

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Council Chamber - Council Offices, Monkton Park, Chippenham,
SN15 1ER
Date: Thursday 5 March 2015
Time: **2.30 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
Amanda Newbery, Co-Opted Independent Member
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 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**

2 **Minutes** (*Pages 7 - 12*)

To confirm the minutes of the meeting held on 5 February 2015.

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 27 February 2015**. 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 **Horizon Victim & Witness Care**

A presentation will be given by the Chief Executive of Horizon Victim & Witness Care.

7 **PCC Diary report** (*Pages 13 - 20*)

The Commissioner will present his PCC Diary report.

8 **Quarterly Data (Q3) - Risk/Performance/Finance/Complaints** (*Pages 21 - 74*)

To receive quarterly performance data from the OPCC as follows:-

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

9 **Strategic Alliance with Avon & Somerset Constabulary**

The Commissioner will provide an update on the latest developments at the meeting.

10 **Chief Constable Recruitment**

The Commissioner will provide an update at the meeting.

11 **Interim report of the Police Performance Review Working Party** (*Pages 75 - 84*)

A report by the Senior Scrutiny Officer is attached.

Members are asked to;

1. Consider working group's initial findings and recommendations so far, and
2. Discuss which performance information and indicators should be included in every quarterly performance report provided by the Commissioner.

12 **Commissioner's response to the Final Report of the Licensing Task Group** (*Pages 85 - 90*)

The Commissioner's response to the task group's final report is attached.

The task group's final report can be viewed in full from page 9 of this PDF:

<https://cms.wiltshire.gov.uk/documents/s84606/Task%20Group%20update.pdf>

13 **Task Group Update**

To provide an update on Police and Crime Panel task group activity:

1. Volunteers and Special Constables Task Group

The Panel Chairman has submitted a series of questions to the PCC asking for updates in the relevant areas. The response is awaited.

2. Licensing Task Group

The Commissioner has now responded to the task group's report and this is included under item 12

3. Police Performance Review Working Group

The working group's interim report is included under item 11.

4. Regional Collaborations Task Group

Some proposed terms of reference for the task group were submitted to the PCC for comment on 21 January and a response is awaited in light of the announced strategic alliance with Avon & Somerset Constabulary.

Members are asked to note the update provided.

14 **Forward Work Plan** (*Pages 91 - 92*)

To note the forward work plan.

15 **Future meeting dates**

To note the future meeting dates below:

- Thursday 18 June 2015 – 2.30pm start – Corn Exchange, Devizes
- Thursday 3 September 2015 – 10.30am start – City Hall, Salisbury
- Wednesday 2 December 2015 – 10.30am start – Swindon Borough Council Offices

Part II

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

None

WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 5 FEBRUARY 2015 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

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

Also Present:

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – Chief Executive, OPCC
Clive Barker – Chief Finance Officer, OPCC
Sarah Kyte – Business Manager, OPCC

11 Apologies for Absence

An apology for absence was received from Cindy Creasy.

12 Minutes and matters arising

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 15 January 2015.

13 Declarations of interest

There were no declarations of interest made at the meeting.

14 Chairman's Announcements

There were no Chairman's announcements.

15 Public Participation

There were no members of the public present or councillors' questions.

16 **Proposed Strategic Alliance between the Avon & Somerset and Wiltshire Police Forces**

The Commissioner reported that the Chief Constable, Pat Geenty, had announced his intention to retire from his position with the Force in May 2015 in order to spend more time with his family. Mr Geenty joined Wiltshire Police in July 2009 and was appointed substantive Chief Constable of the Force in May 2012. The Commissioner went on to express his thanks for all the hard work, professionalism and total commitment to his role as Chief Constable carried out by Mr Geenty. The Commissioner would be giving consideration to the continuity plan for the Force to ensure that it was able to maintain consistency in leadership. A timeline had yet to be worked out for the appointment of a new Chief Constable and the Commissioner intended to provide an update at the next meeting.

The Commissioner went on to report that discussions had begun which would see specialist police resources and support functions in the Wiltshire and Avon & Somerset forces being shared under a new strategic alliance, or 'collaboration' as both forces sought to secure significant savings over the next five years. During the past four years each of the forces had been required to find substantial savings and, although this had not been easy, these had been achieved. It was noted that the two forces already collaborated on Brunel, a shared Major Crime Investigation Team, and Special Branch. Building on these successful foundations, the forces expected a wider collaboration would deliver a more efficient and cost effective police service for local communities.

It was anticipated that further significant savings would have to be found by 2018/19 and it was hoped that by collaborating where possible, the impact on the delivery of frontline services would be lessened.

Discussions between the Police and Crime Commissioners and Chief Constables about a strategic alliance had begun in December 2014. These discussions were still at an early stage but it had been agreed that specialist police resources, protective services as well as corporate services would be included in the alliance. It had been agreed that both forces would retain their Police and Crime Commissioners and Chief Constables, and that

neighbourhood and response policing would continue to be delivered and overseen locally.

The Commissioner stressed that this proposed strategic alliance was not a merger of the two forces and each would retain their own leadership and identity. This strategic alliance would look at how more resources, such as specialist police resources and office functions, could be shared. Local policing was of paramount importance and would continue to be delivered locally in response to communities' needs.

The Deputy Chief Constable stated that he was fully supportive of this strategic alliance with the Avon & Somerset Force, it being apparent that the current level of service could not be maintained over the next three year period without change, given the likely level of cuts to be made. He was confident that the savings that would be made following the strategic alliance would significantly help to protect the front line services. Police budgets were in a very challenging state and in the coming years this collaboration would help find the savings that both forces would need to make. The Chief Constable regarded the need for officers to be visible in the local community as a high priority and he was directing more of them to patrol either on foot or by bicycle. The public required a highly responsive service and were not really concerned with the name of the Force to which the officer belonged. There had been a number of occasions when officers had been mobilised from more than one Force to attend a particular incident.

The Commissioner further reported that Dorset and Devon & Cornwall Police Forces were working towards a similar strategic alliance but the Gloucestershire Constabulary had so far decided not to collaborate with any other force to that extent.

On behalf of the Panel, the Chairman expressed general support for the proposal but did consider that every effort should be made to ensure that local policing should be preserved as a high priority and improved. The Panel would need to measure the effectiveness of this strategic alliance and would await further regular update reports.

The PCC Diary report which set out a summary of commitments the Commissioner had undertaken since the last meeting of the Police and Crime Panel on 15 January 2015 was received.

The Commissioner advised that:-

- there were shortcomings in the care for the homeless out of normal working hours. He cited an example where one client who had been released from prison on licence and had also just been released from hospital had nowhere to go and spent a lot of time just sitting on the ground with his rucksack of possessions. He was taken to a soup kitchen which was about to close but a member of staff was willing to stay with him whilst the Crime and Communications Centre at Wiltshire Police HQ was asked for assistance. In view of the heavy rainfall, the client was taken to one of the car parks and installed, with his sleeping bag, out of the rain and wind, under an exit ramp. This was most unsatisfactory with issues for the hostels, the ambulance service, the health centre and Wiltshire Police, who did take ownership of the issue and tried their best to solve the problem. It was noted that in Swindon, Cllr Wright was co-ordinating arrangements for the homeless. The Commissioner was pleased to advise that this client had now been found accommodation in a hostel.

Resolved:

To note the Police & Crime Commissioner's report.

18 The PCC's Proposed Precept for 2015-16

The Commissioner presented a paper setting out his proposals for his precept for 2015-16.

He reminded the meeting that at the Panel's previous meeting on 15 January 2015, he had provided a detailed report setting out his reasons for his proposed precept and which also included a copy of his Medium Term Financial Strategy (MTFS); he was proposing an increase of the Band D Precept by 1.9% to £163.98, which represented a £3.06 increase from the 2014-15 Police part of the Council Tax of £160.92.

The Commissioner also reminded members that he had been carrying out a wide consultation from 6 January until 4 February 2015 with presentations being given to area boards and locality meetings during which he disclosed that there had been a significant reduction in central funding in the previous four years and had forecast that this was most likely to continue over the next three years. The central funding reduction for the total seven year period was estimated at £25m, which represented 24% of the budget. He had also consulted the public through town and parish councils, chambers of commerce and the farming community. From the responses received 86 were in favour of his proposal

whilst 35 were against. The public who attended area board meetings, tended to support an increase in precept, stating that they wished the service to be protected as much as possible and in particular, the local response teams. It was noted that all but one of the area boards consulted had been made aware of the strategic alliance proposals with Avon & Somerset Police Force during their consultation.

Cllr Andrew Bennett reported that there had been no major opposition to the proposed increase in Precept in the Swindon area during the consultation, it being regarded as inevitable.

The Commissioner stated that following this consultation he wished to maintain his proposal to increase the Band D Precept by 1.9% to £163.98, which he estimated would provide an additional £729,000 income. He also explained that a zero percent increase in the police precept was likely to produce £384,000 in government freeze grant. He stated that reserves were forecast to be £11.1M of which £3.1M represented his general reserves. The Chief Constable's operational reserves amounted to £1.1M.

Members referred to the projected savings that were likely to be accrued as a result of the proposed strategic alliance with the Avon & Somerset Police Force and enquired as to the level of savings expected. Clive Barker, Chief Finance Officer explained that it was estimated that the alliance was likely to produce a saving of about £6M but this work take a few years to work through.

However, some Members were of the opinion that, given the level of reserves and the savings anticipated following the strategic alliance with the Avon & Somerset Force that a frozen Precept at the 2014-15 level could be justified. Furthermore, the Chairman referred to the Council Tax Collection Fund Surplus and noted that £600,000 had been received, of £200,000 was over and above what was expected. The Chief Finance Officer explained that, whilst acknowledging receipt of the additional £200,000, £1M savings had still to be found in the next financial year and the expected savings from Human Resources and Finance had so far not materialised. These savings were now expected to materialise as part of the strategic alliance proposals but, as previously explained, would take several years to work through.

After further discussion,

Resolved

To approve the Police & Crime Commissioner's proposed Precept for 2015-16, which represented an increase of the Band D Precept by 1.9% to £163.98, a £3.06 increase from the 2014-15 Police part of the Council Tax of £160.92.

19 Task Group Update

The Panel received an update on the activity of the following Task Groups:-

- Volunteers and Special Constables Task Group
- Licensing Task Group
- Police Performance Review Working Group
- Regional Collaborations Task Group

Resolved:

(1) To note the update on task group activity provided.

(2) To request that regular updates be received on regional collaborations.

20 Forward Work Plan

A document was received showing the Panel's Forward Work Programme.

Resolved:

To note the contents of the Forward Work Programme for this Panel.

21 Future meeting dates

Resolved:

To note that the next meeting of the Panel was due to be held on Thursday 5 March 2015, at Monkton Park Offices, Chippenham, starting at 2.30pm.

(Duration of meeting: 10.30 am - 1.15 pm)

The Officer who has produced these minutes is Roger Bishton, of Democratic Services, direct line 01225 713035, e-mail roger.bishton@wiltshire.gov.uk

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

POLICE AND CRIME PANEL **5th March 2015**

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 15th January 2015. 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.

POSITIVE FEEDBACK FROM COUNCIL TAX CONSULTATION

Posted: Thursday 29th January 2015

Monday 12 January

First morning meeting was looking at the police performance statistics. Then I had a further meeting on CCTV in the county and the links it has into the Crime and Communication Centre at Devizes HQ and it looks like progress is being made. I then looked at present and future budgets with the finance team. I also checked the website responses about the precept proposal and was pleased to see that the majority are in favour.

I then met the Chief Constable and we drove to Westbury to launch Community Messaging. The system has been well received by Neighbourhood Policing Teams and by the public across Wiltshire. Fifty six people signed up in Westbury in the two hours we were present. A great result.



Chief Constable with Angus at Westbury's launch event

In the evening, I addressed the Swindon West Locality meeting at the Link Centre. There was a lot of support for the £3.06p increase in the precept for an average band D property. Furthermore there have been many positive comments from members of the public who have noticed an increase in police presence in their neighbourhoods. From the Link Centre I went to the station to catch a train to London to be ready for meetings tomorrow.

Tuesday 13 January

Today I had a briefing from the National Crime Agency, which covered a lot of useful ground. It is interesting that they have not yet had to use their power of direction over the local forces. But the debate around national, regional or local policing continues. I am committed to local policing delivered locally. But I also recognise the benefit of specialist regional support. After the briefing I visited Justin Tomlinson, MP for Swindon North and Duncan Hames, MP for Chippenham, to brief them on the precept proposal and to hear their concerns on policing and crime matters for their areas. Both were kind to acknowledge what I am doing to protect local policing and my growing relationships with the local authorities.

Wednesday 14 January

The National Offender Management Service (NOMS) seeks to ensure that people serve the sentences and orders handed out by courts, both in prisons and in the community. NOMS is accountable for how prisons are run in England and Wales. Through [HM Prison Service](#) it manages public sector prisons in England and Wales. It also oversees probation delivery in England and Wales through the [National Probation Service](#) and community rehabilitation companies. Andrea Torode, Deputy Director of Rehabilitation Services for the South West and the Midlands, came to see me to discuss how contracted-out rehabilitation services will be managed. She was accompanied by her colleague Matt Douglas.

Next up was a phone call from one of my regional PCC colleagues, Tony Hogg. He represents people in Devon and Cornwall.

Like many people, I have been concerned about the number of young people killed or seriously injured on our roads over the past year. I discussed these recent tragedies with Insp Steve Cox, Head of Road Policing Operations.

After a quick break for lunch, Sgt Michael Hughes, the Mental Health Liaison Officer, arrived to discuss a paper for tomorrow's Health and Wellbeing Board meeting at County Hall. The paper provides an update on the number of people detained under section 136 of the Mental Health Act who are held in police custody.

Then it was off to Trowbridge with the Chief Constable for a meeting of the Wiltshire Public Service Board which, among other things, heard from a senior official from Working Links which is the preferred bidder to run community rehabilitation in Wiltshire; received an update on child sexual exploitation; a presentation by me on the roll-out of Community Messaging and how public sector organisations can benefit; and on the preparation and planning to deal with any potential ebola infection in the county.

A brisk walk to Trowbridge Station for a train to Swindon and on to a meeting of the trustees of Broadgreen Breakfast Club which offers support and a free cooked breakfast to homeless people in the town.

Thursday 15 January

Today the Police and Crime Panel met in Swindon. This was my opportunity to thoroughly explain what the Medium Term Financial Strategy demonstrates in regards to future funding and to introduce my proposal for next year's precept. My increase seems very modest at £3.06 for an average band D property; compared with the larger percentages that are being canvassed by some PCCs. Surrey is looking for 25 percent or £1 a week. The precept consultation will be discussed at the next Police and Crime Panel meeting at County Hall on 5 February.

The rest of the afternoon was spent with the Wiltshire Health and Wellbeing Board. I was able to report on the numbers of people with mental health issues who were taken to custody. We agreed that we would look at each case in more detail at future meetings and refer to the Mental Health Concordat we have all signed.

Luckily the Area Board was also in Trowbridge, so I spent the evening there. My agenda item was very late into the meeting and many had left by the time I was called on to speak. It was interesting to hear how groups had spent their Area Board grants and again, I received support for my precept proposal.

Friday 16 January

First thing in the morning I had a meeting with the head of People Services and dealt with an employment matter, before attending a grants meeting at the Wiltshire Community Foundation in Devizes. The Community Foundation distributes money from the Police Property Fund on my behalf, as well as having an excellent overview of need and opportunities in the county. This was followed by a meeting at Dauntsey Academy Primary School. A busy week, so I was pleased to have no weekend duties.

DRIVING DOWN SPEED, DRIVING UP SAFETY

Posted: Friday 30th January 2015

Monday 19 January

My week began with a briefing from Special Branch. Following the tragic events in Paris, and bearing in mind that the UK terrorism threat level is currently at 'severe', it was good to have some reassurance from officers in this area who told me there is no specific threat to Wiltshire. We must, however, remain vigilant and work together.

This was followed by a performance brief and then an update at the Commissioner's Monitoring Board on various matters, including the provision of a custody suite to serve the south of the county. The custody review team are due to report in April.

In the evening I attended the Chippenham Area Board to talk about my proposal for the policing element of council tax for 2015/16. There was general support for the proposition of a £3.06p increase for an average band D property and lots of compliments about the provision and visibility of the police within the area. It seems the work with local authorities is beginning to mature and I look forward to the opening of the Town Centre Hub in Swindon in a week or so.

Tuesday 20 January

Today is my birthday, so a brief "Happy Birthday" from the family before travelling to Headquarters for an 8am meeting with Sue Mountstevens, the Police and Crime Commissioner for Avon and Somerset.

The main activity of the day was Operation Harness. Around 120 Community Speed Watch (CSW) volunteers and 50 Wiltshire Police officers carried out roadside speed checks at 40 locations across Wiltshire and Swindon.

Community Speed Watch is about local volunteers driving down speed and driving up safety. It is good to see they are getting involved with local policing matters and showing that speeding will not be tolerated in their area. The teams I met in Wroughton and Leigh were enthusiastic and dedicated to their scheme and it was great to see them work collaboratively with the constabulary out on the roads.



Angus with Wroughton Community Speed watch

As a result of the operation, 208 vehicles were identified as speeding, 147 vehicles were stopped with 132 drivers given warnings about their speed.

In the evening I gave the precept consultation presentation to the Swindon South Locality. There was again, a positive response from those present. It was good to see the local neighbourhood team, including the Inspector, present at the meeting.

Wednesday 21 January

An early start with a drive to Bridgwater in Somerset for the regional gathering of chiefs and PCCs. The whole atmosphere of the meeting was encouraging with everyone focused on a common aim. We were joined by our Community Rehabilitation Company and learnt more about the future probation provisions across the region.

In the late afternoon I joined the celebration for the work of Splitz in Wiltshire. It is 25 years old and provides help to individuals and families through times of difficulty to enable them to achieve and sustain independence. They do this through a variety of one to one and group initiatives delivered in the home or at venues in their local community.

The Lord-Lieutenant kindly gave me a lift back to Wroughton and it gave me a chance to talk to him about issues concerning the county.

Thursday 22 January

In the morning, I had my monthly meeting with Superintendent Marion Deegan who is responsible for the crime prevention portfolio for the county, among other things. It is interesting to note that many forces no longer have such a post, which I find very worrying. Much of her work is about volunteering and it was good to be updated on the positive stories that have come out of the volunteering programme.

This was followed by a meeting at Dauntsey's Academy Primary School before joining Jane Scott, Wiltshire Council leader and David Renard, Swindon Borough Council leader, at the Civic Offices in Swindon. I updated them on my talks with the Avon and Somerset PCC about a Strategic Alliance. It is important for it to be clear that local neighbourhood policing and response will not be in scope for the alliance. I will be building on the relationships with both councils to protect the local flavour of our policing in Wiltshire.

In the evening I was guest of the Wessex Brigade at a dinner at Tidworth Barracks. It was a very late but enjoyable evening. Friday 23 January

Had an early start attending the Swindon Chamber of Commerce business breakfast. This was a good opportunity to speak to business owners about their policing concerns. I am pleased that police visibility is appreciated and noted by those who attended.

