat offending for some offenders
 - Reduced court costs.

Current use of restorative justice in Wiltshire

- Since 2010 Wiltshire Police have used restorative justice principles in community resolutions as a proportionate and sensible way of resolving problems of low level crime or ASB without recourse to lengthy court process. These community resolutions are one form of out of court disposal, used by the police².



- Neighbourhood Justice Panels were introduced as a pilot endorsed by the Ministry of Justice (MOJ) in Swindon. They provide restorative conferences for victims and offenders through the use of trained volunteer facilitators, following referral from police or partners such as housing. Panels have now been set up in Trowbridge, Devizes, Chippenham and Salisbury³.
- Youth Offending Teams (YOTs) use a variety of RJ practices when dealing with young offenders. New Youth Crime Panels are being trialed in

Marlborough, Corsham and Trowbridge.

- Restorative justice principles can also be applied in other contexts e.g. in schools, the workplace, or by housing management.

2. The future

In the new landscape⁴ the MOJ is making funds available so that I can:

- Commission provision of RJ services for victims which can be requested at any stage of a court process⁵

Police and Crime Plan

UPDATE 2 - Restorative justice commissioning

- Commission services where the magistrates or crown court defer passing sentence to allow time for an RJ process.

I will work closely with the new Community Rehabilitation Company (CRC)⁶ who will deliver victim-offender conferencing under a rehabilitation activity requirement imposed by the courts, or where the offender is released from custody on licence or under CRC supervision.

3. What does this mean in practice for Wiltshire?

- Wiltshire Police will continue to use Community Resolution as one of the ways of dealing with low level crime and ASB as an out of court disposal. The community remedies being developed in consultation with the public and community representatives will provide a more transparent process for

Community Resolution

- Youth Offending Teams (YOTs) will continue to use a range of restorative practices when dealing with youth offenders. These may include referral to Neighbourhood Justice Panels (or the equivalent)
- Where the victim makes a request, the Police, and other partner agencies will refer appropriate offenders to Neighbourhood Justice Panels (or the equivalent) for restorative conferencing



- Neighbourhood Justice Panels (or their equivalent) will have to be able to respond in a timely fashion to referrals at the pre sentencing stage⁷ and where the victim requests RJ later in the court process
- Victim - offender conferencing commissioned by the National Offender Management Service and National Probation Service will take place as part of the management of offenders of more serious crime

4. Issues

I will pay particular attention to the following:

- **Development of partnership working**
 - Including robust and workable referral processes and protocols for sharing information between partners and providers



Police and Crime Plan

UPDATE 2 - Restorative justice commissioning

- Ensuring that the provision of RJ conferencing complies with other RJ processes and victim services that I commission

■ Developing sustainability

- Embedding the RJ processes within the police and court processes
- Developing an evidence base to commission more workable solutions
- Maintaining public and partner awareness of RJ
- Long term funding
- Ongoing training

■ Accreditation, governance and scrutiny that will provide legitimacy for RJ practices

At a national level:

- ACPO (Association of Chief Police Officers) has issued guidelines and a minimum standard for the use of RJ processes within community resolutions
- The Restorative Justice Council (RJC)⁸ was tasked by the MoJ to develop Restorative Service Standards and a national system of accreditation for providers and trainers.

At a local level:

- The police (who are accountable to me through the Chief Constable) must adhere to national guidelines for their RJ activity (which is mainly Community Resolution of low level crime

and ASB).

- Strengthening existing independent scrutiny arrangements under the oversight of the new Crime Reduction and Community Safety Strategy Board
- There is a NJP Programme Board which oversees the current NJPs.



5. Timescale

See table below...

| | |
|---------------------|---|
| Mar - Aug 2014 | Appointment of consultant to assist OPCC in development; consultation with partners, stakeholders, service providers and development of specification |
| Sep 2014 | Advertise procurement and pre tender negotiation |
| Mid Oct 2014 | Return of tender |
| Oct - Dec 2014 | Evaluate tenders |
| Dec 2014 | Contract awarded |
| Dec 2014 - Mar 2015 | Transitional arrangements |
| 1 Apr 2015 | Commissioned service goes live |

Police and Crime Plan

UPDATE 2 - Restorative justice commissioning

NOTES

What is Restorative Justice?

- Restorative Justice (RJ) is best seen as an umbrella term and it can be defined as "... processes which bring those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward" - www.restorativejustice.org.uk used in Facing up to Offending: use of restorative justice in the criminal justice system. Joint thematic inspection by HMIC, HMI Probation, HMI Prisons and the HMCPSI September 2012.
- There are a number of existing ways of dealing with crime and Anti-social Behaviour (ASB) in which RJ principles are used and there are many confusing terms in circulation, both in Wiltshire and nationally: e.g. Local Resolution (LR), now known as Community Resolution (CR), Community Remedies (CR), Community Justice, some Out of Court Disposals (OCDs), Neighbourhood Justice Panels (NJP), Restorative Conferencing etc. This confusion is increased by shorthand use of acronyms.
- Here are some practical examples of the RJ process: Community resolution for lower

levels of crime or ASB would include where an offender apologises in person or by letter to the victim for the harm done and where the victim accepts the apology or the offender repairs something he has damaged or pays the victim compensation for the damage.

- Restorative Conferences are where victim, offender, and their supporters meet with the assistance of a trained facilitator(s), and relevant professionals (e.g. social workers, youth offending team, police, probation or prison service). The conference follows a clear structure so that the victim can explain to the offender the impact of the crime upon them, seek an explanation and apology from the offender and play a part in agreeing what restorative or reparative activity happens next.
- Community Conferences are similar but can be larger events, involving members of the community affected by the crime. Outcomes involving reparations (or making amends for a wrong doing) can include working for free for a charity, agreeing to seek help for drink/drugs problems and keeping the victim informed of progress.

¹ See e.g. STRANG, H. & SHERMAN, L.W. et al, Restorative Justice conferencing: effects of face-to-face meetings on offenders and victims; a systematic review for the Campbell Collaboration (2012); SHERMAN, L.W. & STRANG, H., Restorative Justice, the evidence, The Smith Institute (2007) both referred to in Facing up to offending: a joint Thematic Inspection by HMIC, HMI Probation, HMI Prisons, and the HMCPSI (2012). SHAPLAND, J., Restorative Justice in practice: what works for victims and offenders, Routledge (2011) gives a useful summary of the research relating to RJ conferencing.

² Other OCDs are cannabis warnings, cautions, conditional cautions.

³ In 2013/4 I funded the Centre for Justice Innovation from my Innovation Fund for a year to introduce Neighbourhood Justice Panels across Wiltshire so that they are available more widely.

⁴ Transforming the CJS: a strategy and action plan to reform the Criminal Justice System, Ministry of Justice, June 2013; Transforming Rehabilitation: a strategy for reform, Ministry of Justice, May 2013.

⁵ Grant funding for victims is limited for benefit of victims of crime.

⁶ From 31 May 2014 the rehabilitation of low to medium risk offenders (i.e. approx. 55 per cent) will be managed and delivered by 21 regional CRCs. Wiltshire, Bristol, Somerset and Gloucester are combined as a CRC.

⁷ The number of deferred sentence referrals may be small. Pathfinder research is underway, due to report 2015, and MOJ has published guidance under s.1ZA(6) of the Powers of the Criminal Courts (Sentencing) Act 2000 about deferring the passing of sentence to allow for RJ, 19 May 2014.