Then I went to meet the local National Farmers Union and Country Land and Business Association. These meetings are very useful and I was pleased to be joined by the Rural Crime Team. This enabled us to talk about any rural issues and get an overall update on rural crime. It was an opportunity for me to promote Community Messaging again and confirm that Farm watch and other watch schemes will be rolled out over the coming months.

In the afternoon I attended the Advocacy After Fatal Domestic Abuse (AAFDA) annual conference. This was addressed by Robert Buckland, the Solicitor General and Baroness Newlove, the Victims Commissioner. The conference was held at the Christ Church Hall, which has been redeveloped and is now a very good conference facility.

In the evening Sara Jane and I attended the annual dinner to the Swindon and District Caledonian Society. I gave the toast of the Immortal Memory of Robert Burns. The society has been active since around 1900 and my great grandfather was a founder member. I can't help comparing its purpose with that of The Tamil Association or the Bangladeshis. The society exists to promote the Scottish heritage with dance and verse. The difference is the time and the age.

Sunday 25 January

Following on from Burns Night I was pleased to join the Swindon Puja Committee for its Devi Saraswati celebration. There was a religious ceremony followed by a cultural event and meal. Around 400 people attended and I was pleased to be asked to say a few words. I even danced!

PARTNERSHIP WORKING WITH AVON AND SOMERSET POLICE AND LOCAL COUNCILS

Posted: Tuesday 3rd February 2015

Monday 26 January

First thing this morning I caught the train to Bristol Temple Meads to meet Sue Mountstevens, Police and Crime Commissioner for Avon and Somerset Police. We are attending a media facility where we will be announcing our plans for a Strategic Alliance between our two constabularies. This is something we have been discussing since the end of last year and, after the talks we had last Saturday, we both thought it was right that our employees and the public have a better understanding of what the Strategic Alliance means and what it includes. I am still committed to our relationship with the local councils who are working alongside our Neighbourhood Policing Teams and Response, but they are not part of the talks with Avon and Somerset. We both think that our constabularies can be more effective together than apart.



Angus with the PCC for Avon and Somerset Sue Mountstevens

Neighbouring forces in Devon and Cornwall and Dorset announced their Strategic Alliance in December 2014. The advantage now is that we have four forces who are bringing policing together whilst maintaining their own identity at a local level. At our regional meeting we will be ensuring that the two alliances don't diverge but converge for the benefit of policing in the South West. I am equally committed to local policing being delivered locally. With the Strategic Alliance and the growing links with our councils, I see this as being a way forward to protect local policing from the pressures of both finances and resources at a regional level.

I told you in a previous blog that I attended a meeting in London with the National Crime Agency and it was quite apparent there that the local, regional and national debate continues.

My precept consultation at area board and locality meetings is now coming to a close. My proposed increase of £3.06 for an average band D property is to protect local policing and response so that local policing is paid for out of local money. In my view this is important to protect Wiltshire Police serving Wiltshire people. For some time now we have worked with partners and other forces, however we must never lose local policing. This is what the Strategic Alliance and the precept aim to achieve.

I'm pleased that I had the opportunity to speak to local MPs and council leaders in advance of the Strategic Alliance announcement and all supported this direction of travel for the police. Wiltshire Police has worked with Avon and Somerset in the past. The consolidation of existing departments will build on existing relationships.

Tuesday 27 January

Today's first meeting was with Swindon Borough Council to discuss funding for Fresh Moves for the coming years. I then attended a Holocaust memorial at the cenotaph in Swindon. This is the third year I have been to this ceremony and it is always moving. Not only are we remembering those who died in Nazi Europe but those who died in genocides since such as in Rwanda and Darfur. It's only by stopping and remembering these horrific events that we can hope to learn for the future. I was impressed by the number of young children who attended and are studying these events at school. Hopefully when they grow up there will be no repetition of these events.

Wednesday 28 January

Having been out of office for two days, today was a good day to catch up with office work and have a communications update. With the launch of the Strategic Alliance on Monday and opening of the Swindon's Town Centre Hub tomorrow it is going to be a busy week. In the afternoon I went to Royal Wootton Bassett Academy where the students have been collecting tins of food for the homeless for my Filling Station charity. I was very pleased to receive a cheque from the school from Royal Wootton Bassett Bakers and Iciers and a cheque from the school who sold sweets. The profits go to local charities. It was good to meet some of the students and I got the opportunity to thank a teacher, Deborah Sheehan, for her contribution to helping the homeless in Swindon. She will soon be leaving the academy but will continue to support the homeless in her new role.

Thursday 29 January

After a blood test at 8 am I attended the official opening of Swindon Town Centre Hub. The officers are now stationed on the civic offices campus which gives them easy access to the town centre but for me, more importantly, they can liaise with the council staff easily and face to face. So many issues in neighbourhoods arise from issues which have roots in housing, education and health. Therefore the local police working with professionals from local authorities is a tremendous benefit to the communities. We still have a little bit of work to do around ironing out the amount of public access that will be available, but I'm sure with the goodwill of the Swindon Borough Council we can achieve an answer which suits us all and, most important, serves the public.

In the afternoon, I had a governors meeting at Dauntsey Academy Primary School. Before heading south to Morgans Vale and Woodfalls village hall, south Salisbury where the southern Wiltshire Area Board met. I am nearly at the end of my presentations of the precept proposals and all the area board and locality meetings have been made easier by the attendance of PCSOs and NPTs. The value that the people of Swindon and Wiltshire place on local policing is reflective of the vote taken by the chairman of the meeting which was overwhelmingly supportive. One person at the meeting put the increase into context - a person spending money on ten cigarettes in a day costs twice as much as my proposal for a year.

Friday 30 January

Up at 6.30 am to get a lift to Cumberwell Golf Course for a meeting of Wessex chamber of Commerce. The meeting addressed by the Wiltshire Council leader, Jane Scott. What she said reflected what I have been saying about the precept. Whilst Wiltshire and Swindon councils are not seeking an increase, it must be remembered that a greater proportion of the total income of the Office of the Police and Crime Commissioner is from central government. So the effects of the central cuts are felt more severely in policing. It is good to attend these meetings and hear positive stories of policing in Wiltshire and Swindon, but that is only because of the strength of local policing, we must not lose that strength.

Then I went back to the office to sign certificates for the positive tickets scheme. Eight young people in Calne have received these tickets so far. This was an initiative created by officers in Calne and supported by the council and Calne Area Board. The tickets to reward young people who show good behaviour and set good examples for others. These certificates will be presented to the young people at the area board next week which I will be attending. I look forward to meeting the recipients.



Angus signs the positive ticket certificates with PCSO Mark Cook and Community Beat Manager Sonya Stockhill

Nice to have an evening off and I enjoyed a meal out with friends which was a pleasant way of ending a very busy and eventful week. Furthermore I was pleased to hear that Bob Wright from Swindon Borough Council has taken up some of the issues I raised about partnership working when I tried to help a homeless man to find shelter in Swindon.

CHIEF TELLS ME OF HIS DESIRE TO RETIRE

Posted: Tuesday 17th February 2015

Monday 2 February

I had an excellent start to the week with a visit to the chiropractor. There was a lot of bone "popping" but I have to say my monthly visits have kept me out of pain.

First meeting of the day was with Councillor Emma Faramarzi and the Head of Housing for Swindon Borough Council, Michael Ash, to discuss the current state of the Community Safety Partnership in Swindon. In my opinion we haven't established a programme that works.

This meeting was also a good opportunity to bring the borough up to speed with where Wiltshire Police is generally and I brought up my concerns over the decrease in numbers of anti-social behaviour officers. I need to know the effect this will have on the residents of Swindon.

I then had a performance briefing. We looked at the normal statistics for performance which are generally very satisfactory at present. This was followed by a Commissioner's Monitoring Board (CMB). I am pleased that we are within budget for December and our police officer numbers are being maintained. Furthermore the finances appear to be following the plan we expected.

I have asked at future CMB meeting that we have a report about our use of the National Police Air Service to ensure we are using its services and to ascertain its value for money, now that it is provided to us under a national agreement. We also discussed the Swindon Multi-Agency Safeguarding Hub and the integration of front line service desks as well as Lorry Watch.

I then went to the Steam Museum in Swindon for a presentation of Chelsea's Choice. This play is performed to audiences of year eight students across Swindon and it's about child sexual exploitation. The play was very powerfully produced and I hope that all year eight students will gain some knowledge of how to spot and deal with exploiters in their day to day social lives. I then made the journey to London as tomorrow I am attending The Association of Police and Crime Commissioners (APCC) conference.

Tuesday 3 February

The APCC conference was held in Marsham Street, Westminster and during the day I was introduced to Chief Constable Sara Thornton, the Chair elect of the National Police Chiefs' Council. It is good to see this new body is ready to take over from the Association of Chief Police Officers (ACPO). We were also joined by Lord (Tom) McNally, the chair of the Youth Justice Board, and his Chief Executive who reminded us of their priorities and how they engage with youth offending teams at a local level.

The meeting then moved on to eight updates from our standing groups covering such things as supporting victims, strategic policing and partnership working. Then we discussed a major topic concerning the police ICT company we commissioned. As a whole, I agreed to support the proposal for the company to be established and also approved the delivery plans for 2015/16. However, I raised matters around finances and whether the money we were being asked for to set this up could be considered as a loan to be repaid once it was up and running as it is a company limited by guarantee. I will be having a discussion with the directors later about my point.

Wednesday 4 February

In the morning I caught an early train from Swindon to Trowbridge for a meeting with Wiltshire Council Leader Jane Scott and Corporate Director Dr Carlton Brand. We were also joined by the Chief Constable and he shared his desire to retire from Wiltshire Police. He had mentioned this to me in confidence on Monday but obviously we must now share his wish to retire with our officers and staff and the public, via the media. There were no major issues raised by Wiltshire Council at the meeting and they agreed our work with them in co-locating is developing well.

In the afternoon I was back at headquarters to meet the new staff of Horizon Victim and Witness Care. In March 2015, Horizon will be launched by Wiltshire Police, working in partnership with the Office of the Police and Crime Commissioner.

I have commissioned Horizon to ensure that every victim of crime benefits from the best possible integrated support service according to their needs. Horizon Victim and Witness Care is a new team of police staff who will help to provide a co-ordinated, consistent end-to-end service for victims and witnesses, from their first point of contact with Wiltshire Police, through the entire criminal justice process. I am looking forward to Horizon's launch and to meet the staff again when they are getting their teeth into their roles.



(Chief Constable and Angus with the Horizon Team)

I then had a review of complaints before making myself available to the press to talk about the Chief Constable's desire to retire.

Thursday 5 February

In the morning I caught the train to Trowbridge and had to go via Bath. Somehow the Trans Wilts Express, which goes directly from Swindon to Trowbridge, seems not to run when I need it. I hope one day I can get on this mysterious train.

The major item of today was putting my proposed council tax increase of £3.06 a year for an average band D property before the Police and Crime Panel. I was pleased to share with the committee the outcome of the consultation both online and at area boards and locality meetings which was mostly supportive of the increase. I was pleased that the majority of the panel members saw fit to endorse the proposed increase. I also updated the panel about the proposed Strategic Alliance with Avon and Somerset Constabulary and explained it doesn't include local policing or response. I hope I was able to allay any fears they had about policing being reduced in local communities. Obviously, I also formally notified the members of the Chief Constable's desire to retire after 33 years of service to policing.

I then returned to headquarters for a presentation about phones for vulnerable people. This is something I am very enthusiastic to promote as many force areas in the country already have this in place and as a national scheme it is well worth us pursuing.

POSITIVE ACTIONS DESERVE POSITIVE RECOGNITION

Posted: Tuesday 24th February 2015

Monday 9 February

An early start this morning with an interview for Corsham TV. I haven't met this media organisation before but, being based in Corsham Institute, I'm interested in the concept of a local web-based TV station and its possible development and expansion across the county.

This was followed by the usual performance and finance meetings and a meeting with Bill Fishlock, chairman of the Audit Committee, to plan the next agenda and future meetings.

The day finished with a visit to the Holiday Inn Swindon, to meet those who provide appropriate adult services for those young people in the county who are in custody. The volunteers are an essential part of dealing with young vulnerable people in custody and this was a good opportunity to say thank you to them.



Angus with appropriate adults at the Holiday Inn

Tuesday 10 February

Had a meeting first thing with Tim Mason, the chair of the Crime Reduction and Community Safety Strategy Board. We discussed the agenda for the next meeting but the meeting schedule for February has to be postponed as the two council leaders are unable to make the dates and are an integral part of the board. To remind readers, this board oversees mental health issues within crime reduction, partnership engagement in Operation Harness days of action, restorative justice training and our support for victims through the new victim services like Horizon Victim and Witness Care which is launching on 24 March.

At lunchtime, I saw the occupational health doctor who keeps an eye on my working hours. Occupational Health have been a very good support for me and the office over the past few months and we have decided to maintain contact for the future.

In the evening, I attended Calne Area Board. The emphasis was on community safety and various stalls had been set up. I spoke briefly about Community Messaging which has now launched throughout the county. Interestingly, Wiltshire Fire and Rescue Service want to be a partner in the system which is good because Community Messaging is not meant to be a police- only messaging service.

One initiative that has been promoted locally by the area board and town council is the issuing of positive tickets. These are awards given to young individuals who have demonstrated good community behaviour. I presented eight young people with certificates for their good behaviour in the town. This is perhaps something other area boards should consider developing with neighbourhood policing teams as I think it is a good scheme of reward and recognition. There were no concerns from the public at the meeting about local policing.



Angus at the police stall at Calne Area Board

Wednesday 11 February

In the afternoon, I attended the chairs advisory board for Swindon Heath and Wellbeing Board. I am very pleased that Mental Health Concordat will be on the agenda for the next meeting and there is now an action plan so all partner agencies can ensure we meet the standard in the concordat.

Another paper which will be discussed is a site loss joint strategic need assessment. I am interested in following this up with the constabulary as I visited Wiltshire Sight a few months ago and it concerns me that with the increase in the longevity of life, the number of people leading an active lifestyle with sight loss is on the increase. We need to ensure that those of more advanced years have the right support to manage their reduced vision

Thursday 12 February

This morning, I had the Strategic Improvement Board, chaired by Deputy Chief Constable, Mike Veale. The board looks at the performance of the Force including licensing, specials, sickness and complaints as well as planning for Her Majesty's Inspectorate of Constabulary (HMIC).

The figures to the end of December show that crime has reduced and Wiltshire and Swindon statistics are the lowest compared to our most similar forces. Victim satisfaction is significantly above our peers and public confidence is stable and high at 83 per cent. I was pleased to see that anti-social behaviour in the year to date is down ten per cent. In the meeting was also given a demonstration of Quickview which is the tool for inspectors to understand what crime is occurring in their area. This has been developed over the last six months.

This meeting lasted two and a half hours and went into a lot of detail around performance across the force. We are now at the stage at which I will be publishing the progress of the Force in my Police and Crime Plan based on recent figures.

In the evening I chaired a meeting about the Filling Station, which regular blog readers will know is a soup run for the homeless in Swindon which I run.

Friday 13 February

I can drive again. Today I have my driving licence, so I had a leisurely drive to work in a borrowed car as mine needs it's MOT and tax sorting out as it has been resting for eight months.

I had a Commissioner's Monitoring Board meeting but this was cut short due to a request for an interview from BBC Points West with Steve Brodie. The interview was focused on the Chief's desire to retire and the timing of that retirement given the Independent Police Complaints Commission (IPCC) investigation which is ongoing. Steve started the interview with comments made by Unison and the Police Federation about a lack of leadership in the organisation. I explained that these concerns have not been raised with me nor are they reflected in the performance of the Force.

I must admit I am surprised that Unison have not requested a meeting with my office to share their concerns but what I would say is that my role is to commission a service and that service is being provided well by most measures, and my door is always open..

In the evening I attended the annual meeting of the North Wiltshire Conservative Association in Malmesbury. I must admit the most memorable part of the evening was being able to drive myself to and from the meeting

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

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2014-15

Last reviewed : 23rd February 2015
Risk Appetite is : 30

			Initial Risk Score (Mar-14)				Residual Risk Score				Date reviewed		
ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
PUBLIC ENGAGEMENT													
1	01/04/13	<p>PUBLIC EXPECTATION & PUBLIC ENGAGEMENT</p> <p>EVENT : Failure of PCC or CC to consult / engage with communities and specific stakeholder groups regarding policing priorities and planned changes to service delivery methods.</p> <p>CONSEQUENCES : Planning and change activities are not aligned to public expectations or need. Public are unaware or resist necessary changes to policing services. Failure on part of PCC to secure efficient and effective police force</p> <p>OUTCOME : Reduced satisfaction and reduced community engagement in crime reduction and community safety activities. Loss of confidence in OPCC and Wiltshire Police as a service provider.</p>	Performance Reputation	1	1	4	4	<p><i>Also contained within Force Risk Register</i></p> <p>OPCC attendance at all Community Area Boards (Wiltshire) and Locality meetings (Swindon)</p> <p>Attendance at local markets</p> <p>Meet the Commissioner Performance meetings</p> <p>Business and Victims Forum established</p> <p>Attendance at shows (4 times a year)</p> <p>Now on Facebook and Twitter</p> <p>Visits and public engagement as invited</p> <p>Community Messaging being rolled out</p>	1	1	4	4	23-Feb-15
2	01/04/13	<p>TRANSPARENCY</p> <p>EVENT: Failure to publish performance and other relevant information (e.g. FOIs) to the public in a timely manner</p> <p>CONSEQUENCES: PCC failure of statutory duty and lack of transparency. Public are unaware of how the PCC and Force are performing in relation to the Policing & Crime Plan. Public cannot hold the PCC to account effectively. Public expectations are not satisfied</p> <p>OUTCOME: Loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Performance Reputation	2	2	3	12	<p><i>Linked to Risk 4 (Resilience) below</i></p> <p>Publication of all relevant information on OPCC website - confirmed by Grant Thornton Police Transparency Review report (November 2013) – contract and tender information difficult to source from Force given existing systems – work ongoing</p> <p>FOI procedures in place</p> <p>Monthly FOI review by Commissioner</p> <p>Police and Crime Panel protocol agreed</p> <p>Meet the Commissioner public meetings (<i>see Risk 1 – Public Expectation and Public Engagement</i>)</p>	1	2	3	6	23-Feb-15
3	01/04/13	<p>VOLUNTEERS</p> <p>EVENT: Failure to make best use of volunteers and Watch Schemes</p> <p>CONSEQUENCES: poor community engagement / involvement in dealing with local issues, strain on existing voluntary agencies and public sector partners. Failure of initiatives such as Watch Schemes</p> <p>OUTCOME: potential escalation of community problems and increased risk of vulnerability amongst certain groups / locations. Loss of public confidence</p>	Performance Reputation	3	2	4	24	<p>Force is developing a Volunteer Strategy (covering Volunteers and Special Constables)</p> <p>OPCC developed business case for Community Speed Watch and Neighbourhood Watch</p> <p>Community Messaging to be rolled out across Wiltshire and Swindon by January 2015</p> <p>Cadet Scheme – launched in Swindon</p> <p>Community Foundation supporting voluntary and community sector organisations</p> <p>OPCC Plan Update produced</p> <p>Close engagement with new Force lead for volunteering</p>	3	2	4	24	23-Feb-15
4	01/04/13	<p>RESILIENCE</p> <p>EVENT: Lack of staffing resilience and relevant capability leading to low morale (PCC and OPCC)</p> <p>CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. Difficulty in maximising public engagement opportunities due to lack of availability of PCC or OPCC staff leading to the public not feeling they have a satisfactory dialogue with the PCC. Decision making may be delayed through lack of availability of PCC / OPCC staff. Risk to other statutory requirements if there is a lack of OPCC staff to oversee these.</p> <p>OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC / PCP and adverse media attention</p>	Reputation Performance	2	2	4	16	<p><i>Linked to Risk 1 (Public Engagement)</i></p> <p>OPCC C/Exec acts as deputy for PCC</p> <p>Staffing structure detailed in Police and Crime Plan</p> <p>Section 151 Officer - have shared with Chief Constable</p> <p>Recruitment of Policy Lead</p> <p>Proposed recruitment of Programme / Commissioning Manager</p>	2	2	4	16	23-Feb-15
VALUE FOR MONEY													
5	02/04/13	<p>VALUE FOR MONEY</p> <p>EVENT: Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force</p> <p>CONSEQUENCES : Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance. Breach of statutory duty. Lack of due diligence both pre and post investment. Lack of pre or post scrutiny to ensure value for money and beneficial outcomes.</p> <p>OUTCOME: Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt, PCP and media. Risk of legal challenge.</p>	Financial Reputation	2	2	3	12	<p>Budgets monitored through Commissioner’s Monitoring Management Board</p> <p>Performance and Force risk monitored through SIB</p> <p>Internal Audit programme</p> <p>Police & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment</p> <p>Systems Thinking programme being developed with Wiltshire Council to ensure services are efficient and customer focussed</p> <p>Quarterly reporting from commissioned agencies is contractual requirement</p> <p>HMIC Value for Money profiles reviewed and assessed</p> <p>HMIC PEEL Inspection received and graded ‘good’</p>	2	1	3	6	23-Feb-15
6	01/04/13	<p>COMMISSIONING ARRANGEMENTS</p> <p>EVENT: Failure to have effective commercial and commissioning arrangements in place for all commissioned services</p> <p>CONSEQUENCES : Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance and inability to deliver Policing & Crime Plan outcomes</p> <p>OUTCOME: Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt and media</p>	Financial Reputation Operational delivery Performance	3	3	3	27	<p>Contracts in place for each commissioned service provider</p> <p>Quarterly reporting from commissioned agencies is contractual requirement</p> <p>Recruitment of Programme / Commissioning Manager post</p> <p>Horizon launch scheduled and Victim Support moving to HQ w/c 2nd March</p> <p>Contract with Victim Support in place before 1st April</p>	2	2	2	8	23-Feb-15

ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
7	01/04/13	COLLABORATION ARRANGEMENTS EVENT: Failure to maximise opportunities / deliver expected benefits for collaboration with other PCCs / OPCCs / forces and /or partner agencies (statutory duty) CONSEQUENCES: Opportunities to maximise operational effectiveness in the Protective Services arena are compromised (eg Strategic Policing Requirement). Opportunities to achieve financial savings are lost. Opportunities to maximise Partnership working (eg multi agency teams, shared campuses) are compromised. Home Office intervention likely OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies, risk to sustainability of Wiltshire Police, inability to deliver effective frontline service	Financial Operational delivery Performance	3	2	4	24	Linked to Risk 15 (Efficient and Effective Police Force) PCCs in South West region meet on a regular basis to maximise collaboration opportunities Governance meeting structure and agenda in place Collaboration protocol agreed by all regional PCCs and Forces National APCC Membership Regional Programme Board in place and team agreed PCC membership of Wiltshire Criminal Justice Board confirmed Membership of Public Service Board, One Swindon, and Health and Wellbeing Boards Established Community Safety and Reducing Offending Strategic Board	4	2	4	32	23-Feb-15
8	01/04/13	STRATEGIC ALLIANCE WITH AVON AND SOMERSET NEW EVENT: Collaborations fail to deliver expected benefits CONSEQUENCES: Key delivery areas are compromised or do not address the requirements of the Wiltshire PCC, Wiltshire Constabulary or the Wiltshire public. OUTCOME: Risk to sustainability of Wiltshire Police in face of CSR cuts, inability to deliver effective frontline service. Loss of public confidence and adverse criticism / intervention from Govt	Performance Financial Reputation Operational delivery					Linked to Risk 7 (Collaboration Arrangements) Regular meetings with Avon and Somerset to maximise collaboration opportunities Development of governance structure through which each programme will be monitored Devon and Cornwall and Dorset collaboration will be used to benchmark and align with where appropriate	3	3	4	36	23-Feb-15
9	01/04/13	STRATEGIC POLICING REQUIREMENT EVENT: Insufficient resources to deliver the Strategic Policing Requirement (SPR) (statutory duty) CONSEQUENCES: Failure to deliver statutory duty. Operational effectiveness in the Protective Services arena is compromised. Increased risk in areas such as Organised Crime OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC	Operational delivery Performance	2	2	3	12	Tri Force collaboration in place (Special Branch, Terrorism, Specialist Ops) Self assessment conducted by Force in 2012 under the guidance of NPIA - assessed as having capability to deliver SPR. HMIC PEEL Inspection considers compliance to Strategic Policing Requirement – recent report graded 'good'	2	1	3	6	23-Feb-15
10	01/04/13	LOCAL AUTHORITY PARTNERSHIPS EVENT: Failure to develop and maintain effective partnerships with Council partners CONSEQUENCES: Crime & ASB processes become inefficient and not joined up. Compromising ability to tackle areas such as ASB, domestic violence, safeguarding OUTCOME: Loss of public confidence in PCC which is likely to extend to Wiltshire Police and partners.	Reputation Operational delivery Performance	3	2	3	18	Wiltshire Council collaboration will be managed through the Joint Transformation Board (PCC, C Exec, Leader of Council, CC, DCC) Monthly meetings between PCC and Leaders of the two Councils PCC Membership of One Swindon, Public Service Board, Health and Wellbeing Boards Community Safety and Reducing Offending Strategy Board established – first meeting in July 2014	3	2	3	18	23-Feb-15
11	01/04/13	JUSTICE PARTNERSHIPS (improving service for victims & witnesses) EVENT: Failure to maintain effective partnerships with criminal justice agencies in light of decreasing budgets CONSEQUENCES: Justice processes become inefficient and not joined up. Justice outcomes and victim pathways may be adversely effected. OUTCOME: Lack of confidence in criminal justice process by victims of crime. Loss of public confidence in PCC which is likely to extend to Wiltshire Police and Justice partners .	Reputation Operational delivery Performance	3	2	3	18	CJS Efficiency Programme will integrate justice services Horizons (Victim and Witness support unit) opens 1st April 2015 Chair Community Safety and Crime Reduction Strategic Board Liaison with Judiciary Wiltshire Criminal Justice Board member Performance PAJ established Victims Forums being planned 2015-16+122	3	2	3	18	23-Feb-15
12	01/04/13	FUNDING EVENT: OPCC holding inappropriate level of capital and reserves CONSEQUENCES: OPCC failure in statutory obligations. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB. Not able to provide enough funds to Chief Constable to protect the frontline OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies. Unable to sustain further projects and meet unexpected expenditures. Cannot replace assets due for replacement and required to borrow.	Financial Reputation Operational delivery Performance	2	1	2	4	Managed by OPCC Chief Finance Officer Redevelopment of Wiltshire Police estate in partnership with Wiltshire Council and Swindon Borough Council, to maximise use of assets Precept consultation taking place January 2015 MTFS considered and agreed at CMB Strategic partnerships being developed to reduce funding gap ICT investment to allow agile working improving police visibility	3	2	3	18	23-Feb-15
13	27/08/13	FINANCIAL CONTROL EVENT: Failure to ensure effective control and financial planning CONSEQUENCES: Uncontrolled spending, failure to comply with statutory requirements, impact on delivery of Police and Crime Plan, increased exposure to fraud OUTCOME: Loss of public confidence in PCC which could extend to Wiltshire Constabulary and its partner agencies, government intervention	Financial Reputation Operational delivery Performance	2	2	4	16	Managed by Chief Finance Officer Redevelopment of Wiltshire Constabulary estate in partnership with Wiltshire Council to maximise use of assets Medium Term Financial Strategy Fortnightly meetings with Chief Finance Officer Monitoring of accounts at Commissioner's Monitoring Board PCC review of expenditure over £500 Internal Audit Review by Audit Committee	2	1	3	6	23-Feb-15

ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
14	01/04/13	ANNUAL BUDGET PROCESS EVENT: Failure to achieve a budget and precept agreed in a timely manner CONSEQUENCES: OPCC budgets are misaligned to policing and crime delivery requirements. Outcomes of Policing & Crime Plan are compromised. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies	Financial Reputation Operational delivery Performance	2	2	2	8	Established budget build process Monthly review of accounts Section 151 Officer joined Use of reserves Consultation of precept (with public, businesses, Chief Constable, partners, PCP)	1	2	2	4	23-Feb-15
15	01/04/13	ASSETS EVENT: Inadequate records of ownership and inadequate management of assets CONSEQUENCES: Failure in statutory duty on PCC. Full picture of assets is unclear. Value for money is not achieved and public assets not accountable OUTCOME: Loss of confidence in PCC and Wiltshire Police to effectively manage resources, negative impact on reputation	Financial Reputation Operational delivery	4	4	3	48	Senior Command Team now focussed on this area – new ways of managing ICT plan agreed at CMB Audit focus exists Management of non-ICT assets improvement with new monitoring process ICT assets remain high risk – list of proposed assets to be disposed of to be published shortly Limited assurance report received from Internal Auditors (previously no assurance) Process agreed with Information Commissioner+26	2	3	3	18	23-Feb-15
16	01/04/13	MAINTENANCE OF AN EFFICIENT & EFFECTIVE POLICE FORCE EVENT: Failure of the PCC/OPCC to secure an efficient and effective police force (key statutory duty) CONSEQUENCES: Levels of crime and disorder increase. Breakdown in relationship between law enforcement / justice agencies OUTCOME: Loss of public and partner confidence in PCC and Wiltshire Police. Criticism from external auditors, government / HMIC, adverse PCP comment and media attention. Legal challenge	Reputation Performance Legal	3	2	5	30	Managed through Commissioner's Monitoring Board, Strategic Improvement Board and Programme Management Board. Commissioner, Chief Executive, and S151 Officer attend. Stage 2 transfers complete Revised Scheme of Governance for twin corporations sole in place HMIC PEEL Inspection report – 'good' grading	2	2	4	16	23-Feb-15
17	01/04/13	FORCE RISK REGISTER EVENT: Failure to have effective oversight of the Force Risk Register (owned by the Chief Constable) CONSEQUENCES: PCC is unaware of key risks to the Force which could ultimately compromise operational effectiveness. Chief Constable is unsupported by the PCC in mitigating these risks, leading to increased risk of harm to the public. Impact on effective delivery of the Policing & Crime Plan OUTCOME: loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention	Reputation Performance Operational delivery	2	1	4	8	Linked to Risk 15 (Efficient and Effective Police Force) Reviewed monthly at Strategic Improvement Board - PCC / Chief Executive in attendance	2	1	3	6	23-Feb-15
18	01/04/13	COMPLAINTS EVENT: Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals. CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC and adverse media attention. IPCC intervention	Reputation Performance	2	3	4	24	Independent Adjudicator appointed and protocols with Chief Constable developed Ongoing monthly monitoring in place Appeals previously dealt with by the IPCC now determined by the Independent Adjudicator rather than Wiltshire Constabulary Quarterly reporting to PCP IPCC will take some resource without a reduction in demand for the Constabulary Complaints dip sampling now in place	2	2	4	16	23-Feb-15
19	01/04/13	INTEGRITY (including Fraud and Anti-Corruption) EVENT: Failure to uphold the integrity of PCC, OPCC staff, and Chief Constable CONSEQUENCES: Officers appointed by or representing the OPCC act inappropriately, undermine the role of the PCC locally and nationally. Potentially compromising the reputation or in worst case operations of the Force OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC, adverse media attention	Reputation Performance	2	2	4	16	Enhanced Professional Standards regime Standards and Behaviours PCC Register of Interests and Gifts and Hospitality (published on website) HMIC reports Ethics and Standards Board established (PCC and CC attend – may include independent element)	3	2	4	24	23-Feb-15
20	01/04/13	AUDIT EVENT: Failure to have an effective internal audit programme CONSEQUENCES: Areas such as assets, budgets, procedures are not robustly managed or assessed leading to increased risk of liability or inefficiency OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence	Financial Reputation Performance	1	1	3	3	Audit Committee in place. Audit programme is established as 'business as usual'.	1	1	3	3	23-Feb-15

ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
21	02/04/13	WHISTLEBLOWING EVENT: Failure to have effective arrangements in place CONSEQUENCES: Malpractice goes unreported. Failure of PCC in statutory duty to maintain an effective and efficient police force. OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence	Financial Reputation Performance	2	3	3	18	Whistleblowing Policy published on OPCC website HMIC report on Integrity – 'good' grading	2	2	3	12	23-Feb-15
22	01/04/13	EQUALITY ACT 2010: Public Sector Equality Duty EVENT : Failure to fully implement the duties within the Act (including commissioned services) and failure to appoint a lead to support this CONSEQUENCES : inability to deliver services that effectively address diversity needs and requirements within the organisation (staff) and within the community (public) leading to increased risk of HR tribunals or other litigation, criticism by auditors or government intervention OUTCOME : damage to reputation, loss of confidence in OPCC / police within Swindon and Wiltshire communities	Reputation Performance	3	3	3	27	Also contained within Force Risk Register Equality and Diversity Charter to be launched Signed up to Wiltshire Compact Swindon Compact being reviewed Stop and search policy review following HMIC thematic report and Home Secretary letter of 30th April	3	3	3	27	23-Feb-15
23	01/04/13	ENVIRONMENTAL SCANNING EVENT: Failure to have effective environmental scanning arrangements in place (to identify emerging legal, political or media related emerging issues) CONSEQUENCES: Political, environmental, legislative changes / developments in policing at a national level are missed, compromising the effectiveness of the OPCC. The Policing & Crime Plan does not reflect these changes leading to the OPCC failing to carry out statutory duties and failing to support effective operational policing. Poor oversight on social media commentary topics affecting the PCC or police OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government / HMIC.	Reputation Performance	2	2	3	12	Linked to Risk 4 (Resilience) APCC Google Alerts College of Policing Communications Officers (x2) Liaison with Councils and partners Home Office seminars	2	2	3	12	23-Feb-15
24	01/04/13	STRATEGIC PARTNERSHIP WITH LOCAL AUTHORITIES EVENT: Failure to deliver Police and Crime Plan objective CONSEQUENCES: Failure to achieve cost efficiencies and integrated service delivery OUTCOME: Loss of staff confidence, potential performance gains lost, budget pressure	Reputation Legal	3	3	3	27	Consultation with Staff Associations Agreed position reached with Chief Constable and Wiltshire Council and Swindon Borough Council Governance in place (Member and Officer Transformation Board) and reviewed at CMB internally Memorandum of Understanding prepared Campus review undertaken by Wiltshire Council+I37	3	3	3	27	23-Feb-15
PERFORMANCE													
25	01/04/13	PERFORMANCE EVENT: Failure to put in place adequate process to effectively hold the Chief Constable and other commissioned services to account for performance and use of resources CONSEQUENCES: PCC is unaware of how the Force and commissioner services are performing in areas such as crime/ASB, victim satisfaction, response times, staffing. Leading to lack of oversight of effective delivery of the PCCs Policing & Crime Plan. OUTCOME: loss of public confidence in PCC and Wiltshire Police. Criticism from government / HMIC, adverse PCP and media comment	Reputation Performance Operational delivery	2	2	3	12	Linked to Risk 15 (Efficient and Effective Police Force) Managed monthly through SIB and CMB by exception Fortnightly briefings from performance team Public performance meetings Contractual reporting of key performance indicators by commissioned services (quarterly) Informal weekly performance monitoring Performance culture review underway	2	1	3	6	23-Feb-15
26	02/04/13	INSPECTION PROGRAMME EVENT: Failure to be conversant with HMIC / HMP / criminal justice inspection programme and have oversight of Constabulary response to reports, coupled with risk of poor inspection outcomes locally CONSEQUENCES: Failure of PCC duty to secure efficient and effective police force. Public confidence in PCC is adversely affected. OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government	Reputation Performance	2	1	4	8	Linked to Risk 4 (Resilience) Managed by Continuous Improvement Team Insp/Sgt HMIC Publication on website and Commissioner's response Reports considered at SIB / CMB HMIC PEEL inspection – 'good' grading	2	1	4	8	23-Feb-15

GREEN = risk has decreased since last update
RED = risk has increased since last update

Scoring Colour
1-7 - green
8-17 - yellow
18-29 - orange
30+ - red

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

Quarter Three 2014/15 (1st April to 31st December 2014)

For Police and Crime Panel meeting 5th March 2015

Introduction by Commissioner Angus Macpherson

As per previous reports, this paper provides Members with an update on the current performance of Wiltshire Constabulary. The emphasis of this report is different, however, and will provide Members with a view of how I, in my role of Police and Crime Commissioner, believe the Force is performing.

The Panel will be aware of the performance culture review which has taken place in Force and that I am working closely with the Panel's Performance Review Working Group to consider how this will impact upon future reports to the Panel. This will be reported on by the Working Group at this meeting in more detail.

Members will begin to see some changes in this report and that it has more of a narrative style. Although the reporting is still in line with my key priorities, I have moved away from the red, amber, green status (otherwise known as RAG status). The report will include data where it is relevant to do so but details of the activities that are taking place or planned are also provide, which allows for a more rounded approach to the performance review.

My key priorities remain as:

- 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 and the updates 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.



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. The way in which I assess the Force’s performance and the Police and Crime Panel assess my performance continues to be an area of focus. This reporting process and management of performance is being developed within a working group consisting of members of the Police and Crime Panel, members from my office, and members of the Constabulary.
3. The agreed terms of reference of this group are:
 - To monitor implementation of the Police’s performance culture review on the Police and Crime Panel’s behalf, reporting back to the Panel as appropriate.
 - To provide constructive input on the Police performance culture review to the Police and Crime Commissioner as appropriate.
 - To work with the Police and Crime Commissioner to agree a performance reporting mechanism that enables the Panel to effectively monitor delivery of the Police and Crime Plan. This mechanism should emphasise contributing to a culture of achieving positive outcomes, rather than a culture of perverse incentives.
4. There have been a number of sessions conducted already and it is pleasing to see progress being made to bring the performance framework up to a more modern way of thinking. I would like to thank the Panel members on this group for their commitment and input to this working group.
5. This piece of work, conducted independently by the Constabulary, had set out to ensure officers were operating ethically and with the best interests of the people of Wiltshire and Swindon at the forefront of their minds.
6. I have been kept informed about the progress of the review (from a tactical and strategic level) and am satisfied that the Constabulary is improving the assessment of performance in a scientific and ethical way. Senior management within the Force understand the negative impact of a perverse performance culture. 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.
7. The current review into performance culture 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 with the new style of reporting taking effect as from 1 April 2015.
8. In an attempt to adapt the report to be as effective as possible, I have removed all reference to colours. All thresholds that were initially used will continue to be included within the report in the meantime, to maintain some consistency with previous reporting periods.