⁸ www.restorativejustice.org.uk

Police and Crime Plan

UPDATE 3 - Finance in the new structure

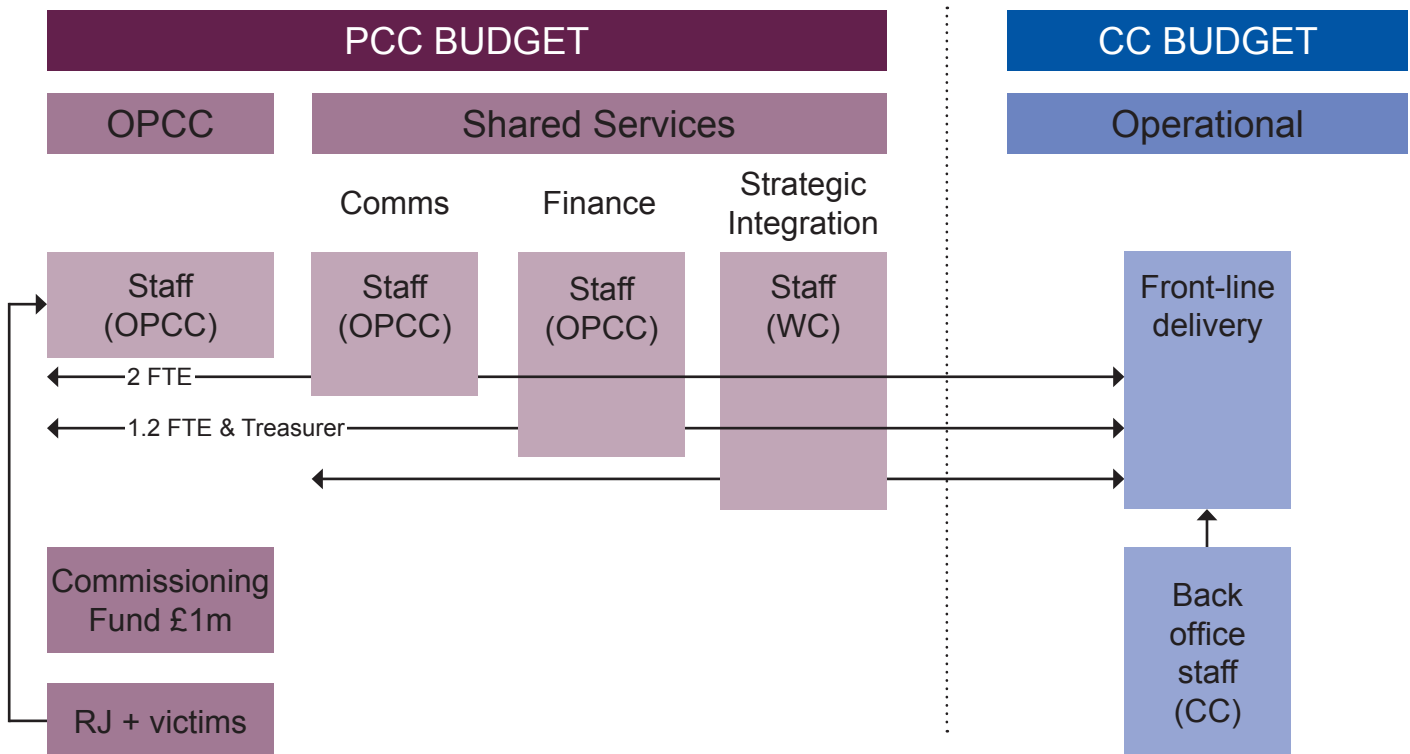
The role of a PCC is to commission services. The detailed finances are covered in my Medium Term Financial Plan which can be found on my website. In April 2014 I raised the police element of the council tax by £3.15 on a Band D property in order to help off-set the effects of the Comprehensive Spending Review. I anticipate further reduction of central funds in future years. However, through maintaining an annual contribution to capital spend requirements, I have been able

to finance capital improvements without recourse to borrowing. My office remains debt free, and I have no plans to sanction borrowing by the Chief Constable.

On 31 March 2014 the Chief Constable became a corporate entity in his own right. Whilst all properties and contracts remain vested in me, as Commissioner, the Chief Constable became the employer of staff transferred to him under the Police and Social Responsibility Act 2011.

Essentially, all operational officers and staff are on his books, together with many of the back office staff. I have retained Finance and Communications staff as part of a joint team providing back office services to both offices within the policing and crime sphere. I am responsible for the group accounts, given that all financial resource comes to my office for the commissioning of police and other crime-related services. I set out the arrangements in the diagram below.

PCC Group Accounts



Police and Crime Plan

UPDATE 3 - Finance in the new structure

Police objective analysis

In order to allow comparison between the offices of PCCs and their Forces, an objective accounting methodology has been adopted. I set out below how the funds received by the Office of the Police and Crime Commissioner (OPCC) will be used in the current financial year:

| Summary | £000's | Split |
|---|----------------|---------------|
| Local policing | 30,239 | 28.8% |
| Dealing with the public | 6,774 | 6.4% |
| Criminal Justice | 7,757 | 7.4% |
| Specialist Ops (Roads Policing, Armed Response and Dog Section) | 7,149 | 6.8 |
| Intelligence | 4,164 | 4.0% |
| Investigation (including support) | 21,839 | 20.8% |
| National policing | 857 | 0.8% |
| Back office support (including ACPO) | 22,692 | 21.6% |
| OPCC | 784 | 0.7% |
| Capital finance and pensions | 2,844 | 2.7% |
| Total | 105,099 | 100.0% |

The allocation of funding is between the OPCC, the Chief Constable's office and external allocations. It was set out in the Budget Book as follows:

| | 2013-14 | 2014-15 |
|-----------------------------------|------------------|------------------|
| OPCC office costs | £0.937m | £0.923m |
| OPCC capital contribution | £0.750m | £0.739m |
| OPCC external funding allocations | £0.790m | £0.790m |
| OPCC Chief Constable allocation | £104.489m | £102.947m |
| | £106.966m | £105.399m |

PCC commissioning fund

In May 2014, I rationalised the various income streams to create a commissioning fund of £1,000,000. The fund excludes amounts payable for the Bobby Van and SPLASH at this stage. The source of the funding and the committed budgets for 2014 / 2015 are set out below. I have an unallocated amount of over £250,000 for 2014 / 2015 to commission further services to deliver my Police and Crime Plan. I will account annually for them. They are in addition to sums made available to the OPCC to commission support services for victims, including restorative justice.

Police and Crime Plan

UPDATE 3 - Finance in the new structure

| | |
|--|----------------------|
| Local partnership funding moved in from Force external commitments | £199,839.00 |
| YOT funding | £113,190.00 |
| CS funding | £477,000.00 |
| Business Continuity virement (transfer) in | £149,254.00 |
| Innovation Fund under spend | £47,913.00 |
| Staffing savings (Treasurer and Litigation Assistant) | £64,882.00 |
| | £1,052,078.00 |

ALLOCATION 2014/2015

Total funding = £1,047,913.00

Total proposed allocation at 23/05/2014 = £765,480.65

| | |
|---|-------------|
| Swindon Drug Intervention Programme and Alcohol Arrest Referral Service (this amount committed for 2014/15 and 2015/16) | £69,380.00 |
| Wiltshire DIP | £105,992.00 |
| Swindon YOT | £76,994.00 |
| Wiltshire YOT | £135,196.00 |
| SPLITZ (this amount committed for 2014/15, 2015/16 and 2016/17) | £35,565.00 |
| Wiltshire Safeguarding Children Board | £20,000.00 |
| Swindon Safeguarding Children Board | £12,448.00 |
| Fresh Moves | £63,500.00 |
| MAPPA | £32,500.00 |
| Neighbourhood Alert | £138,478.00 |
| Community Speedwatch (30,000 letters) | £75,427.65 |

Community safety funds

Last year was the final year in which a separate community safety fund was allocated to me. I am required to set out how that funding was distributed. This is shown in the table below.