Her Majesty's Inspectorate of Constabulary (HMIC)

9. HMIC's core role is to inspect and monitor police forces and provide advice in promoting improvements in the efficiency and effectiveness of police. This fits in with Wiltshire Police's commitment to ensuring continual review and improvement of its business areas to maximise effectiveness.
10. HMIC has statutory powers to inspect and report on the efficiency and effectiveness of police forces, as set out in the Police Act 1996. A schedule of regular annual inspections is published and includes assessments, such as PEEL (Police Efficiency, Effectiveness and Legitimacy) and other focused areas of policing which, through consultation, have been identified as potentially being of concern.
11. HMIC can also be commissioned by the Home Secretary, and local policing bodies (Police and Crime Commissioners, the Mayor's Office for Policing and Crime) to inspect any, or all, police forces on a particular subject.
12. The public want the police to succeed in their mission to keep people safe and secure. It is in the public interest that the quality of policing keeps improving. By providing accessible information on the performance of forces, HMIC allow the public, and peers, to see how each force is doing.
13. Within the third quarter of this financial year, two publications by the HMIC have generally shown Wiltshire in a positive light. The first is the inspection on 'Police Integrity and Corruption', and secondly the results from the inaugural 'PEEL' inspection. Within PEEL, Wiltshire achieved a grading of 'Good' for all three strands of Effectiveness, Efficiency and Legitimacy.
14. I published the following statement on receipt of these inspection results:

"I welcome the positive assessments of the Constabulary in the two reports from HMIC.

"There is ample praise for the Constabulary for its efforts to reduce crime and prevent offending; for its investigations, its commitment to protect those most at risk; and its efforts to tackle anti-social behaviour.

"I am pleased that the inspectors noted the commitment to a culture of professionalism and ethical behaviour.

"It is good that HMIC recognises the effective governance measures which I have established.

"The HMIC speaks of a 'strong and effective relationship' between the constabulary and my office in overseeing misconduct and integrity matters. It notes the scrutiny by my office takes in the prevention of corruption, misconduct complaints and unprofessional behaviour.

"In my view anyone reading these reports will be reassured that Wiltshire Constabulary has a strong workforce, good management and good local governance.

"Our constabulary costs the people of Wiltshire and Swindon less per head of population than almost any other police force. To consistently perform at the level of the very best, with such a low cost base, is highly creditable."

15. Wiltshire Police was one of only 24 forces identified as good at investigating crime in this first national PEEL assessment. Additionally the report into police integrity recognises Wiltshire Police's recent introduction of a People Intelligence Board, which focuses on conduct and integrity issues. It also found that staff are confident in reporting wrongdoing either to supervisors or using other methods and are aware of the need to challenge unprofessional behaviour, with additional guidance for staff being raised as a suggestion by HMIC. All inspections and identified areas for improvement through the inspections are managed locally with clear owners and specific plans in place. They are reported through the Force's Strategic Improvement Board of which I am a member.
16. There are a number of inspections on the horizon for the Constabulary, including Protecting Vulnerable People, Missing and Absent Children, Child Protection, Strategic Policing Requirement, and the Efficiency strand of the next 'PEEL' inspection.
17. All reports into inspections completed by the HMIC are made public and are available through their website (www.justiceinspectorates.gov.uk/hmic).

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

18. During this transition period to a new reporting style, I will continue to use the scorecard and measures previously developed which attempt to cover all the elements of the Police and Crime Plan which can be measured. This was developed at the beginning of the last financial year and 2014/15 is the second year of its implementation.

19. The table below at Figure 1 shows the final position on the Force's performance for the third 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	Measure	YTD	Threshold	Measure	YTD	Threshold		
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	24256	24690	To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reduce serious harm crime	841	546	To make criminal justice processes shorter Number of days from report to disposal	49	44
	ASB	17117	18719					Satisfaction with follow up	84.3%	84.4%
People feeling safe during the day	94.8%	93.3%	Driving up standards of customer service			Satisfaction with investigation	82.4%	82.1%		
People feeling safe during the night	60.4%	58.4%				Victims referred to Victim Support	89.4%	80.0%		
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	17.70%	17.00%	Victims satisfied with Victim Support	99%	95.0%		
Volunteering numbers taking part in various	6945	6840	Victim satisfaction	90.1%	86.7%	Proportion of cases dealt with out of court	39.9%	48.8%		
Number of Specials	172	235	Number of days to finalise a locally resolved complaint	66	54	Unlocking the resources to deliver				
Average hours contributed by Specials per month	9	16	Prosecutions that fail due to quality of police input Crown Court	12.5%	10.0%	Public satisfaction with police visibility	59.4%	62%		
% of people thinking that young people hanging around is a key issue	16.2%	16.0%	Prosecutions that fail due to quality of police input Magistrates Court	22.0%	17.5%	Number of police officers	1031	1020		
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-16.6%	-12.50%	Data quality	0.96%	0.90%	Number of PCSOs	121	138	
	Organised crime group impact assessment	-15.5%	-12.50%	Ensuring unfailing and timely response to calls for assistance			Reducing offending and re-offending			
% of people saying that ASB is a concern in their local area	29.4%	33.4%	Immediate response rate	93.9%	90%	Tackle irresponsible licensed premises	2816	4209		
			999 calls answered within 10 seconds	89.2%	90.0%	Reduce Re-offending	25.1%	29.1%		
			101 to report crime - calls answered within 30 seconds	76.9%	75.0%	Re-offending rate of SWITCH Cohort	34.8%	35.4%		

Figure 1: PCC Priority Scorecard April 2014 – December 2014

20. Overall, I assess the Force as performing well in most key areas and improving in areas which require attention.

In promoting my intention to increase the policing element of the Council Tax by £3.06 for a Band D property, I cited our HMIC Mrs Sharpling. I do so again:

In terms of effectiveness in general, the force is **good** at reducing crime and preventing offending; **good** at investigating offending; **good** at tackling anti-social behaviour; and the efficiency with which the force carries out its responsibilities is **good**.

I stand by this assessment, which should be considered in the context of resourcing. Of the forty-three forces in England and Wales, only two forces receives less gross income per head of population than Wiltshire Constabulary.

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
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	24256	24690
	ASB	17117	18719
People feeling safe during the day		94.8%	93.3%
People feeling safe during the night		60.4%	58.4%
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		6945	6840
Number of Specials		172	235
Average hours contributed by Specials per month		9	16
% of people thinking that young people hanging around is a key issue		16.2%	16.0%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-16.6%	-12.50%
	Organised crime group impact assessment	-15.5%	-12.50%
% of people saying that ASB is a concern in their local area		29.4%	33.4%

Figure 2: Reducing Crime and ASB

21. The scoring for this priority for the third quarter of 2014/15 is graded as 'Good'.
22. 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. In the first three quarters of this financial year, 24,256 crimes were recorded which puts the Constabulary well on the way to achieving this aim by the end of this financial year. In addition, the current 'rolling' 12 month trend stands at 31,898 up to the end of December and is continually reducing.
23. Total crime within Wiltshire has continued to fall steadily over the nine months since the start of the financial year, and I am content that this measure will succeed my ambitions by the end of my term in office.
24. Wiltshire is a low crime area, as shown by the recent statistics released by the Office for National Statistics. This data was published up to September 2014, and showed Wiltshire having the fourth lowest crime rate in the country, and performing lower than any other force within the 'most similar group' of peer forces. A 'most similar group' is a group of forces put together based on similar demographics, geography, and society factors, and used to identify when forces are significantly different from each other. I regularly use this as a factor when studying the Force's performance.
25. I am able to publish data comparing other forces up to September 2014 as this is the date to which the Home Office have certified. The below graph demonstrates the continued level of reduction in crime seen in Wiltshire (black line) against the average of our most similar forces (blue line).

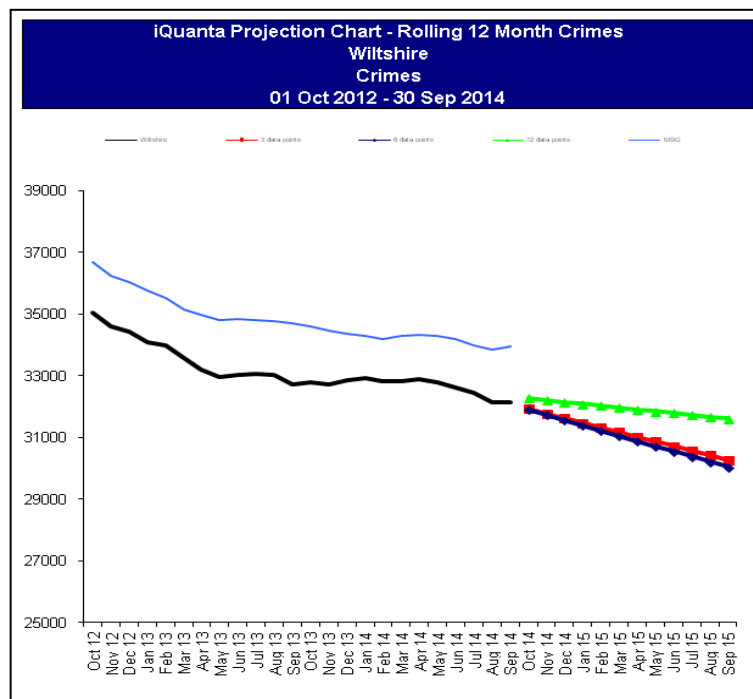


Figure 3: All crime – rolling year up to September 2014

26. Internally we continue to look at the crime reduction trends, and the following graphs give a more recent view.

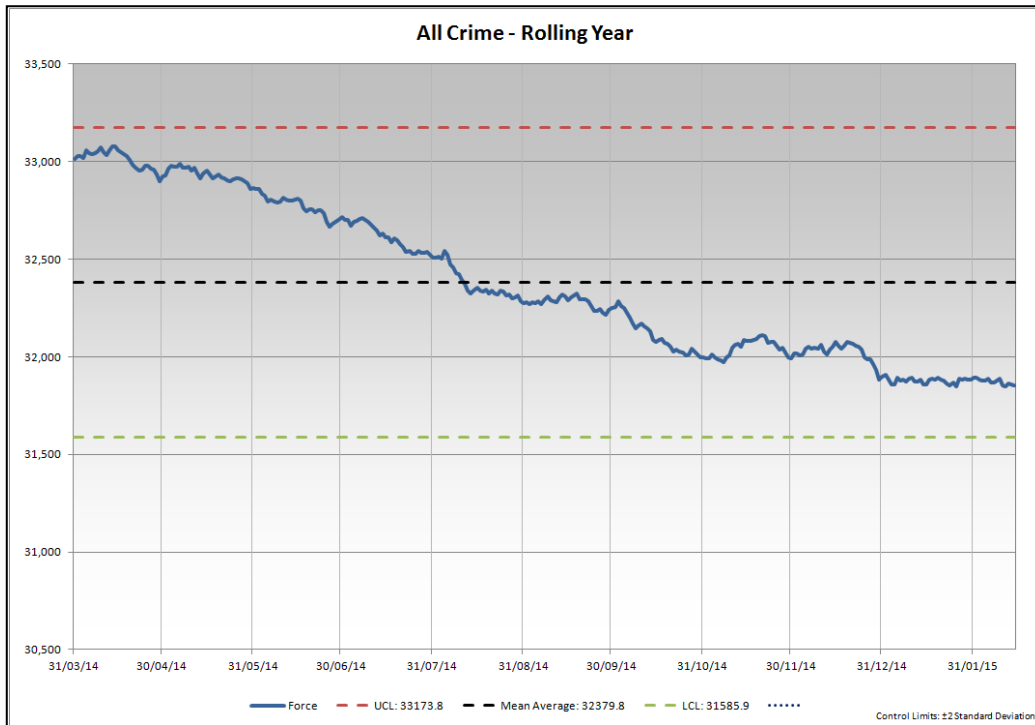


Figure 4: All crime – rolling year

27. Through my monthly oversight at the Strategic Improvement Board, I am also very interested in the accuracy of crime recording. The Force Crime Registrar has monthly meetings with the Head of Crime Standards and Justice (Supt Saunders) and the Deputy Chief Constable Mike Veale. It is clear they have strong management of this area through identification of problematic areas and subsequent action within the Force through training and awareness raising. I monitor all of the activity within this area, following the HMIC inspection on Crime and Data Integrity, through their Continuous Improvement Plan.
28. Crime in the county area as a whole is reducing well, and I continue to monitor local issues and crime trends and will not be complacent about the levels of crime. Different crime types can show varying trends which are regularly analysed within the Force and by me through my regular performance monitoring meetings with the Force.
29. Theft offences (which mainly include Dwelling Burglary, Non Dwelling Burglary, and Vehicle Crime) make up about 50 per cent of the police’s recorded crime, and have shown a large reduction throughout the last year, and also strong performance compared to other forces. Reductions have been as strong as 11.9 per cent since the start of this financial year, equating to 1,547 victims of crime in six months. The graph below demonstrates the level of reduction seen within this crime group.

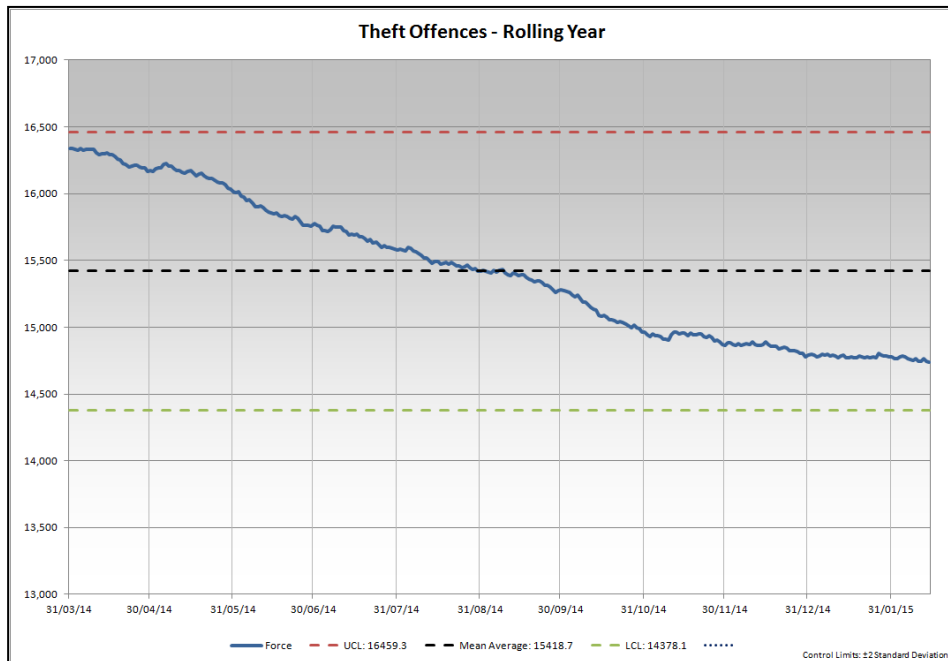


Figure 5: Theft offences – rolling year

30. Against peers, this crime group continues to see positive reductions, out-performing the average of the most similar group up to September 2014.

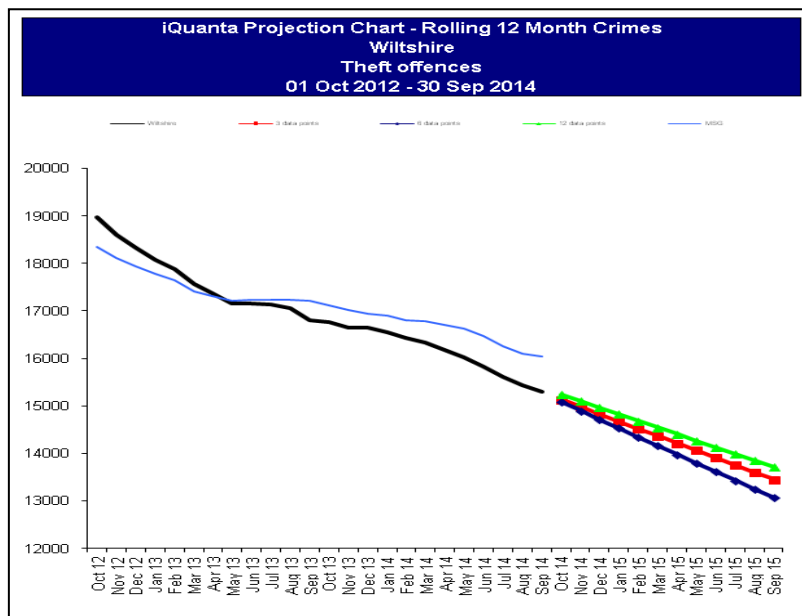


Figure 6: Theft Offences – rolling year up to September 2014

31. Within the most recent Home Office crime release reporting on the year up to September 2014, Wiltshire is positioned fourth lowest nationally for Dwelling Burglary, tenth for Vehicle Crime and 19th for Non Dwelling Burglary. All of these areas continue to show significant reductions in Wiltshire and Swindon as a whole, and I am satisfied the trends are going in the right direction.

32. Violent Crime has been an area of consistent review and analysis over the past 12 months. Trends within this crime type have been increasing within Wiltshire, and nationally, since December 2013. There has been a 15.9% increase in Violence

Against the Person up to September 2014, with Wiltshire seeing an increase of 18.1% in this time period. Wiltshire's performance is in line with the national and regional trend, where Wiltshire is positioned 18th out of 42 forces up to the most recent data of September 2014.

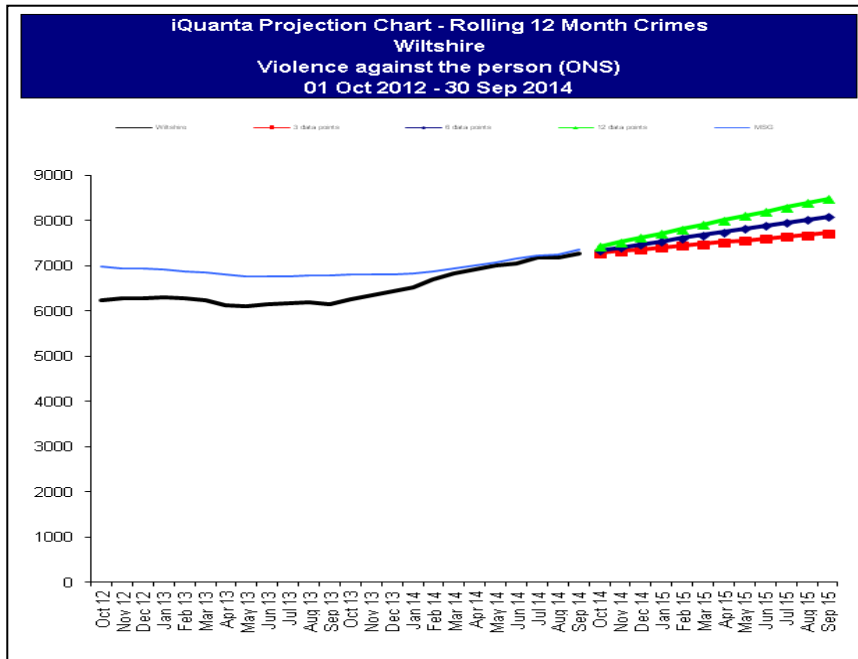


Figure 7: Violence Against the Person – rolling year up to September 2014

33. The national view on the increase in Violence remains consistent, following the national statistics watchdog saying it could no longer approve figures recorded by the police because they were unreliable. This prompted major revisions of how each force handles its figures. Internally, Wiltshire continues to review and analyse the crime groups to ensure the local findings correlate to national reports. This includes assessing locations, themes and offenders.

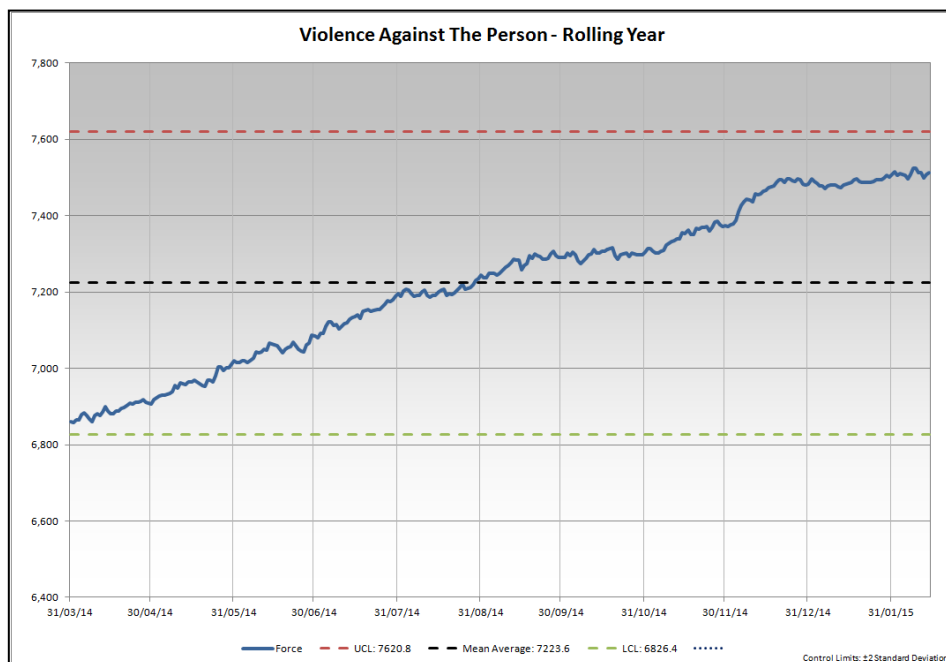


Figure 8: Violence Against the Person – rolling year

34. Violence within specific areas continues to be monitored closely and is identified and analysed at a local level. For instance, in the last quarter the level of public space violence within Swindon West was identified by the Business Intelligence Team as being above expected 'normal' levels. This was passed to the Criminal Intelligence Team who carried out some more in-depth analysis focusing on smaller locations, hot spots, themes within the offences, repeat addresses and victim/offender relationships. Issues are identified effectively and analysis is used to inform local tasking, bringing the volumes back down to normal levels.

Swindon West Public Space Violence:

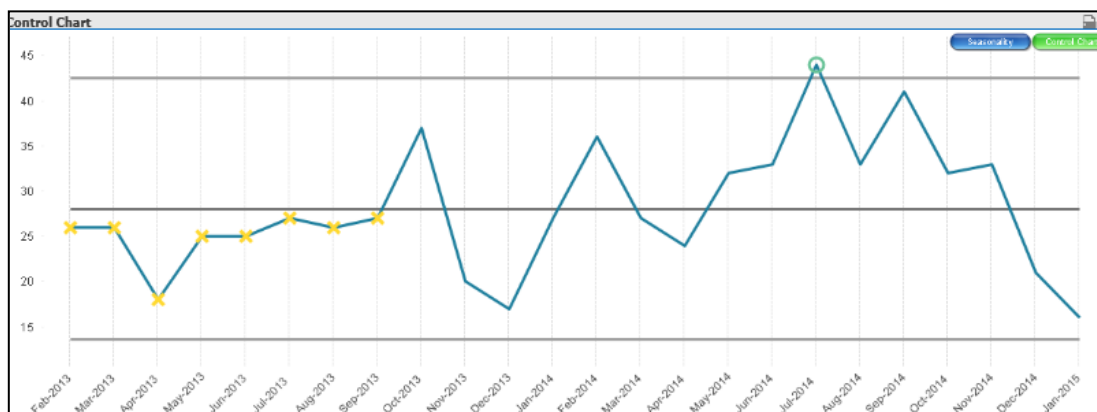


Figure 9: Swindon West Public Space Violence

35. 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.
36. As far as anti-social behaviour (ASB) is concerned, I continue to be pleased with the level of reported incidents to the Force. There has been a 4.5 per cent reduction compared to the start of the year, and a 5.2 per cent reduction compared to the same period last year. This has equated to 959 fewer incidents. The trends have stabilised since September which is indicative of the large reductions seen at the same time in the previous year.

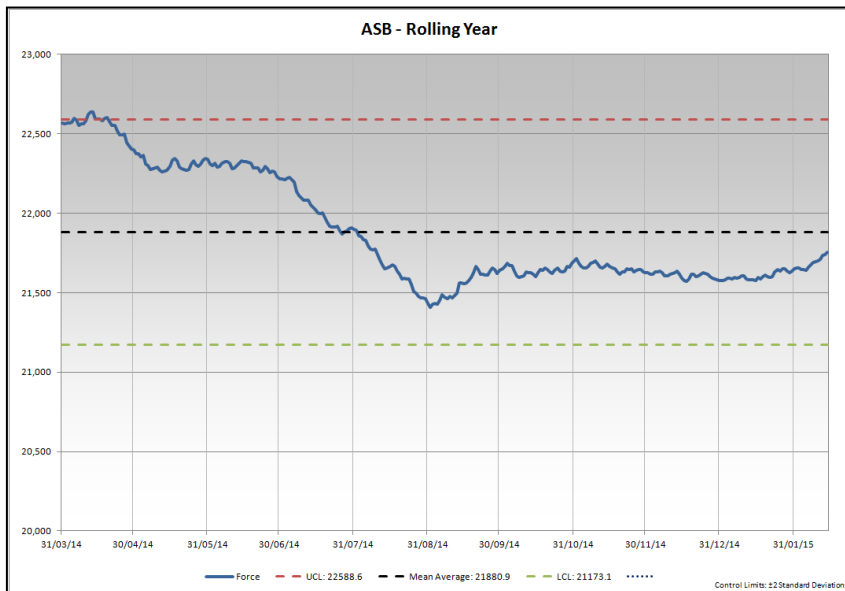


Figure 10: Anti-Social Behaviour – rolling year

Public Opinion Survey

- 37. 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.
- 38. Results have been analysed for the most recent wave which was conducted in late 2014. In addition to the key measures listed within this scorecard, I also view all questions put to members of the public, and take particular interest in differences between perception of crime and reality in order to test engagement in local areas.
- 39. Overall, there were no exceptions in the Force-level measures in the Winter 2014 results as all results fell within the expected range compared to previous surveys. Verbatim commentary, location and demographic information is now available through the new performance product aimed at sector inspectors.

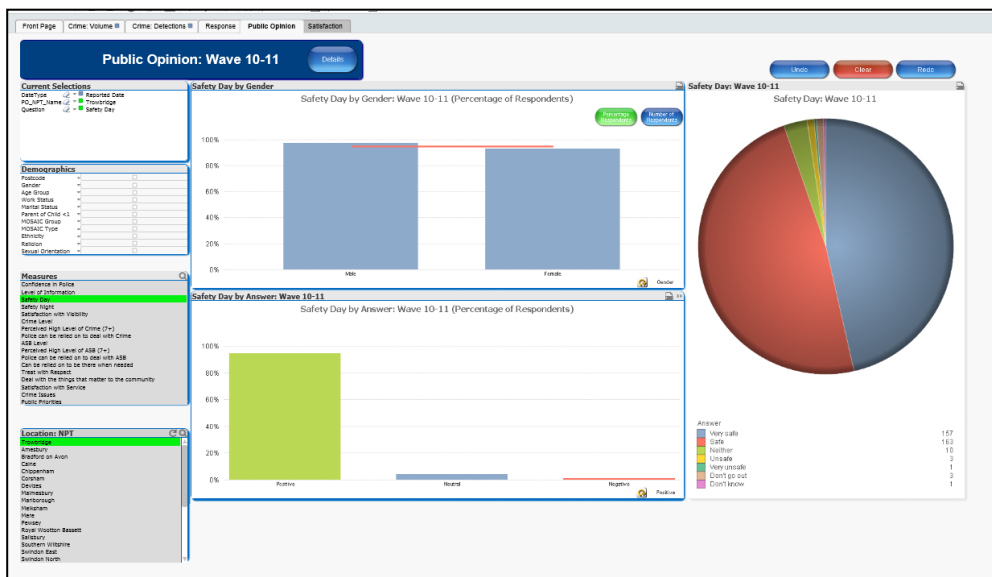


Figure 11: Public Opinion product for Sector Inspectors

40. 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, the results for the survey have supported communication strategies to target different locations in different ways according to their needs.
41. The majority of measures which are included within this scorecard have remained stable or have improved compared to previous surveys.

Confidence Interval	±2.2%	±2.0%	±2.1%	±2.1%	±2.1%
Survey Wave	7	8	9	10	11
<i>Feel safe during the day</i>	92.5%	93.7%	94.9%	94.8%	94.7%
<i>Feel safe after dark</i>	61.9%	59.6%	58.8%	60.4%	56.2%
<i>Satisfaction with visibility</i>	59.9%	55.3%	57.2%	59.4%	58.1%
<i>Relied on to deal with crime</i>	69.4%	67.2%	65.7%	68.8%	67.5%
<i>Relied on to deal with ASB</i>	66.1%	65.3%	63.6%	64.4%	65.4%
<i>Deal with the things that matter to the community</i>	77.7%	77.4%	78.6%	76.6%	76.6%
<i>Overall confidence in the police in this area</i>	85.3%	85.3%	83.9%	83.9%	83.4%
<i>Teenagers hanging around</i>	16.4%	16.5%	19.4%	16.2%	17.6%

Figure 12: Public Opinion Survey results

People feeling safe during the day/night

42. The percentage of people feeling safe during the day remains very high at close to 95 per cent. This is encouraging to see and reflects the low rate of crime which takes place in Wiltshire.

43. The feeling of safety after dark has always been much lower than safety during the day, and this is likely to remain the case. This indicator has remained relatively stable over the last four surveys conducted. Responses from the public relate to perception of danger, general apprehension of the dark, or a lack of street lighting. Although the drop in the recent wave seems substantial, it is not significant within the limitations of the survey.

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

44. Within the last survey, the results for 'teenagers hanging around' dropped back down to more normal results. The recent figure for this area stands at 17.6%.

45. This statement is important as it is unprompted by the interviewers. Officers are provided with this information to inform their local plans and to provide understanding of what the local community are saying is their key issue.

46. The current youth diversionary activities continue successfully including the "youth zone" website, cadets, bluez n zuz and Outbox. In addition the youth engagement strategy has been taken to the Children's Trust Boards in both Swindon and Wiltshire

with a view to all working together on a pan-Wiltshire strategy. The implementation phase has begun for the youth engagement officers and we are working towards a date of May 2015 for them to start.

Number of volunteers taking part in various 'watch' schemes

47. The support of volunteers is extremely important as they help the Force to engage and interact more effectively with local communities. Volunteering is rewarding, and it provides a valuable opportunity to develop skills and life experiences. The support given by all volunteers is invaluable and assists the Force in concentrating on core policing duties. As a result there are more officers on the streets and improved community support.
48. To ensure consistency and clarity in approach, the Force is producing a volunteer strategy which will be used to:
 - a. Provide a flexible approach to meet the needs of the public
 - b. Establish sustainable recruitment of volunteers
 - c. Retain volunteers through volunteer co-ordinator
 - d. Reduce demand for police services through support of volunteers
49. The new Community Messaging tool allows those who have signed up to receive messages about policing and crime matters in their area (such as community policing news and events).
50. This tool has now been rolled out across Swindon and Wiltshire and is used on a daily basis. In December, Wiltshire Fire and Rescue Service stated that they are keen to come on board so that they can use the facility. I am keen to see other public sector organisations making use of the facility.
51. Just over 5,000 people have signed up, which includes 2,500 people from Neighbourhood Watch. This number is increasing every day, and in the week commencing 2 February 2015, the final push to get all Neighbourhood Policing Teams up and running took place. The final locations were Devizes, Amesbury, Calne, Wilton and Southern Wiltshire.
52. The Constabulary now has a full time Digital Engagement Officer, who will continue liaising with Neighbourhood Policing Teams and being creative in promoting Community Messaging to the public. More watch schemes will be on board such as Farm Watch, with further schemes in the future.
53. Users are able to receive appeals for information and crime prevention advice, as well as replying to messages, feeding back information to their local neighbourhood officers, to help them in policing their local area.
54. 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 Community Messaging is a considerable step towards this goal. It will allow the Neighbourhood Watch Association to maintain a central database of their co-ordinators and members.

Number of Specials and the hours they contribute

55. A large review and redevelopment of the Special Constabulary is being conducted by Superintendent Marion Deegan. Following a recruitment process, the Constabulary has recently appointed a Strategic Specials Superintendent, Scott Bateman. Special Supt Bateman will be responsible for the leadership of all Special Constabulary officers within the Force and all strategic matters. Part of his role will be to engage with other forces and the Home Office on a regular basis to maintain and share best practice. This appointment is with immediate effect.
56. Currently we have 182 Specials with 172 working regular hours. This reduction in numbers is due to recent resignations and a determined effort in addressing officers who are not completing regular hours. Records show that the hours they contribute are 8.9 per month against the requirement of 16 hours. Specials have not been given a straightforward system to input hours on to the Force time sheet, and therefore this number is likely to be higher.
57. Historically this data has been sought through unreliable sources and is data that is simple to capture, but does not give any insight into the quality of the service or value for money delivered by Specials. Therefore a new framework is being developed by the Constabulary which will focus on three key themes:
- Recruitment – Understanding of demographic gaps to ensure effective recruitment of a Special Constabulary that is representative of the population.
 - Deployment - Provide insight into how Specials' hours are used, for example travel, training, response, NPT, Special Ops.
 - Retention - Staff engagement and satisfaction.

There exist a number of barriers in these areas to effectively monitor Specials: data quality, data access, internal processes and effectiveness of activity.

58. I am satisfied that the Constabulary is putting together an effective framework to focus on qualitative and quantitative aspects of the Special Constabulary, and that this area is not straight forward or quick to resolve.
59. My ambition was to see a minimum of 300 active Special Constables working across Wiltshire and Swindon and attached to local communities. Currently for sector level use, 235 roles have been identified. However, this is before we look at other areas of police activities in which Specials could make a valuable contribution.
60. Twenty Specials joined the Constabulary in January 2014, with another 17 in May 2014, and 12 in December 2014. Future intakes are planned in May 2015 (20), October (20), and January 2016 (20).
61. 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.

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

62. Organised Crime Groups (OCGs) are defined as those groups that use planning, sophisticated methods or specialist resources to commit serious crime.

63. There continue to be 13 active 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. There are currently four OCGs which are in the stage of active operations with the remaining groups under development.
64. The 13 OCGs which are currently active hold a harm and risk score of 350 which compares to an initial score of 482 from the start of the year. This relates to a reduction in harm and risk of 27.2%
65. Note: Nationally there has been work going on to develop a more robust performance management tool for OCGs and a new disruption assessment process has been embedded into Wiltshire Police tasking processes. This ensures greater understanding of the impact of any OCG disruption and offers scrutiny by senior officers.

Dangerous Drug Networks (DDNs)

66. 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 produces 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.
67. At the end of quarter three, there are 16 active DDNs on the network. Only 25% of these groups are assessed as high risk due to intelligence links to weapon use, violence, or links with other violent networks based elsewhere in the country. Only one or two per quarter remain high risk for more than one month, indicating that enforcement activity was effective at reducing the threat and either disrupting, or removing, the DDN.
68. Those current DDNs in operation have a harm and risk score of 372 against an original score of 446 (a reduction of 16.6%).

Protecting the most vulnerable in society

Protecting the most vulnerable in society			
Measure		YTD	Threshold
To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reduce serious harm crime	841	546

Figure 13: Protecting the most vulnerable in society

Reduce harm from serious crime

69. 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)

70. As reported within previous reports, this area continues to be above the threshold set which was based on maintaining the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities.

71. This is predominantly as a result of an increase in serious sexual offences which make up 70 per cent of the grouping. Reports about these offences have been included in previous reports to the Panel. There has been a large increase nationally.

72. This was further evidenced through the recent national report into Police Crime statistics which stated that forces recorded 24,000 rapes and almost 49,000 other sexual offences - the highest numbers since comparable records began in 2002-03. The Office for National Statistics (ONS) said these rises were thought to be down to the improvements in how police were recording crimes and a greater willingness of victims to come forward than before.

73. As was shown in the most recent crime figures from the ONS, sexual offences are showing an increase of 22.3 per cent nationally, compared to the 19.9 per cent increase seen in Wiltshire. Wiltshire is not what statisticians call an outlier in this regard; every force in the country is seeing an increase.

74. This area is under consistent monitoring to ensure there is no increase in risk presented to the public. Previous analysis showed 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 individuals who are familiar with one another.

75. The graph below shows some recent analysis by the Business Intelligence Team which highlights this area as an exception. Following internal investigation and communication with the area lead, it became evident that this was as a result of training implemented within the Multi-Agency Safeguarding Hub (MASH). Feedback from the Crime Data and Integrity review in August 2014, highlighted gaps where some referrals and historic crimes captured in appropriate forms were not being recorded. Since December 2014, there has been training for staff within the MASH on the Home Office Counting Rules / National Crime Recording System.

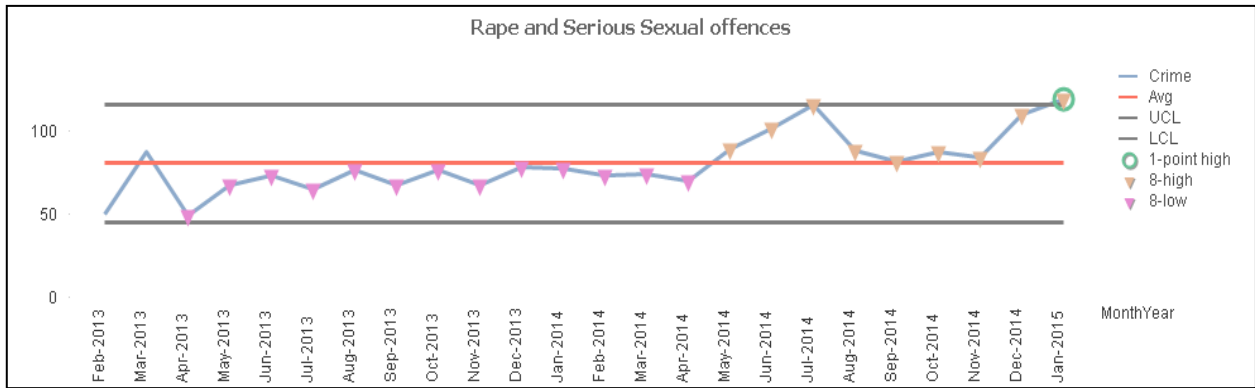


Figure 14: Statistical Process Control Chart – Rape and Serious Sexual Offences

76. The recording of these offences will show a significant increase over the coming months as this training is embedded. This is shown in January’s figures, reporting above the upper control limit with 119 offences. Rape offences are the main driver of this increase with 46 offences reported (20 are domestic abuse related). This training will improve data accuracy on systems and enhance the ethnical recording of crime.