Allocation and spend against this grant in 2013-14

| Expenditure category | Actual resource expenditure (£) |
|---|---------------------------------|
| Fresh Moves (was Positive Futures at time payment was made) | 63,500 |
| Wiltshire Community Safety Partnership | 40,000 |
| Wiltshire Drug Intervention Partnership | 70,427 |
| Wiltshire Youth Offending Team | 64,000 |
| Swindon Community Safety Partnership | 90,000 |
| Swindon Borough Council Drug Intervention Programme | 53,380 |
| Swindon Youth Offending Team | 35,000 |
| Wiltshire Probation Trust | 60,000 |
| Junior Good Citizen - contribution towards costs | 693 |
| Total expenditure | 477,000 |
| Total grant provided | 477,000 |

Police and Crime Plan

UPDATE 3 - Finance in the new structure

Force external funding

One of the component parts of the Commissioning Fund is an amount designated as Force External Funding. The totality, allocation and spend against this funding for 2013 /2014 is shown below. As can be seen from the table, some of these awards have been continued in this year's allocation.

| Description | Amount |
|---|-------------------|
| Swindon Safeguarding Board | 12,448.00 |
| Safety cameras (purchase for Community Speedwatch) | 28,375.00 |
| Wiltshire Drug Intervention Partnership | 35,565.00 |
| Equal Chances Better Lives | 5,000.00 |
| Junior Good Citizen - contribution | 2,117.00 |
| Wiltshire DARG | 35,565.00 |
| MAPPA | 32,822.68 |
| Swindon Borough Council Drug Intervention Programme | 16,000.00 |
| Multi Agency Safeguarding Hub | 9,000.00 |
| Children's Safeguarding Board | 20,000.00 |
| Total: | 196,892.68 |
| Budget: | 199,839.00 |

Police and Crime Plan

UPDATE 4 - Volunteering strategy

Support for the reduction of crime and disorder by communities is key to the Police and Crime Plan. The engagement of individuals and groups is inherent in the strapline “partnership, pro-activity and prevention”.

Some of the partners are statutory bodies, but the greater number are in the community voluntary sector, and at the base of all this are individuals who are engaged volunteers.

The role of volunteers in helping to deliver my Police and Crime Plan is multi-faceted. I believe that greater clarity to the plan's delivery objective will be achieved by breaking the areas down.

- There are people who volunteer in support of the OPCC and its functions
- There are people who directly support the Chief Constable and his delivery of the Police and Crime Plan
- There are those within the Constabulary who volunteer outside their normal duties
- There are individual members of the community who volunteer in organisations commissioned by the OPCC
- There are volunteers in partner organisations which have an objective to reduce crime and reoffending.

The delivery of my Police and Crime Plan is supported by activity from within each of these groups, which can overlap.



Volunteering in the OPCC

I have a statutory duty to maintain an Independent Custody Visiting Scheme (ICVS). This plays a vital part in the work of the OPCC in ensuring the police service is open and accountable to the public.

Independent Custody Visiting allows members of the community, known as Independent Custody Visitors (ICVs), to visit custody in pairs and check on the welfare of detainees.

There are three custody units in Wiltshire and Swindon at Melksham, Salisbury and Swindon that are visited by

29 ICVs. In 2013, 162 visits were made to custody with 135 detainees seen during these visits.

I will shortly be introducing a Police Dog Welfare Scheme. This will provide the opportunity for independent observation on how police dogs are housed, trained and transported. The scheme aims to secure greater transparency, public understanding and confidence in police dog welfare. The reports that result from visits are then used to help regulate the treatment and care of dogs throughout the police service.

After appropriate training, Independent Visitors can make

Police and Crime Plan

UPDATE 4 - Volunteering strategy

visits from time to time on a discretionary basis. However circumstances may also arise where the police will wish to initiate a visit when, for example, there might be particular public concern regarding the treatment and welfare of police dogs. Visitors may inspect the conditions in which dogs are kept and be allowed access to welfare, training and veterinary records as well as being allowed access to speak to trainers, trainees, dog handlers and police staff.

Volunteering for the Constabulary

The highest profile volunteering activity in support of the Chief Constable is the Special Constabulary. In my Police and Crime plan I suggested that I wanted to see this increased

in numbers to 300. I have now published greater guidance around that broad objective.

In addition to the Special Constabulary, the Force is also supported by the Police Support Volunteers Scheme (PSVS). There are currently around 20 of these and they are directed, trained and controlled by the Constabulary. There are a wide range of activities they can engage in to support the day to day work of the Constabulary. This can include offering a translation service, as in Trowbridge, or supporting a Safer Neighbourhood Team in its communication with residents.

The Constabulary also has an active and supportive chaplaincy service for its staff. This consists of dedicated individuals from a wide range of faiths.

Volunteering by Constabulary staff

Good employers encourage staff to become engaged in activities outside their workplace which help develop their skills for the workplace.

Staff of Wiltshire Constabulary created Bluez 'n' Zuz in 2005. The scheme has been awarded the Queens Award for Voluntary Service (MBE). This has support from the Constabulary and Neighbourhood Policing Team resources are used but it is a staff voluntary activity. They arrange discos for 11 to 15 year olds across the county. The events are held in Warminster, Westbury, Salisbury, Tidworth, Devizes, Trowbridge, Corsham, Marlborough, Calne, Chippenham, Tisbury, Wilton and Alderbury. It is usually attended by members of the local policing team, PCSOs and Specials. Between 30 and 200 people can attend these events, and there is a small affordable charge. The staff volunteers arrange the hall, book the disco and arrange a prize draw with donations from local businesses. Other volunteers run a "tuck shop". This is a remarkable demonstration of the "police being the people", that prime "Peelian Principle" being acted out. In 2013 the number of events held dropped. A review is being undertaken for report to my office.

Wiltshire Police itself has recently launched a Police Cadets



Police and Crime Plan UPDATE 4 - Volunteering strategy

scheme. An initial intake of 20 students (14-16) from north Swindon meet weekly on a Thursday evening at Gablecross. The activity is supported by officers and volunteers of the Special Constabulary. This is a modern cadet scheme, and is not to be seen as an early entry method to Wiltshire Police. Over time a greater proportion of individuals who have been, or are likely to be, engaged with the criminal justice system will be encouraged to join. The aim is "to reduce youth vulnerability to crime and social exclusion through enhancing young people's ability to contribute and achieve". It is hoped that this scheme will roll out across the market towns and the City of Salisbury in due course.

I was pleased to support an approach by officers to fund the Outbox scheme through the Innovation Fund. Again, a scheme of staff rather than of the organisation. This group works with established boxing clubs across the county to engage young people in the discipline of boxing. In particular they are seeking to direct those young people who are disengaged or disaffected into a supportive and disciplined environment.



Staff of the Constabulary volunteer in many other arenas.

Some police staff are Special Constables, and some volunteer with the Army Cadets.

Commissioned organisations and partners of OPCC

My office has both commissioned and supported services, either through its Community Safety Fund or the Innovation Fund. In the future there will be two further commissioning funds, one for victims and one in support of restorative justice.