77. The below graph shows where Wiltshire sits within the most similar force group, showing that the performance is on average.

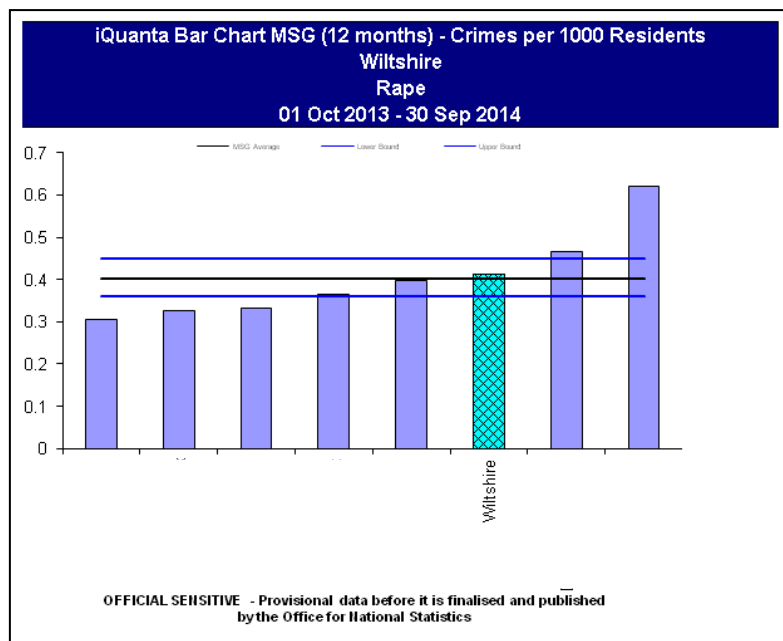


Figure 15: Rape per 1,000 population within the most similar force group

78. Further crime integrity training to all Public Protection Department (PPD) supervisors will be conducted over the coming months and the Constabulary is supporting the MASH team for the medium term.

79. Det Supt Craig Holden is fully sighted and has been expecting the rise in recorded crime which he sees as a positive sign of accurate and ethical recording and a better reflection of the volume of recorded offences.

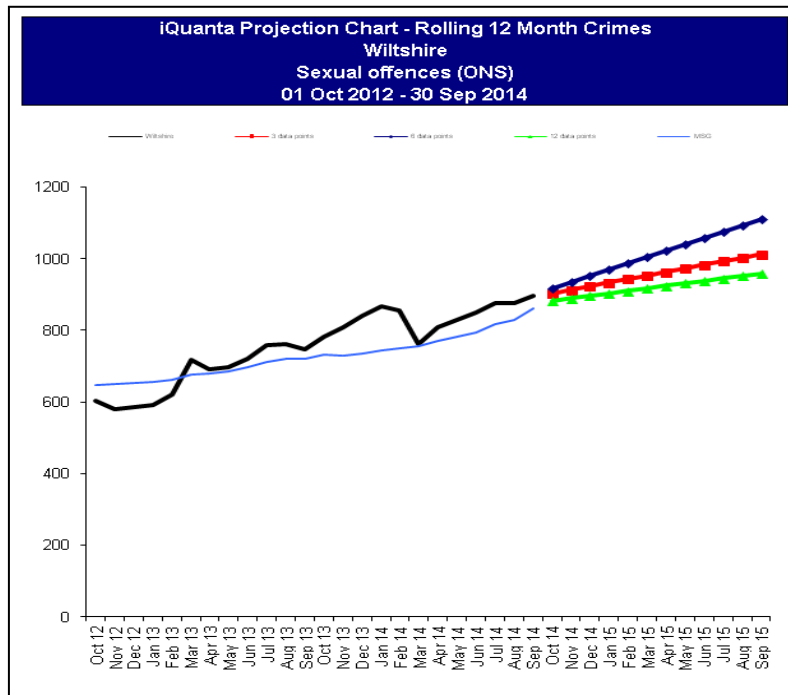


Figure 16: Sexual Offences – rolling year up to September 2014

Most Serious Violence

80. Most Serious Violence (which includes Homicide and Assault with Intent to Cause Serious Harm) is a small part of Most Serious Harm and Wiltshire is fortunate not to record many offences of this type. Currently Wiltshire records approximately 100 offences a year and is positioned within the lowest quartile nationally. There has been a recent increasing trend across all sectors which is mirrored by the national trend, and shown within the graph below. This trend is stabilising, but continues to be closely monitored and analysed locally.

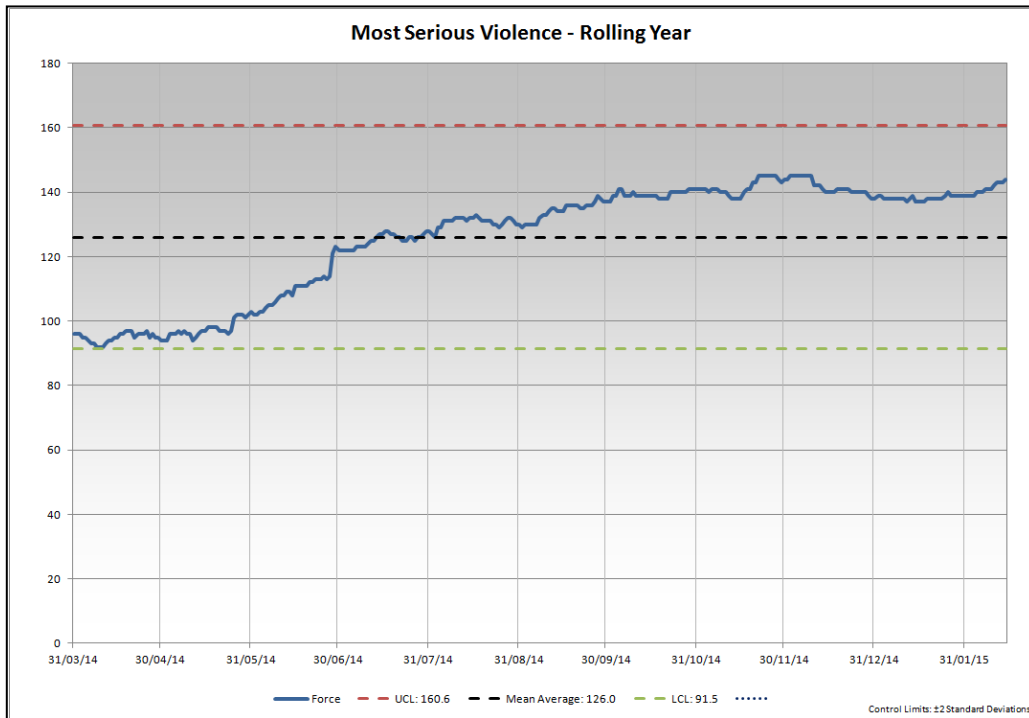


Figure 17: Most Serious Violence – rolling 12 months

81. The graph below shows Wiltshire’s position against similar peers and demonstrates the context of the volumes of this crime type.

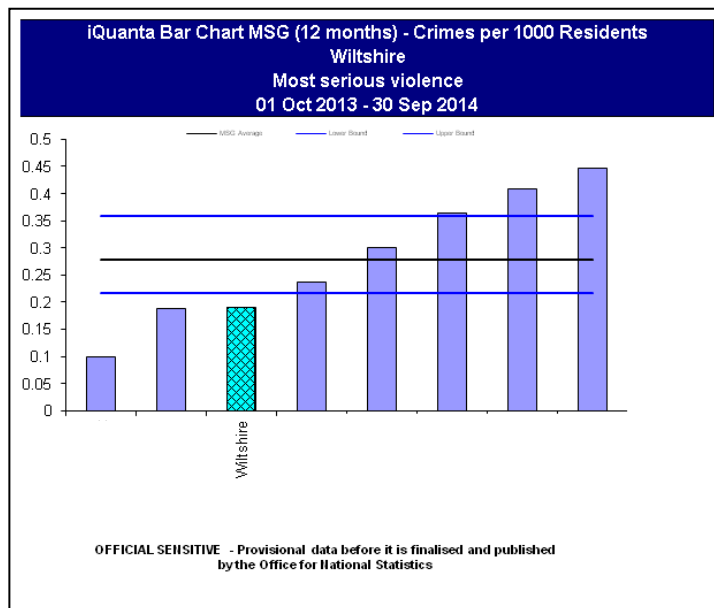


Figure 18: Most Serious Violence – most similar forces group

Putting victims and witnesses first

Putting victims and witnesses first		
Measure	YTD	Threshold
To make criminal justice processes shorter Number of days from report to disposal	49	44
Satisfaction with follow up	84.3%	84.4%
Satisfaction with investigation	82.4%	82.1%
Resolved rate	26.9%	32.5%
Victims referred to Victim Support	89.4%	80.0%
Victims satisfied with Victim Support	99%	95.0%
Proportion of cases dealt with out of court	39.9%	48.8%

Figure 19: Putting victims and witnesses first

82. 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.

83. 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 Police:

- (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

84. Based on a threshold devised to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the latest survey results for December 2014 show that the Force is continuing to perform very well.
- (i) How well the victim has been kept up to date with developments: 83.8 per cent
 - (ii) How well they thought the crime was investigated: 82.5 per cent
 - (iii) How satisfied they were in general with Wiltshire Police: 89.2 per cent. *(Please see Priority 6 (Driving up the standards of customer service) further on in my report)*
85. Looking at the most recent publishable data from the Home Office comparison website, iQuanta (up to September 2014), Wiltshire is significantly above most similar forces for how satisfied the victim was in general with the police. Nationally, Wiltshire is rated eighth out of 43 forces.
86. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is significantly better than its peers. Nationally, Wiltshire is rated sixth out of 43 forces for the same measure.
87. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a question mandated by the Home Office. It does, however, sit under the theme of 'actions taken'. For this theme, the Force is performing better than the average of its similar forces.
88. In summary, I am pleased with the level of victim satisfaction that is published by the Home Office for the Force, and place a high weighting on the experiences and opinions of victims of crime.

Victim Support

89. 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.
90. The proportion of victims referred by an automated process to Victim Support for the first three quarters of 2014/15 was 89.4 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.
91. Satisfaction with Victim Support remains strong at 98.5%.

Resolved rate

92. The resolution rate at the end of the third quarter of 2014/15 was 25.4 per cent. This remains significantly below the required position, and significantly below peers.
93. As reported previously, it continues to be the case that this drop within the resolution rate is a result of out of court disposals dropping significantly from the summer of 2013. This is demonstrated by the below graph which shows the red line dropping (out of court disposals), and the green line stable (in court disposals), resulting in the overall rate dropping (blue line).

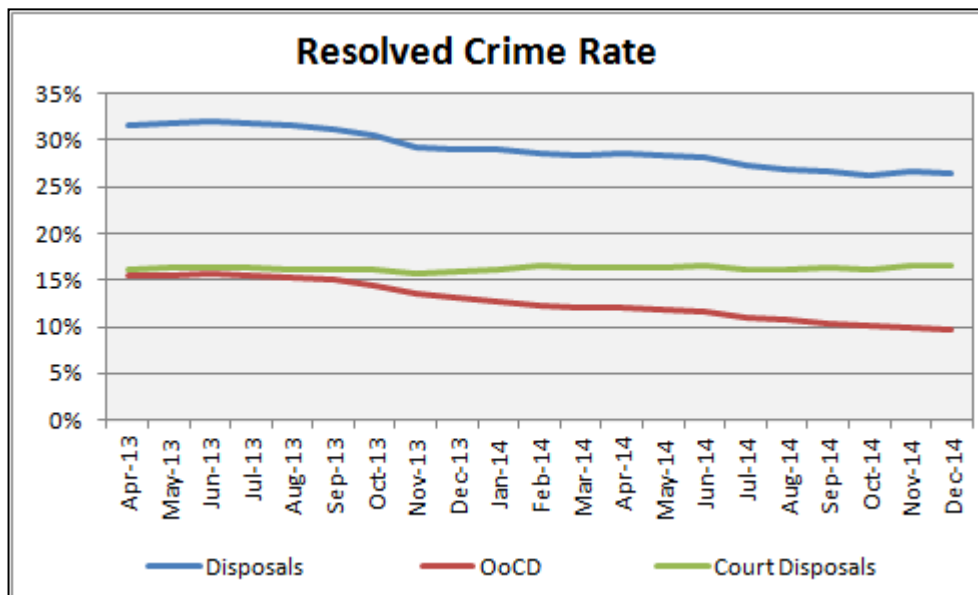


Figure 20: Resolved Crime Rate – In and out of court

94. The Out of Court Disposals Manager (OOCDM) has now completed her review of Force community resolution procedures and presented to the Head of Justice a paper with recommendations. The progress of this project is now being considered in light of the recent conclusion of the Neighbourhood Justice Panel (NJP) pilot. The Force has an opportunity to re-design restorative justice (RJ). The OOCDM and Force Crime Registrar have met with neighbouring forces who have adopted a different approach to the RJ issue and these approaches are now being considered. A briefing is being given in February 2015 and a decision will be made on how RJ and the issue of OoCD will be revised.
95. It is evident that the Force has allowed an inconsistent approach to the use of community resolutions to develop over the last two years, during which there has been a significant drop in their use.
96. The Force continues to monitor activity in this area and to identify where corrective action can and should be taking place. The Out of Court Disposals Manager and the Crime and Justice Strategic Support Officer are developing an awareness-raising package 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.
97. Since October 2014 the Crime Standards Auditors have been using a non-compliance code that can be searched to pull out non-compliant community resolutions. Since the introduction of this code, 345 community resolutions have been recorded on the system, with a compliance rate of 95 per cent. In accordance with HMIC standards, this would be classified as 'Excellent'.
98. Wiltshire speaks with neighbouring and similar forces to gain similar compliance rates. However this is not something widely collected. Whilst other forces may have higher OoCD outcomes, a recent audit in another force advised that a third of them would not have been inline with ACPO guidance.

99. An audit was also conducted on the incidents finalised as 'no further action' to see if there were any occasions where a community resolution should have been given. It found that two per cent of those records could have resulted in a community resolution, which is not deemed to be significant.

Reducing offending and re-offending

Reducing offending and re-offending		
Measure	YTD	Threshold
Tackle irresponsible licensed premises	2816	4209
Reduce Re-offending	25.1%	29.1%
Re-offending rate of SWITCH Cohort	34.8%	35.4%

Figure 21: Reducing offending and re-offending

100. 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

101. 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 that I awarded. The commissioning contract was signed in early January 2014 and the sums have now been released. Representatives attended the Meet the Commissioner event on 11 November to talk about the scheme. An update can be arranged for the Panel if required.

Tackling Irresponsible Licensed Premises

102. 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.

103. For the first three quarters of 2014/15, there have been 44 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.

104. The last quarter has seen a number of significant premises being challenged by the Force, such as withdrawing applications for new licences in problematic locations, closing premises following objection hearings, enforcing stringent new conditions and earlier closing times following serious assaults linked to a premises, and new conditions being applied following repeated problems.
105. In addition, the Licensing Team have also conducted 65 prevention activities to reduce the likelihood of inappropriate licensing behaviour, and four hearings to discuss licensing applications and ensuring they are complied with.
106. The number of licensed premises checks since April 2014 currently stands at 2,816 and has been reported on within previous reports as significantly lower than expected. The reason for this is checks being completed, but not recorded within the system. Licensing officers are now supporting local officers to refresh the process of carrying out checks to a high standard and how to record them effectively within the system. It is important that checks are conducted to a high quality and not just completed ineffectively to keep the numbers high.
107. The Panel will be aware that both the Chief Constable and I have concerns about the recording of visits and that the emphasis should be on quality. Whilst work is being carried out to ensure that visits are correctly recorded, work is also being undertaken to ensure that other measures are taken into account when looking at irresponsibly licensed premises. This work is being done as part of the cultural review which those members involved in the Performance Sub-Group will be aware.

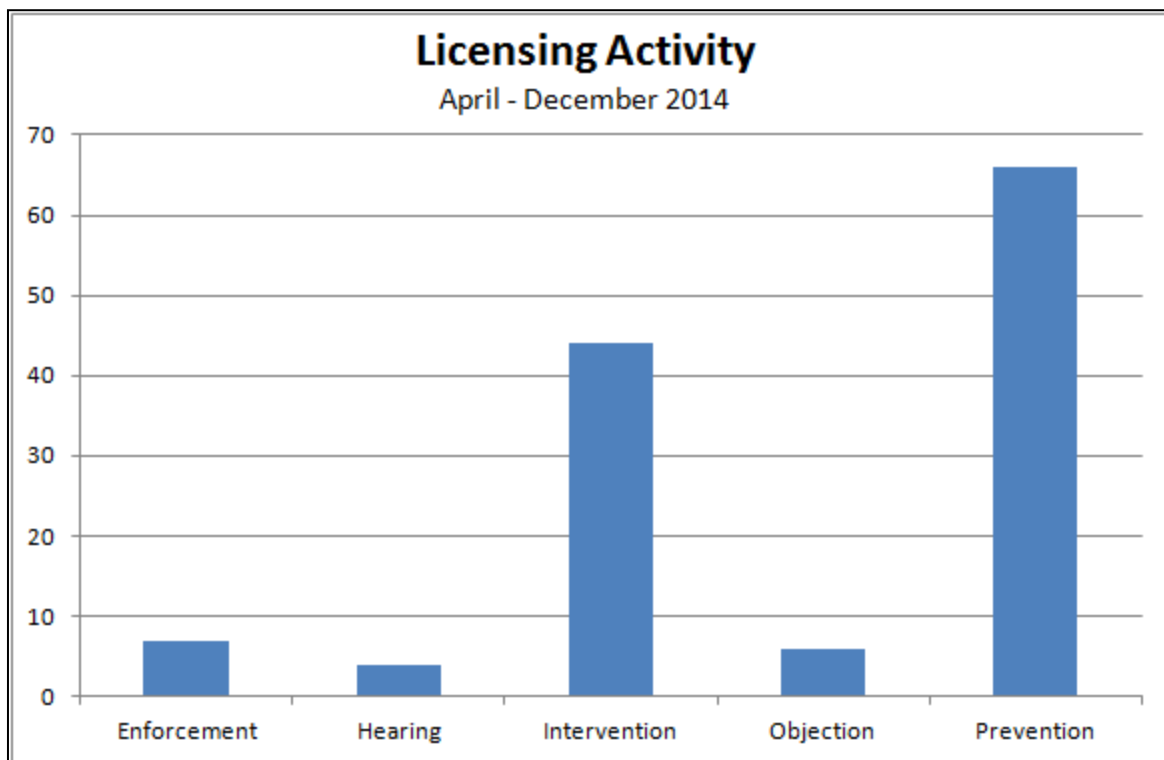


Figure 22: Licensing Activity – April to December 2014

- 108. The three hub-based licensing officers are embedded into the local tasking process and increased information is now being shared through this process. Work is ongoing to improve the quantity and quality of visits to licensed premises. Briefing sessions are being held by licensing staff to explain the reasons for the visits, what to look for and how to record details on the relevant register.
- 109. Sector-based information on incidents relating to the most problematic premises is being sent to sector inspectors including the number of visits that have been made to each premises in that month and the year to date.
- 110. A lot of time was spent in preparing for a hearing to object to a new licence application at a particular location. The committee granted the licence but with many conditions. If and when the club opens it is sure to impact on the particular night time economy. The licensing department continues to focus attention on premises with high or rising numbers of incidents and has been successful in securing conditions on a number of licences which will either deal with the problem immediately or, if not, give the Constabulary the ability to obtain further evidence for review and/or prosecution.