Scanning the Police and Crime Plan a number of voluntary organisations are specifically mentioned and it is worth giving an update on these first.

Community Speed Watch (CSW) is a service commissioned from the Constabulary.

Two posts have been established and a management system introduced.

The initial problem was that letters to speeders were not being dispatched, but this is no longer the case. As at 31 July 2014 it was taking on average 4.8 days to process each return and send out letters.



CSW volunteers had observed more than 23,000 speeding vehicles, which resulted in letters being sent to the speeders, and had requested more than 420 visits to speeders by Neighbourhood Policing Teams.

The number of schemes has risen from 68 to 124 active teams. Volunteers now get a regular newsletter and an annual meeting is being arranged, hosted by my office.

The total number of volunteers is in the region of 930.

Street Pastors have benefited from additional funding for training from the Innovation Fund. They operate in Swindon, Chippenham, Salisbury and Amesbury. Around 150 volunteers are engaged, and they support the policing of the night time economy, including ASB reduction, as well as giving advice and practical support for those out at night. There is a working protocol between the pastors and the constabulary.

Neighbourhood Watch is an independent organisation, properly known as the Wiltshire and Swindon Neighbourhood Watch Association. Over the years there have been various schemes of engagement by the constabulary; however the organisation will now be better supported by a direct commissioning arrangement by my office. To promote this a project team of the association,

Police and Crime Plan

UPDATE 4 - Volunteering strategy

my office and the constabulary are working on a business case. We should be very clear that Neighbourhood Watch is separate from the constabulary. It is desirable that there is a good working relationship between the two organisations and that there is a two-way flow of information between them and this will be defined in a protocol and working instructions within the Force. Equally we recognise that mere membership of a scheme is not a volunteering activity.

A key part of the Neighbourhood Watch project is a robust IT solution for the storage of contact details and the receipt and dissemination of information. This platform will be a commercial product, but one to which other organisations can link in due course. The constabulary have indicated that they would be interested in having portals



for individual Safer Neighbourhood Teams, and using the platform for Horse and Farm Watch maintained by officers. There are many other “watches” that could consider using the platform: Street, Dog, Canal, Bridge to name a few. Other public sector organisations have also expressed an interest in joining, including Swindon Borough Council. The platform is already used by national organisations such as Neighbourhood Return.

I am proud to have commissioned Wiltshire and Swindon Community Messaging. It enables people to sign up for free email, text or voicemail messages about policing and crime matters in their neighbourhood.

The scheme will allow Wiltshire Police to share information quickly and efficiently with our communities, including Neighbourhood Watch coordinators and members.

It will be a two-way process because people who have signed up will be



able to reply to messages, feeding back information to their Neighbourhood Policing Team.

My office has been working closely with Wiltshire Police and Wiltshire and Swindon Neighbourhood Watch Association to develop Wiltshire and Swindon Community Messaging which is part of Neighbourhood Alert, a system used by Neighbourhood Watch at a national level and 12 other police forces.

Neighbourhood Justice Panels were established in Swindon as part of a Ministry of Justice pilot in Swindon. Following an application from the Centre for Justice Innovation, I have commissioned an extension of the service into Wiltshire. It is the aim that there will be panels serving the entire county, and training is being undertaken by volunteers. These panels

Police and Crime Plan

UPDATE 4 - Volunteering strategy

are integral to the Restorative Justice commissioning, which is covered elsewhere. The success of the panels is dependent upon receiving referrals from the police, housing providers and the local authority.

Wiltshire Bobby Van Trust (WBVT) was formed in 1998 and helps elderly, vulnerable and disadvantaged people who have been victims of, or are considered to be at risk of, house crime, hate crime or domestic violence. Bobby vans are directed to their tasks by coordinators working from an operations room who receive referrals, decide on work priorities and despatch the vans using sophisticated communications equipment. On arrival the operators conduct a security audit and then fit necessary security equipment to ensure the home is safe. In addition they carry out a fire risk assessment and fit smoke detectors when appropriate. Finally, all aspects of home, personal and fire safety are discussed and practical measures provided. The service is provided free of charge.



The Wiltshire Bobby Van Trust

The trust is supported by my office by the provision of certain "in kind" support. Staff are

employees of the OPCC but their costs are recharged and paid by the charity. WBVT provides an important service to a specific group, and forms part of the overall provision of services to victims. It is not currently a commissioned service.



Splash runs positive activities during school holidays for young people aged nine - 16 years. It prioritises those with the greatest needs and aims to provide a range of activities throughout the county. All activities are dependent on securing funds from various charities, trusts and grants programmes. Splash was founded in 1989 as a project delivered in Chippenham and run by police officers. It quickly became a success with projects being introduced in other towns in Wiltshire. By 1995 it became a charity, independent of Wiltshire Police but still supported by them, governed by a formal constitution and board of trustees. The charity relies on volunteers to deliver many of its services. The number of activities run each calendar year is dependent on income generated but they normally achieve around 27 – 50 days of activity offering in the region of

350 to 600 places and regularly achieve an engagement rate in excess of 80 per cent. The OPCC employs two members of staff, the cost of one is reimbursed by the charity. It is not currently a commissioned service, although it was the recipient of an Innovation Fund grant.

Probation and the Youth Offending Teams make extensive use of volunteers in providing support to offenders or those in danger of offending.

Victim Support, as part of a nationally funded project, provides support for the victims of certain crimes. These are reported by the police to Victim Support who make contact with the victim and offer appropriate support. From April 2015, this service will be commissioned locally by my office.



They also provide, again through a national contact, a Witness Support Service at local courts throughout the county.

As part of the Police and Crime Plan and in support of the overall engagement of volunteers in reducing crime and disorder, a £1m innovation fund was established. The reliance on

Police and Crime Plan

UPDATE 4 - Volunteering strategy

or use of volunteers was not a factor in the evaluation of the projects, however it is interesting to note those who declared their volunteer base and those who anticipated growing that base (marked *). Three rounds of funding have been undertaken and the organisations below have been funded.

Monitoring

The overall objective of my Police and Crime Plan is to reduce crime in our already safe county. There is no one

activity, nor one agency, that will achieve this goal. Indeed it may only be achieved over time as much behaviour is inter-generational. The purpose of the plan is to enhance support and commitment to make Wiltshire and Swindon an even safer place, and to commission services from the police, partners and the community voluntary sector to achieve this ambition.

Individual grants and commissions have performance indicators attached where appropriate, but there are few

hard targets within the plan itself. I do want to see 80 per cent of the county covered by an appropriate “watch” scheme and that will be the target given to Neighbourhood Watch as part of the support package. The business case will define this goal.

| | | |
|----------------------------------|------------|------|
| SPLASH | £38,448.00 | 6* |
| Centre for Justice Innovation | £72,600.00 | 200* |
| Wiltshire Police (Outbox Scheme) | £22,200.00 | tba* |
| Swindon Women’s Aid | £35,000.00 | 6 |
| BIOS - Settings for Life | £63,500.00 | 10* |
| Wiltshire Probation Trust | £92,805.00 | 46 |
| Trowbridge Community Area Future | £7,500.00 | 12 |
| Doorway Wiltshire Ltd | £9,000.00 | 70 |
| Swindon Advocacy Movement | £25,598.00 | 30 |
| Victim Support (Safe Places) | £7,333.20 | 5500 |
| Salisbury Street Pastors | £10,000.00 | 150* |
| Unchosen Swindon | £660.00 | n/a |
| Youth Adventure Trust | £34,870.00 | 178* |
| SBC East Locality | £11,000.00 | tba* |
| Circles South West | £78,739.00 | 6 |
| Warminster Street Pastors | £600.00 | 27* |
| SEQOL | £29,500.00 | 10 |
| C-Change Empowerment | £28,410.00 | 3 |
| Swindon 105.5 | £11,840.00 | 120* |
| Threshold Housing | £20,865.00 | 4 |

Police and Crime Plan

UPDATE 5 - Complaints and professional standards



1. My objectives

I set out in my plan objectives for driving up customer service standards as follows:

- a) For Wiltshire Police to receive fewer complaints, especially for incivility, impoliteness and intolerance
- b) For the constabulary's performance to be in the top quartile for the country
- c) For mediation and local resolution to be the default remedy within the complaints system
- d) For the constabulary to apologise at the outset where it has clearly made a mistake

In my service level measures I set out two relevant thresholds:

- a) The number of incidents of incivility, impoliteness, intolerance should not exceed 123 in any year
- b) The number of days taken to finalise a local resolution should not be more than 52.

2. Progress

I indicated I would scrutinise the police complaints systems so that I can see whether the customer care elements of training are having an impact and whether those providing services are applying common sense and are customer focused.

Independent Adjudicator

I promised to appoint an independent adjudicator to perform this function on my behalf. Professor Allan Johns (pictured right) was appointed at the start of my term and his primary role is to adjudicate appeals where a member of the public is dissatisfied about the way his/her complaint has been handled by the constabulary.

His role includes monitoring of process and dip sampling individual files in order to provide me with assurance that the complaints system is both rigorous and fair; monitoring the efficiency and effectiveness of the Professional Standards and Anti-Corruption departments in the

handling of conduct and integrity matters; and investigating any complaints against the Chief Constable.

3. Operational ethics, standards and culture board

I sit on this new board which brings together the senior management of the constabulary and my office to review the new national code of ethics and the application of the Wiltshire Constabulary values and behaviour framework. There are several areas where I bring in independent people to scrutinise areas of constabulary activity: I have recruited Independent Custody Visitors who regularly inspect and report upon the three (currently two) custody units we have in Wiltshire; a panel of four



Police and Crime Plan

UPDATE 5 - Complaints and professional standards

independent Wiltshire residents drawn from the Neighbourhood Justice Panel who dip sample individual police complaint files and, with the Independent Adjudicator, they report to me on the way the system is working; there is a separate independent panel which reviews those cases which are disposed of by the constabulary without recourse to the criminal courts.

We are making significant progress in bringing together the work of the Independent Adjudicator, the individual Wiltshire residents who dip sample and scrutinise a variety of constabulary functions; and the management apparatus within the constabulary. This will provide me and the people of Wiltshire and Swindon with the necessary reassurance as to the ethics and integrity of the policing service they receive.

People Intelligence Board

The drive for transparency is such that the independent adjudicator has been asked to attend the People's Intelligence Board at its monthly meeting which looks at complaints, misconduct allegations and performance of individual officers over a period of time so as to reach a balanced conclusion on the overall suitability of an officer for the role and, where appropriate, identifies action to improve the performance of the individual concerned.



Angus and one of the Independent Custody Visitors

This is a very welcome development which prevents the serial dismissal of individual allegations which has been a feature of previous complaints systems and other constabularies. It is joining together the evidence in relation to an individual and learning the lessons as an organisation that must result in a change in culture and the raising of standards.



Independent Police Complaints Commission

National developments in the course of the last 12 months have impacted on this area of business. There will be an increased role for the Independent Police Complaints Commission (IPCC) to deal with a wider range of complaints.

This will divert resources from the constabulary and I will

need to be convinced that adequate resources remain for this essential function to be discharged effectively. The national College of Policing now maintains a list of officers who are barred from serving in the office of constable. This is a welcome development in the professionalisation of policing.

Performance

In the reporting year April 2013 - March 2014, Wiltshire Police have managed to meet the two key thresholds that I set for complaints:

There were 119 complaints involving incivility, impoliteness or intolerance which is below my threshold of 123. The average time to locally resolve complaints was 48 days which is likewise below both my threshold of 52 and that for most similar force (MSF) group (54). The same thresholds will apply in 2014/15, and I will continue to monitor

Police and Crime Plan

UPDATE 5 - Complaints and professional standards



progress on work currently being done by the Professional Standards Department to identify groups of officers who attract the majority of complaints of incivility and/or intolerance. I will also monitor a welcome Wiltshire Police Federation initiative aimed at assisting Wiltshire Police in the further development of robust professional development proposals to provide staff with the necessary knowledge, skills, attitudes and behaviours to prevent these issues.

In the reporting year 2013/14 Wiltshire Police managed to finalise 63 per cent of complaint allegations by the approved process of local resolution which was by far the highest within its MSF group; this is widely accepted as being the preferred route to resolving complaints and

I have therefore set a threshold of 60 per cent for the 2014/15 reporting year.

The total number of complaint allegations received per thousand of establishment has increased significantly from 228 to 299 for the reporting periods 2012/13 and 2013/14 respectively. Wiltshire Police had the third highest number of allegations per thousand of establishment within its most similar force (MSF) group. Other forces have registered increases ranging from 11 per cent to 47 per cent. I am therefore continuing to closely monitor work in progress which is aimed at establishing the likely reasons for the increase and I have set a challenging threshold of 250/1000 for the 2014/15 reporting year.