SWITCH

- 111. 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.
- 112. 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).

113. 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. A pilot has been running in the south hub where an extra member of staff is utilised to engage the response officers into targeting the 'red' offenders. This has started to show some results, with a marked improvement in the amount of interaction between police and SWITCH nominals.
114. Within the third quarter of this financial year, SWITCH has seen a reoffending rate of 34.8 per cent.
115. The preferred bidder has been announced to be "working links" who will be taking over the local CRC as well as the Devon and Dorset CRC and the South Wales CRC.

Driving up the standards of customer service

Driving up standards of customer service		
Measure	YTD	Threshold
Number of allegations of incivility, impoliteness and intolerance	17.70%	17.00%
Victim satisfaction	90.1%	86.7%
Number of days to finalise a locally resolved complaint	66	54
Prosecutions that fail due to quality of police input Crown Court	12.5%	10.0%
Prosecutions that fail due to quality of police input Magistrates Court	22.0%	17.5%
Data quality	0.96%	0.90%

Figure 23: Driving up the standards of customer service

116. 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.

117. 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."
118. The number of occasions where officers are alleged to have been lacking in civility, or have been impolite or intolerant, is 132 for the first two quarters of the year out of a total of 745 allegations. This represents 17.7 per cent of the total, against the desired position of 17 per cent as stated by the Independent Police Complaints Commission.
119. The total volume of complaints has been increasing considerably within Wiltshire and other forces nationally. A review took place last year to understand the reasons for this increase and the efficiency of the current working model. Benchmarking and scoping with other forces has taken place and the Force has implemented recommendations to resolve the fluctuating performance in relation to recording complaints.
120. This features a number of activities including budget changes, adding additional roles to the department, improving the technical infrastructure, conducting local resolution training, moving estates and improving the visibility of Professional Standards Department (PSD). These activities will see improvements in the way that complaint cases are being handled. Data to the end of December shows there is already an improvement in the proportion of complaints recorded within ten working days, and an improvement in the number of days to finalise an allegation by local resolution. This work will continue to take place and embed over the coming months but performance is moving in the right direction.

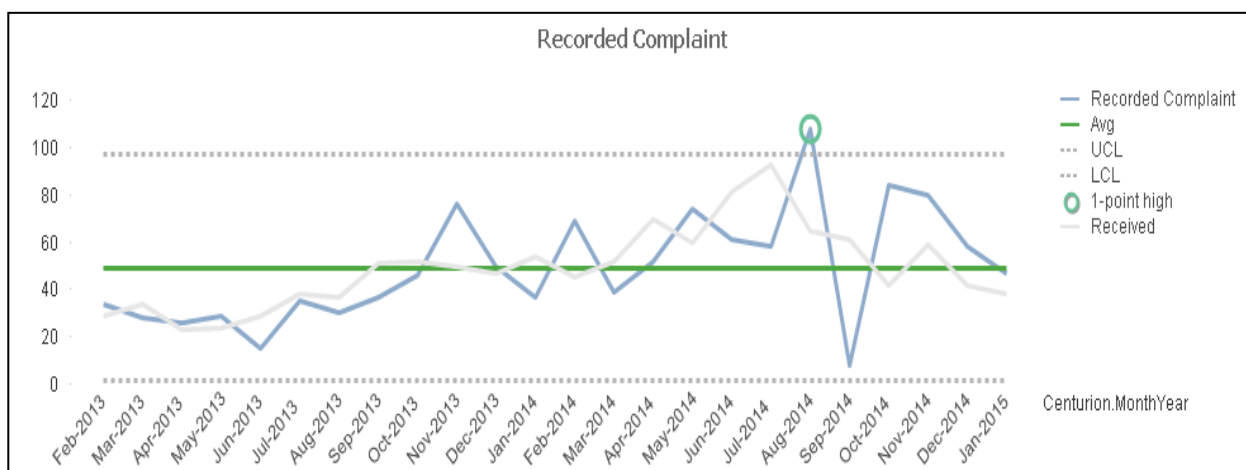


Figure 24: Complaints volume – recorded vs. received

121. The graph above shows a much more stable environment in recent months, where the volume being received is being recorded much quicker.
122. This performance of recording the complaint within ten working days has been influenced by a lack of resilience at the position of signing complaints off (one person of a specific rank is required by law to authorise complaints), an absence of the assessment officer role, and internal systems not operating effectively. This initial recording process has impacted upon the days to locally resolve a complaint as this is calculated from the initial receipt of the complaint.

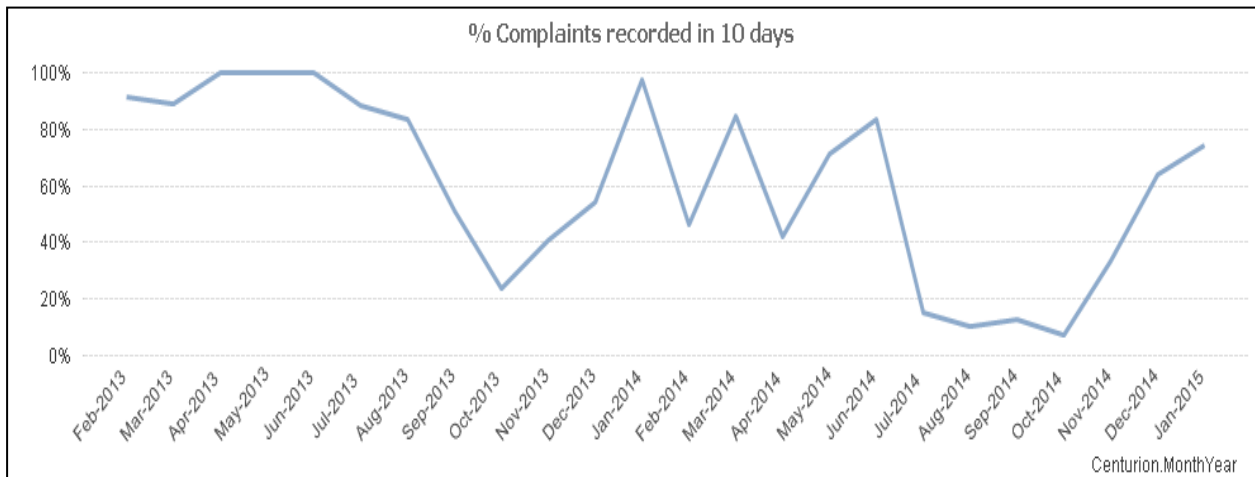


Figure 25: Proportion of complaints recorded within 10 working days

123. I have been kept updated during the progress of this review and am pleased with the improvement in performance that is being seen.

Prosecutions that fail due to quality of police input

124. This 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. These are defined as ‘Cracked and Ineffective trials’, and essentially mean that the trial has resulted in waste in the system, whether that is time or resources. The thresholds are set by the Crown Prosecution Service (CPS) at ten per cent for crown courts and 17.5 per cent for magistrate courts.

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Total
Wiltshire Total Trials Listed - Crown	18	14	16	20	20	18	22	19	13	160
Cracked and Ineffective due to prosecution - Crown	2	2	3	2	1	2	2	3	3	20
Proportion due to prosecution - Crown	11.1%	14.3%	18.8%	10.0%	5.0%	11.1%	9.1%	15.8%	23.1%	12.5%
Wiltshire Total Trials Listed - Magistrates	110	109	142	106	80	103	125	85	76	936
Cracked and Ineffective due to prosecution - Magistrates	31	21	36	22	14	18	34	15	15	206
Proportion due to prosecution - Magistrates	28.2%	19.3%	25.4%	20.8%	17.5%	17.5%	27.2%	17.6%	19.7%	22.0%
Proportion due to prosecution - Total	25.8%	18.7%	24.7%	19.0%	15.0%	16.5%	24.5%	17.3%	20.2%	20.6%

Figure 26: Volumes of trials listed and ‘Cracked or Ineffective’

125. Over the last few months, the proportion of cracked and ineffective trials has returned to a more manageable level. A considerable amount of work has taken place between the Force and CPS to provide complete clarity about the case journey, i.e. if the trial

has failed due to insufficient evidence, at what point exactly did this take place, what was the reason, and who was the officer involved? This information is now being fed back to ensure these issues are addressed, and to form part of a more general training and awareness programme.

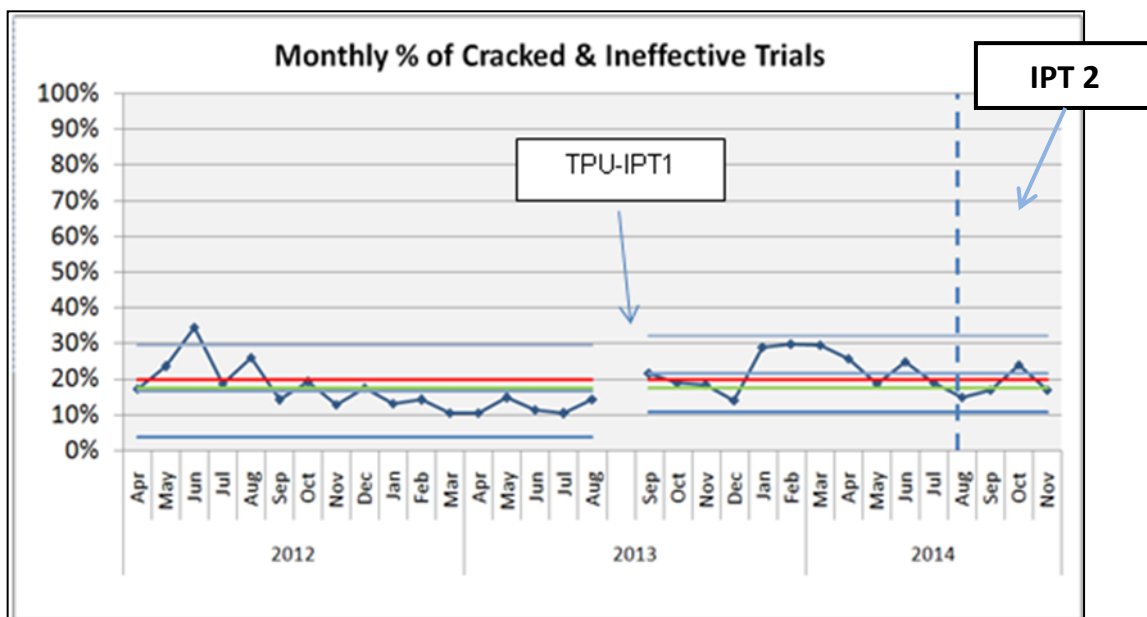


Figure 27: Proportion of prosecutions which fail because of the quality of police input

126. The Force has also established a new Criminal Justice Delivery Group which includes partners from the CPS and representatives from across the Force, who will consider required local actions and allocate them to improve the situation where police have a role to play. This meeting will be evidence-led and informed by a dataset obtained from both CPS and police data. Issues around file quality and timeliness will be discussed with the intention to improve the journey for victims of crime.
127. Wiltshire has reported 81 per cent of full files being satisfactory (containing no quality issues) which has improved the Force's position within the transforming summary justice matrix from partial to substantive. In addition, 99 per cent of first files arrive with the CPS within the 21 day agreed timeframe.

Tracking the 'customer journey'

128. 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 Police.

Group	Measure	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	YTD	YTD Threshold
		Visibility	Proportion of the public that are satisfied with police visibility	57.2%			59.4%			58.1%		
Contacting us	999 calls answered within 10 seconds	0.0%	94.0%	93.6%	93.5%	74.0%	81.6%	84.7%	92.2%	95.4%	89.2%	90%
	101 to report crime - calls answered within 30 seconds	79.4%	75.4%	73.5%	68.0%	74.8%	70.9%	80.2%	85.1%	85.3%	76.9%	75%
Dealing with an incident	Immediate response to emergencies	93.1%	94.0%	94.5%	92.0%	92.5%	89.6%	91.3%	91.3%	90.9%	93.9%	90%
	Satisfaction of victims with being kept informed after reporting an incident	84.6%	85.2%	84.3%	84.3%	84.7%	83.5%	82.8%	82.8%	82.1%	84.3%	84.2%
	Satisfaction of victims with how an incident is investigated	80.7%	82.2%	82.6%	83.6%	84.1%	82.8%	82.3%	82.3%	81.8%	82.4%	81.0%
Making a complaint	Proportion of allegations of incivility, impoliteness and intolerance	14.5%	19.1%	13.7%	16.2%	22.0%	13.0%	17.5%	18.7%	17.4%	17.7%	17%
	Number of allegations of incivility, impoliteness and intolerance	8	17	10	11	26	3	25	20	12	146	92
	Average number of days to finalise a complaint made to wiltshire police by local resolution	55	61	64	68	61	85	71	74	67	66	54
Outcomes for victims	Failed prosecutions due to quality of police actions	25.8%	18.7%	24.7%	19.0%	15.0%	16.5%	24.5%	17.3%	20.2%	20.9%	16.7%
	% of victims referred to victim support	89.6%	88.4%	87.8%	90.6%	90.6%	90.6%	89.5%	87.7%	89.5%	89.4%	80%
	% victim satisfaction with victim support service	95.5%	95.5%	95.5%	100%	100%	100%	100%	100%	100%	99.0%	95%
	Satisfaction of victims with the whole experience after reporting an incident to wiltshire police	89.8%	90.8%	90.1%	90.5%	90.2%	88.8%	88.2%	87.7%	86.8%	90.1%	90.0%

Figure 28: Tracking the customer journey

129. 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.

Ensuring unfailing and timely response to calls for assistance

Ensuring unfailing and timely response to calls for assistance		
Measure	YTD	Threshold
Immediate response rate	93.9%	90%
999 calls answered within 10 seconds	89.2%	90.0%
101 to report crime - calls answered within 30 seconds	76.9%	75.0%

Figure 29: Ensuring unfailing and timely response to calls for assistance

130. The speed at which Wiltshire Police responds to calls for assistance is a crucial element of the service it provides to the public. The Force 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 nine months, 92.5 per cent of calls were responded to within the promised time frame.
- There can be incidents where the Force fails to meet the required response times but, from my scrutiny, these incidents are rare. Where this does happen, the management of these incidents is looked at locally through tasking meetings.

Answering a 999 call within ten seconds

- Eighty eight point six per cent of all 999 calls in the three quarters were answered within ten seconds. Within the previous report in November, a drop in performance was seen which was mainly attributed to new ways of working when answering 999 calls, resolving technical issues in the new phone system, and abstraction of supervisors' time to resolve these issues. In the most recent quarter, the rate of answering the phone increased to 90.8 per cent and I am content that this has returned to an acceptable standard.
- 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.

Answering 101 non-emergency calls within 30 seconds

- Seventy six point nine per cent of all calls to 101 were answered within 30 seconds. Again, a drop in performance was seen in the summer months of 2014. However the projections and recruitment plans continued to be rigorous, with the call answer rates seeing a big improvement within the third quarter, reporting 83.5 per cent answered within 30 seconds.

131. Wiltshire remains in a strong position for victim satisfaction with ease of contact, being the best in the group of forces with similar size and demographics, and being positioned 12th nationally.

Unlocking the resources to deliver

Unlocking the resources to deliver		
Measure	YTD	Threshold
Public satisfaction with police visibility	59.4%	62%
Number of police officers	1031	1020
Number of PCSOs	121	138

Figure 30: Unlocking the resources to deliver

132. My wish to see police officers maximising their engagement with the public can be measured through the findings of the public opinion survey I commission. The survey takes place twice a year in spring and autumn and in total surveys over 4,000 members of the public.
133. The most recent research carried out in winter 2014 showed that the level of public satisfaction with police visibility stayed stable at 58.1 per cent.
134. As at the end of December 2014, police officer numbers stood at 1,031. As reported previously it is considered that the requirement will be for 1,020 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.
135. The force has future recruitment taking place to balance natural wastage which includes an intake of 16 police officers in March 2015, 16 in July, 16 in November and 16 in March 2016. There is also an additional PCSO intake of 16 in July 2015.
136. 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. Members will be aware of the strategic alliance with Avon and Somerset and that this is in the early stages of being

progressed. An update was given at the Panel meeting on 5 February and I will provide a further update at this meeting. 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

February 2015

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Wiltshire Police Budget Monitoring			Period: April 2014 - Dec 2014						
	Original Budget £000's	Revised Budget £000's	% GRE	Actual Spend £000's	Profiled Budget £000's	Variance '-' = under spend £000's	Projected Variance £000's	% Revised Budget	Traffic Light System
Police Officer Basic Pay	38,226	37,476	35%	27,960	28,091	-130	-180	-0.5%	Note 1
Police Officer Overtime	1,170	1,421	1%	1,365	1,204	161	272	19.1%	Note 2
Police Officer Pensions - Direct	9,123	8,946	8%	6,636	6,707	-70	-118	-1.3%	Note 1
Police Officer Other Pay Costs	6,080	6,058	6%	4,221	4,477	-255	-297	-4.9%	Note 1
Community Support Officers	3,787	3,779	3%	2,565	2,836	-270	-350	-9.3%	Note 3
Support Staff Costs	27,534	26,239	24%	19,029	19,448	-419	-781	-3.0%	Note 4
Agency Staff	35	131	0%	190	113	77	122	0.0%	Note 4
Other Employee Costs	170	177	0%	232	134	98	0	0.0%	
Training	413	412	0%	300	320	-20	0	0.0%	
Premises Costs	6,839	6,790	6%	4,415	4,417	-2	-27	-0.4%	
Transport Costs	3,494	3,538	3%	2,481	2,583	-102	2	0.1%	
Other Costs	10,601	10,791	10%	6,534	6,949	-415	-61	-0.6%	
Contracted Services	1,646	2,829	3%	1,123	922	201	79	2.8%	
Main Force Expenditure	109,119	108,588	100%	77,053	78,200	-1,148	-1,339	-1.2%	
General Income	-3,043	-2,387		-1,923	-1,725	-198	-256	10.7%	Note 5
Grant Income	-3,844	-3,851		-2,179	-2,098	-80	0	0.0%	
Main Force Net Position	102,232	102,350		72,951	74,377	-1,426	-1,595	-1.6%	
Police Pensions- Inj/III Health	715	715		393	595	-202	-17	-2.4%	
Office of the PCC	2,452	2,334		709	656	53	0	0.0%	Note 6
Investment Income	-300	-300		-83	-160	77	116	-38.7%	
Total	105,099	105,099		73,970	75,468	-1,498	-1,496	-1.4%	Under

Staffing Numbers	Original Budget	Reduction for Vision	Year End Req.	Current Month	Previous Month	Change
Police Officers	1,019	-1	1,018	1,031	1,024	7
PCSO (includes 1 Schools Partnerships)	138		138	121	123	-2
Police Staff	907	-37	870	809	810	-1

Traffic Light System

Note 1

Police Officer Pay and Other Officer Pay costs

1,031 Police Officers were paid in December, this is against a budget of 1,020. One more in-take is planned in March and we currently forecast a March 2015 figure of 1,038. This is dependent on the number of officers who decide to retire or leave during the year which is hard to estimate. Whilst having numbers above budget would normally result in an overspend the impact of the reduced starting pay grade is resulting in a small forecast underspend. On other costs an underspend on shift, other allowances and NI is occurring, it is forecast that this will result in a £280k underspend, this will be in addition to pay variances.