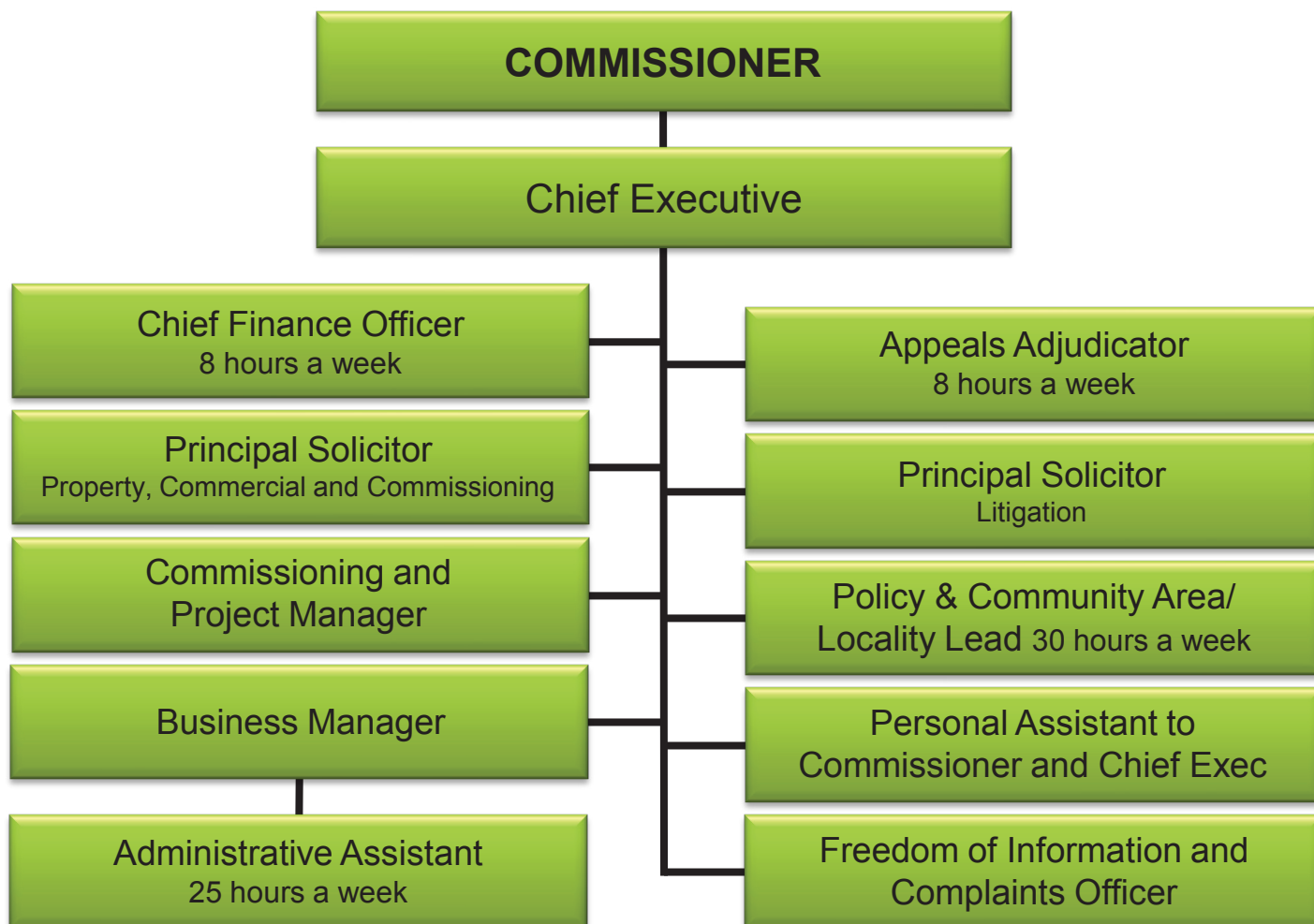
Complaints alleging neglect and/or failure of duty continue to be a particular area of focus because they are a very good indicator of customer satisfaction. In the reporting year 2013/14 Wiltshire Police received a total of 107 such allegations per 1,000 officers and I have decided to set a challenging threshold of 80/1,000 for 2014/15.

The number of appeals against the outcome of complaint investigations and the number that are upheld by my Independent Adjudicator and the IPCC provide me with an important indicator of the likely degree of customer satisfaction with the handling of complaints by Wiltshire Police.

I will therefore continue to closely scrutinise performance in this respect. The total number of appeals has reduced from 64 to 55 in the reporting years 2012/13 and 2013/14 respectively. The number of appeals that are upheld has also been a particular area of national focus by the Home Office and the IPCC. In 2013/14, 29 per cent of appeals against Wiltshire Police were upheld. With the foregoing considerations in mind, I have decided to set challenging thresholds of 50 appeals of which not more than 20 per cent of appeals determined in the 2014/15 reporting year should be upheld.

Police and Crime Plan

UPDATE 6 - Structure of the office of the Police and Crime Commissioner



Police and Crime Plan

UPDATE 7 - Key statistics

Population, performance and workforce

Key population statistics:

| | Total numbers | 0-14 yrs numbers | 0-14 yrs percentage | 15-64 yrs numbers | 15-64 yrs percentage | 65+ yrs numbers | 65+ yrs percentage |
|--------------|----------------|------------------|---------------------|-------------------|----------------------|-----------------|--------------------|
| Wiltshire | 470,981 | 84,848 | 18.0 | 300,645 | 63.8 | 85,488 | 18.2 |
| Swindon | 209,156 | 38,789 | 18.5 | 141,513 | 67.7 | 28,854 | 13.8 |
| Total | 680,137 | 123,637 | 18.2 | 442,158 | 65.0 | 114,432 | 16.8 |

Source: Census 2011, Office for National Statistics

Recorded crime - data obtained from Perfin 2013/14 spreadsheet:

| | Total | Violence against the person | Sexual offences | Robbery | Burglary | Burglary in a dwelling | Offences against vehicles | Criminal damage |
|---|--------|-----------------------------|-----------------|---------|----------|------------------------|---------------------------|-----------------|
| Wiltshire total 12 months to April 2012 | 32,881 | 6,910 | 799 | 131 | 3,851 | 1,102 | 2,991 | 5,789 |
| Wiltshire total 12 months to April 2011 | 33,645 | 6,119 | 616 | 141 | 4,403 | 1,319 | 3,396 | 6,125 |
| % change from 12 months to April 2011 | -2.3% | 12.9% | 29.7% | -7.1% | -12.5% | -16.5% | -11.9% | -5.5% |
| Change in victim numbers | -764 | 791 | 183 | -10 | -552 | -217 | -405 | -336 |

Staffing numbers:

| | 2012-13 average numbers (full-time equivalents) | 2013-14 average numbers (full-time equivalents) | 2014-15 estimated numbers (full time equivalent) |
|-----------------------------------|---|---|--|
| Police officers | 1,057 | 1,041 | 1,018 |
| Police Community Support Officers | 146 *1 | 136 | 138 |
| Police staff | 848 | 829 | 882 |
| Total | 2,051 | 2,006 | 2,038 |

*1: This includes four externally funded posts

Police and Crime Plan UPDATE 8 - Special Constabulary

Within the Police and Crime Plan 2013-2017 (page 18) I set an objective for the Constabulary of having “a minimum of 300 active Special Constables across Wiltshire and Swindon, each attached to communities and contributing an average of at least 16 hours per month”.

The Special Constabulary had a successful year in 2013 with numbers increasing and the Calne team winning the prestigious Arthur Ellis Trophy. This followed a Wiltshire success in 2012 as well.

I now feel that the bold objective in the Police and Crime Plan can be expanded and made more specific.

The base document for any discussion around the Special Constabulary must be the Miller Review of 2008, which proposed a Special Constabulary strategy. Ian Miller was the Commandant of City of London Police and the report was commissioned by Wiltshire Constabulary. In November 2008, the Specials establishment was 113. The review’s aim was to reverse the trend of diminishing numbers and build a committed and effective Special Constabulary of 300 officers by the end of 2010.

At the time of writing the draft Police and Crime Plan (December 2012) the number was 291, but equally it was clear that they were not all doing the required hours, or the recording of hours was not robust.

Since November 2012 there have been four intakes:

| | |
|----------------|----|
| November 2012 | 20 |
| March 2013 | 21 |
| May 2013 | 13 |
| September 2013 | 19 |

This compares with past years:

| | |
|------|------|
| 2010 | – 98 |
| 2011 | – 71 |
| 2012 | – 57 |

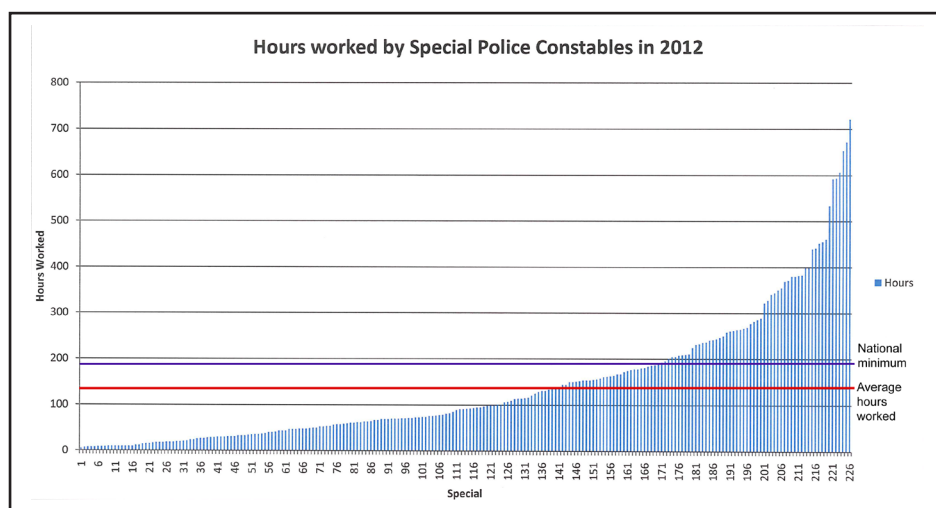
In December 2013 the total number of Special Constables was 208. They are deployed within Response Teams and Neighbourhood Policing Teams throughout the county. Of the 208, 183 meet their commitment with regard to completing and recording a minimum of 16 hours per month.

Attending the attestation (or swearing in) ceremonies for the new recruits, it became apparent that many joined as a route to becoming a regular officer. At one ceremony 17 out of 20 expressed a desire to become a regular. The expectation should be managed out of the recruitment process. Members of the Special Constabulary should be joining to contribute to that organisation.

At the current time 30 police staff are serving as Specials.

The current attrition rate of Special Officers within Wiltshire is 17 per cent, which is broadly in line with the national average. The Miller report suggested that a rate of ten per cent should be adopted, and this would be consistent with a recruitment policy that sought to maintain the Special Constabulary in its own right.

Of the 208 Specials at the end of 2013, only 84 were able to



Police and Crime Plan

UPDATE 8 - Special Constabulary



patrol independently. This was the target for the end of 2010, and progress has been made in the conversion rate since then. Training for a Special Constable takes 14 weeks. We now need to be clear about the status of the "300". The Miller report recommended:

1. All officers in training to undertake Student Officer Learning and Assessment Portfolio (SOLAP), to be completed within 18 months
2. All Special officers to receive annual personal development reviews with generic Specific Measurable Achievable Realistic Timely (SMART) objectives set
3. Officers may be considered for specialist posts after gaining independent patrol status and completing a

minimum of two years policing experience.

These should be included in the performance metrics for the Special Constabulary.

The Specials are a resource for the Chief Constable and should form part of his review of strategic resources. Recruitment material issued for Specials gives an expectation which is limited and, in the main, points towards the policing of the night time economy.

This is important work and Specials can be used to reduce the demand on regular officers. However, Specials can also contribute to the front line visible policing in neighbourhoods. In December 2012 there were nine Specials specifically attached to neighbourhood teams, five of whom were in Marlborough.

Consideration should be given to a review of the establishment to include an attachment of a number of officers to each neighbourhood team as well as other specialist areas such as roads policing, rural crime, wildlife officers etc. The Constabulary should review its opportunities for the deployment of Specials and recruit to meet these needs. Consideration could be given to a full Police Support Unit (PSU) of Specials as a contribution to the Strategic Policing Requirement. Given the training period to gain independence, and that that is the ultimate goal, the Force should create a training and recruitment plan to achieve the independent resource levels. This may be a plan for at least five years to achieve a sustainable Special Constabulary.

In November 2013, at the Specials awards, I announced that in 2014/15 I would be making available specific funding for the Special Constabulary. This would cover marketing, dedicated training staff, costs of other trainers, materials, uniforms, equipment and radios.

If, as a result of the Chief Constable's review, 300 officers is the correct number, the base cost would be approx £175,000 per year. However there will be additional costs which need to be evaluated, including full time staff and officer costs, especially if the Specials are to be truly integrated with the regular Force.

Police and Crime Plan

UPDATE 9 - Governance of the Constabulary





Office of the Police and Crime Commissioner

London Road, Devizes,
Wiltshire SN10 2RD



pcc@wiltshire.pcc.pnn.gov.uk



01380 734022



www.wiltshire-pcc.gov.uk



WiltshireandSwindonPCC



@PCCWiltsSwindon

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Response to Volunteers and Special Constables Task Group

4th September 2014



| Rec No | Recommendation |
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| R1 | <p>Clearly defines how Special Constables will be attached to communities</p> <p>The Force's review of the Special Constabulary identified a model in Trowbridge whereby Special Constables were assigned to a specific Neighbourhood Policing Team (NPT). Each Special Constabulary team consists of approximately six Special Constables led by a Special Sergeant. This ensures that the NPT Sergeant has a clear point of contact with regard to tasking Specials through the Special Sergeant. This model allows Special Constables to become involved in the setting of NPT priorities, getting to understand the local issues, and helping to identify solutions and being part of that solution. Specials are the first port of call for requests of assistance at events or crime trends on an NPT. This approach aims to maximise the effectiveness and efficiency of each Special Constabulary team and ensures the NPT and the community value the contribution that Specials can make. This approach is now being rolled out across the whole of the Force area. The Special Constabulary is now set up with each NPT having at least one team of Specials attached to it although a period of time for this new approach to embed is required. This approach echoes my vision as set out in the Police and Crime Plan Updates of an attachment of Special Constables to each NPT as well as other specialist areas.</p> |
| R2 | <p>In light of R1, agrees an appropriate number of Special Constables and develops a strategy and implementation plan for the recruitment, retention, and training of Special Constables</p> <p>The Panel will be aware that in my Police and Crime Plan I talk about a minimum of 300 active Special Constables across the Force area. This target has not yet been reviewed although is unlikely to be achieved in the short term. This is mainly due to the attrition rate of Special Constables and current recruitment levels. Whilst there is no strategy for the number of Specials required the Force is above the national average for current levels. Contact has been made with those who have recently left the Special Constabulary asking for their reasons for doing so. The most usual reasons for leaving included joining as a regular, moving away or work commitments. Some responses did refer to lack of support from within the Special Constabulary and the wider force. As referenced in my Police and Crime Plan updates, a training plan has been developed by People Development which addresses the lengthy period of training required prior to a Special Constable being allowed on duty. A particular focus will come in e-learning prior to class room training. The outcome is aimed at increasing Special Constabulary numbers as this change in approach will reduce the amount of time spent training and will allow Special Constables to be on patrol sooner. Ongoing training and retention were identified as issues in the Force's recent review of the Special Constabulary as well as the recruitment of Specials. These issues are still being addressed within</p> |

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| | <p>the subsequent action plan and I have asked for regular updates to be provided at the Commissioner's Monitoring Board.</p> |
| R3 | <p>Uses available national guidance and the experience of the Kent Constabulary to explore opportunities for achieving best practice in the recruitment, training, and deployment of Special Constables</p> <p>The training plan that has been developed by People Development takes account of best practice and is linked with national guidance. It does, however, reduce the recommended time in a classroom environment but this is currently being trialled with success in Devon and Cornwall. By being as inclusive as possible and encouraging members of the public from all communities to apply to become Special Constables inevitably causes difficulty with regard to the level of individual commitment when training. This is because the current training programme relies heavily on weekend training for around six months. The alternative is to have an intensive three week period at the beginning of the training period which has been trialled by Devon and Cornwall. However, both approaches mean that some individuals struggle to commit for either such a long period of time, or for such an intense period of time.</p> |
| R4 | <p>Considers:</p> <ul style="list-style-type: none"> a) Using the Volunteer Centre Wiltshire to help develop and enhance the Constabulary's use of volunteers b) Signing up to the Valuing Volunteering Promise to demonstrate the Wiltshire Constabulary's commitment to the principles of Choice, Inclusion, Support, Safety, Reimbursement and Reward when using volunteers c) Introducing a time credits scheme to build on the valuable contribution already made by many Police Officers who take part in unpaid voluntary work; and d) Introducing a scheme to encourage employers to support and promote the recruitment of Police and Community Safety volunteers from within their workforces <p>From April 2014 Police Volunteers have sat with the Strategic Control of Superintendent, Crime Prevention. Scott Bateman (a Special Constable) is now leading on volunteers with support from Insp Crime Prevention. Scott was awarded the MBE for introducing over 10,000 volunteers to the Ambulance Service. Together with Terry Wilkins (ACPO lead on 'Citizens in Policing') they have prepared a Plan and Policy around police volunteers. My Special Constabulary Police and Crime Plan Update and the recommendations from the Panel Task Group have been passed to Scott Bateman for his consideration. An update on the work that has been undertaken by Insp Crime Prevention and Scott Bateman is due to be presented to the Commissioner's Monitoring Board shortly.</p> |
| R5 | <p>Confirms that Neighbourhood Alert will:</p> <ul style="list-style-type: none"> a) Be implemented with crime-reduction as its central purpose; b) Be used to reinvigorate the Neighbourhood Watch schemes across Wiltshire and Swindon; and c) Co-ordinate the growing number of different 'watch' schemes <p>Wiltshire and Swindon Community Messaging (also known as Neighbourhood Alert) went live in 4 trial areas on 18th August 2014 (Malmesbury, Pewsey, Swindon West, and Warminster). Will provide a detailed update for Members on</p> |

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| | <p>this at the meeting. Neighbourhood Watch areas are being aligned to the 27 Neighbourhood Policing Team areas and work is underway to bring the remaining 23 areas on line. Once this has been completed other ‘watches’ (such as Farm Watch, Horse Watch) and partner agencies can be added. Messages can be tailored and sent to specific demographic groups and / or geographical areas from county wide to street level or a small cluster of homes. A communications strategy is in place including promotion of Community Messaging at the high foot fall Emergency Services Show on 7th September. Training on the use of the system is being rolled out to Neighbourhood Policing Teams. Typically, the police will use the system to send messages about:</p> <ul style="list-style-type: none"> • Crime prevention advice • Appeals for information • Community safety campaigns • News about cases such as sentencing outcomes for offenders • Community events, news and meetings |
| <p>R6</p> | <p>Acknowledges that achieving Neighbourhood Alert’s full potential as a crime-reduction tool will require active and ongoing commitment from Neighbourhood Policing Teams and defines how this will be achieved</p> <p>Wiltshire Constabulary Corporate Communications will manage the community messaging service on my behalf. A member of staff is in post to administer the system for Wiltshire Constabulary and is working with NPT and other frontline police services. NPT staff are being trained to use the system and will be actively encouraged by Corporate Communications. I have committed funding to community messaging which includes marketing and promotion of the system as part of the commissioned service provided by Wiltshire Constabulary Corporate Communications. Assistance and training for Neighbourhood Watch volunteers is supported by the National Neighbourhood Watch Association.</p> |
| <p>R7</p> | <p>Defines what criteria he will use to monitor and assess Neighbourhood Alert’s effectiveness</p> <p>The criteria which will be used to monitor the effectiveness of the community messaging system are:</p> <ul style="list-style-type: none"> • The number of members of the public who sign up to receive messages • The amount of usage • Feedback from users (police and public) • Longer term crime trends • A re-invigorated Wiltshire and Swindon Neighbourhood Watch with increased membership (measured by the number of coordinators). Community messaging is a tool for their executive to manage and access their coordinators. Contact between NPT and Neighbourhood Watch Coordinators is already being further developed as progress on the rollout is made. |

Angus Macpherson
Police and Crime Commissioner
Wiltshire and Swindon

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Wiltshire Police and Crime Panel

4 September 2014

Task Group update

Purpose

1. To provide an update on recent task group activity and propose any decisions requiring Panel approval.

Licensing Task Group

2. On 6 March 2014 the Police and Crime Panel discussed which topic would be most appropriate for consideration by its next dedicated task group. Licensing was agreed as the next topic and the Licensing Task Group was established.

Membership

3. Cllr Richard Britton (chairman)
Cllr Chris Caswill
Mr Chris Henwood
Cllr Linda Packard

Terms of Reference

4. The task group held their first meeting on 1st May and considered the project's scope and their methodology. The task group have adopted the following terms of reference, which closely reflect the aspirations in the Police and Crime Plan 2013-17 in regards to licensing:
 - 1 To investigate how Wiltshire Police, working with partners as appropriate,
 - ensures that only responsible applicants are licensed by local authority licensing committees;
 - encourages and supports the responsible management of licensed premises;
 - identifies licensed premises that are being managed irresponsibly;
 - takes a "firm approach" with licensed premises identified as being managed irresponsibly.
 - 2 If it is identified that these measures could be improved, to make recommendations regarding how this can be achieved to support the objective in the Police and Crime Plan 2013-17 of reducing the harm caused by irresponsible licensed premises.

Recent activity

5. On 9 July the task group met with Kieran Kilgallen, Chief Executive of the OPCC, and Sarah Kyte, Business Manager of the OPCC. The meeting was a general discussion of the OPCC and Police's approach to delivering the licensing objectives within the Police and Crime Plan 2013-17. The main themes were:
 - How police visits to licensed premises are recorded;
 - How the data from visits and incidents at licensed premises is used and shared;
 - How the Police contribute to the license application process;
 - How the licensing teams of the Police and the councils work together;
 - How the Commissioner measures the delivery of his licensing objectives.
6. The task group has now sent a list of questions relating to its terms of reference to the Commissioner for response.
7. On 21 August the Senior Scrutiny Officer visited the licensing team at Wiltshire Police to learn about their work.
8. The task group is currently arranging an information gathering session with officers from Wiltshire Council's licensing team.

Proposal

9. **The Police and Crime Panel are asked to note the update provided.**

Report author: Henry Powell, Senior Scrutiny Officer,
01225 718052, henry.powell@wiltshire.gov.uk

Police and Crime Panel Forward Work Plan

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

| Date | Location | Provisional Agenda Items |
|--------------------------|---|--|
| 19 November 2014 10am | Committee Room VI, Civic Office Swindon | <ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q2) – Risk / Performance / Finance / Complaints • Review of Restorative Justice (to include neighbourhood planning) • Final Report of the Licensing Task Group • Complaints and Conduct Matters for the period 1 May to 31 October 2014 |
| TBC January 2015 | TBC | <ul style="list-style-type: none"> • PCC Diary report • Draft Medium Term Financial Strategy (MTFS) report • PCC response to the Final Report of the Licensing Task Group • PCP Annual Report 2014 |
| TBC February 2015 | TBC | <ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q3)– Risk / Performance / Finance / Complaints / Innovation Fund update • Formal consideration of the PCC's proposed precept for 2015-16 |
| TBC March 2015 | TBC | <ul style="list-style-type: none"> • PCC Diary report |

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| TBC June 2015 | TBC | <ul style="list-style-type: none"> • PCC Diary report • PCC Annual report (including Quarterly data (Q4) - Risk / Performance / Finance / Complaints) |
| TBC September 2015 | | <ul style="list-style-type: none"> • Quarterly data (Q1)– Risk / Performance / Finance / Complaints / Innovation Fund update • Innovation Fund Evaluation |

Forthcoming items (dates TBC) : Speedwatch – a review on performance (Author: OPCC)