Note 2

Overtime

An overspend of £272k is forecast. Exceptional costs on Major Incident work totals £110k whilst additional costs on Prisoner Transportation totals £80k. The majority of these costs will be funded by savings on custody staffing.

Note 3

PCSO's

121 PCSO's were paid in December this is against a budget of 138. An intake of 15 is planned for January 2015. Assuming normal turnover the March forecast is 133 PCSO's. This may be affected by the Police Officer intake in March. All year we will have been under budget with significant variances occurring in some months leading to underspends.

Note 4

Police Staff Costs

The Force are currently running with a significant number of police staff vacancies. The exact number is difficult to identify due to time delays in processing data in the HR system however a figure in excess of 50 is likely. Work is going on with HR to recruit posts but this level of vacancies will lead to a significant underspend. The revised pay settlement has a positive impact in 2014-15 of £75k, however it will cost £148k more in 2015-16.

Note 5

General Income

This level of net excess income is forecast due to the number of policing services requested this year. The NATO summit is the largest of these and will probable result in a £150k variance.

Note 6

OPCC

The current variance relates mainly to the Victims Grants. Little spend has currently been incurred against this grant however no end of year variance is expected.

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COMPLAINTS REVIEW – April to January 2015

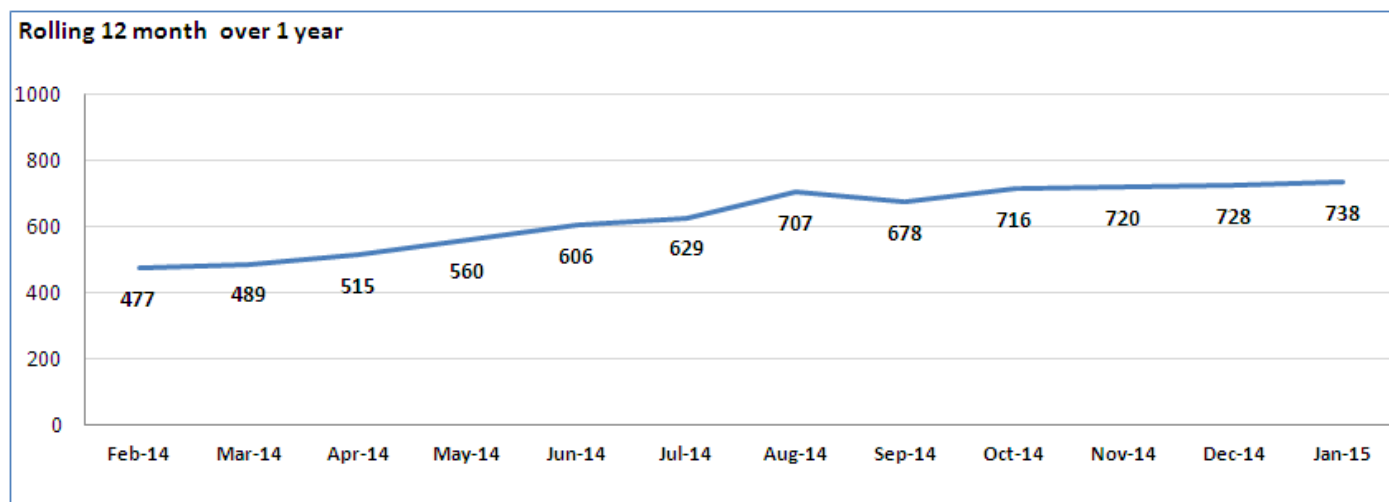
(Please note that this report covers the reporting period April to January 2015 whilst the quarterly performance paper reports on data up to 31st December 2015. Discrepancies in figures between these two reports will be due to the different reporting periods).

Number of Complaint and Conduct Cases Recorded

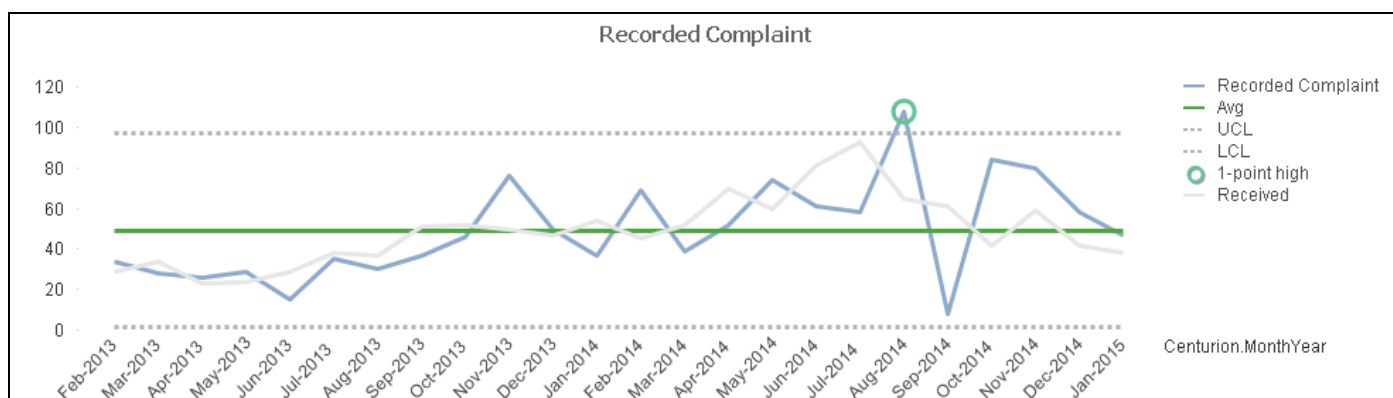
- The table below shows the number of complaint and conduct cases recorded between Apr to Jan 2014/15, Complaint cases recorded YTD is 630 compared to 381 the previous year. Please note that due to staff changes and the main programme used to record complaint details (Centurion) being down for a period of time in August and September, Professional Standards have been continually playing catch up. However as can be seen in the table below the number of cases recorded in Jan is down on the three previous months and their backlog has been considerably reduced.

Case Type	Apr-2014	May-2014	Jun-2014	Jul-2014	Aug-2014	Sep-2014	Oct-2014	Nov-2014	Dec-2014	Jan-2015
Complaint	52	74	61	58	108	8	84	80	58	47
Conduct	8	5	4	6	5	12	6	7	4	3

- The chart below shows the 12-month rolling period for allegations. Using a rolling 12-month total 'smoothes' the data and removes any seasonal effects. As can be seen in the chart below the number of cases being recorded is starting to level off.

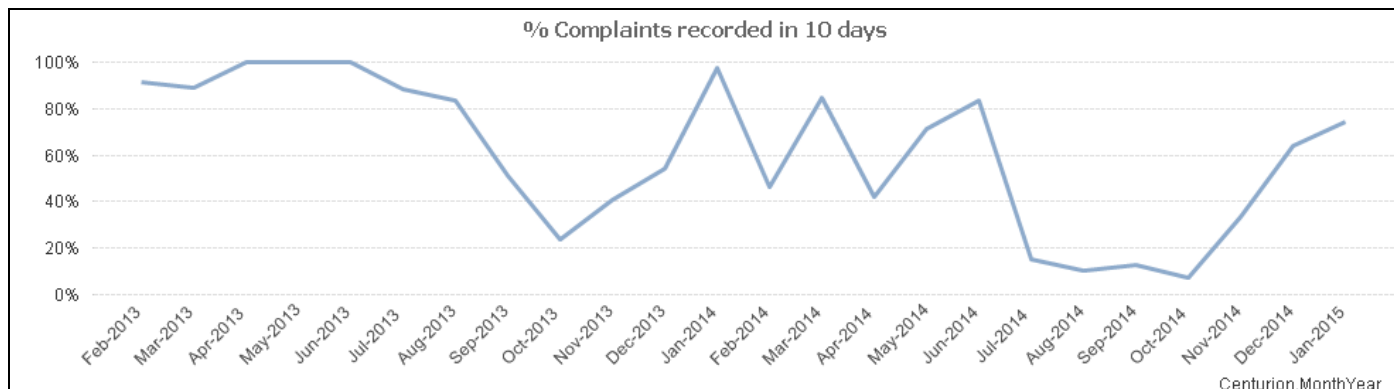


- The chart below shows the plotted number of Complaint Cases recorded each month, identified by the blue line and the grey line indicates the number of complaints received each month. The two lines above and below the green centre-line (average) are called the upper control limit (UCL) and lower control limit (LCL) respectively, and they both denote the normal range of variation for the number of complaints recorded.
- Following Centurion being down in Aug/Sept for 3 weeks, the staff within PSD over the past 3 months has worked tirelessly to reduce the backlog and as such have continued to improve the recording of complaints.



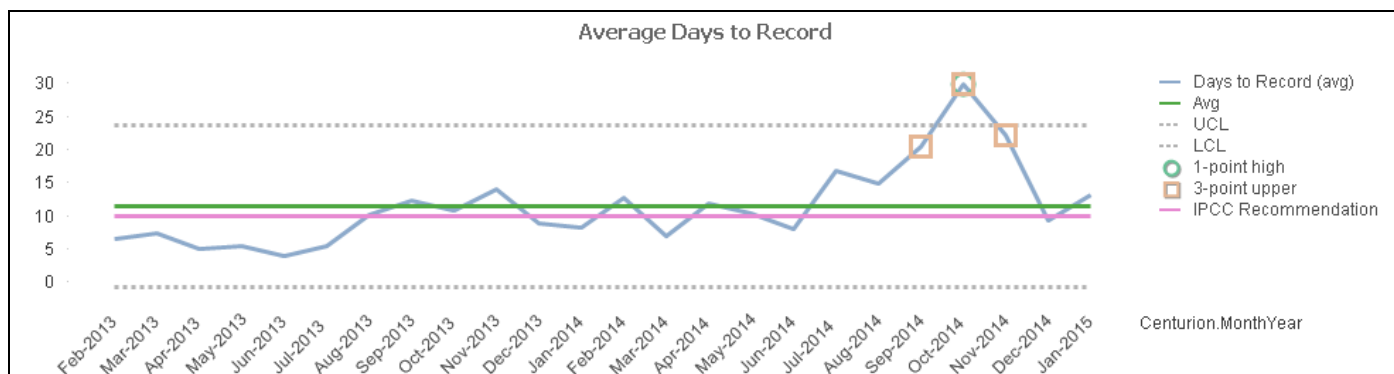
Percentage of Complaint Cases recorded within 10 working days

5. The chart below shows the percentage of complaints recorded within 10 working days, which show that because of the issues raised above, the recording of such complaints had deteriorated over a 4 month period (Jul-Oct) down to its lowest ever figure of 7% in Oct. Over the past 3 months the department have turned this around, and are now showing a significant increase in the recording of cases within 10 working days in January back up to 75%.



Average number of days to record Complaints

6. The chart below shows the average number of days to record complaints which shows that up until June 2014 the recording of complaints although within the upper and lower control limit was nearer to the IPCC recommendation of 10 working days. The decline in such recording started in July (for reasons as given above) but since peaking in Oct and Nov we continue to see a considerable reduction back nearer to the average.



Allegations

7. Average number of days to finalise Allegations by Local Investigation

Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	YTD
134	131	123	111	127	404	104	201	93	167	189

(MSF average Apr-Sep 2014 - 152 days)

8. Average number of days to finalise Allegations by Local Resolution

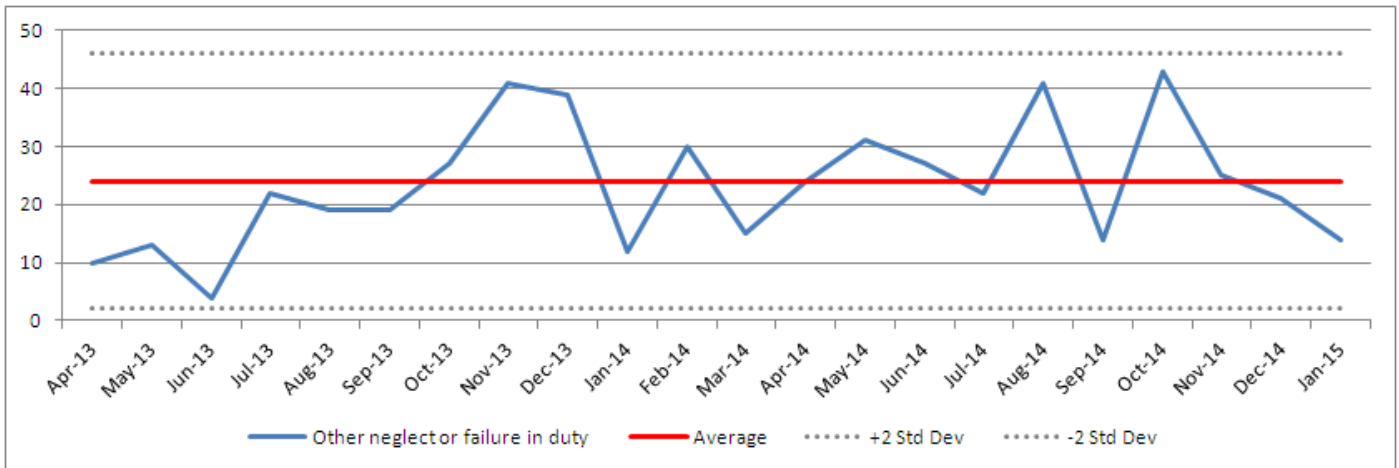
Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	YTD
55	61	64	68	61	85	71	74	67	91	74

(MSF average Apr-Sep 2014 - 76 days)

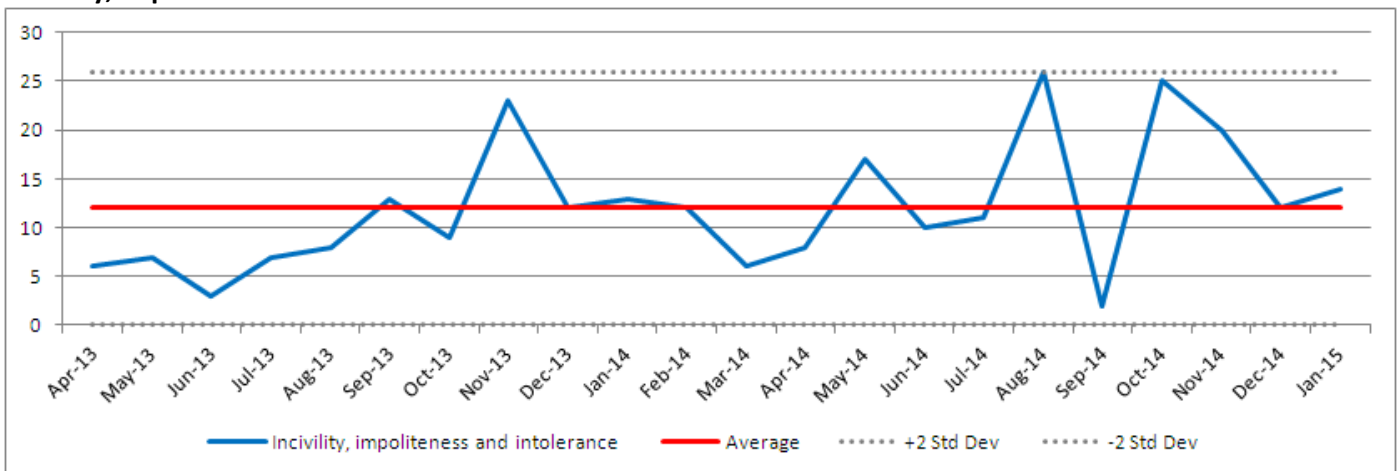
9. The top three allegation types are:
 Other Neglect or Failure in Duty
 Incivility, Impoliteness, and Intolerance
 Oppressive Conduct or Harassment

10. The charts below provide further information on the numbers and recording of these allegations.

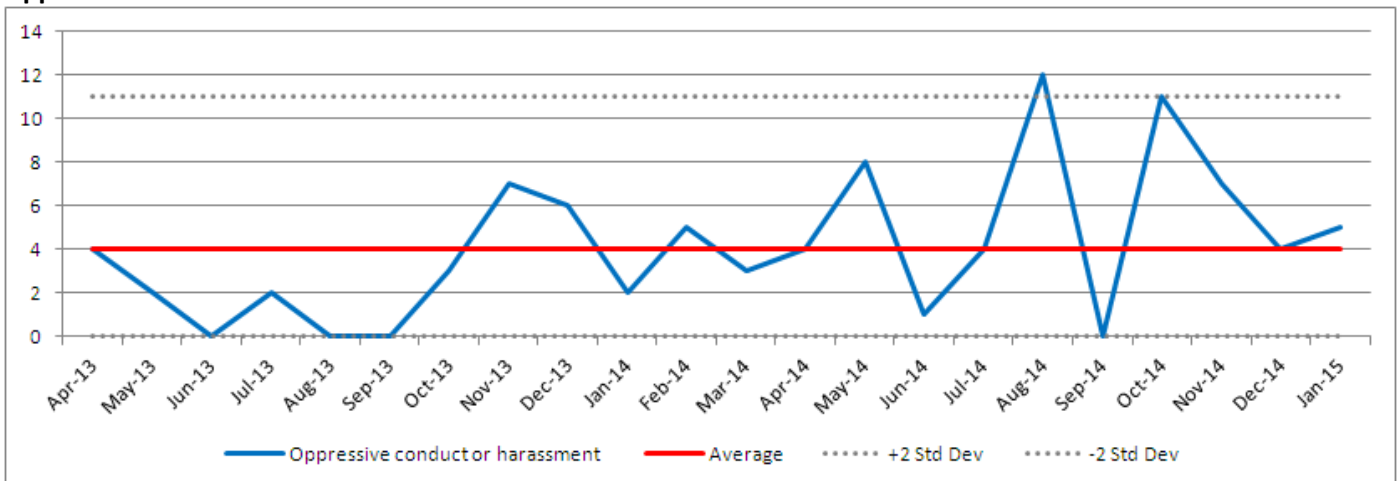
Other Neglect or Failure in Duty



Incivility, impoliteness and Intolerance

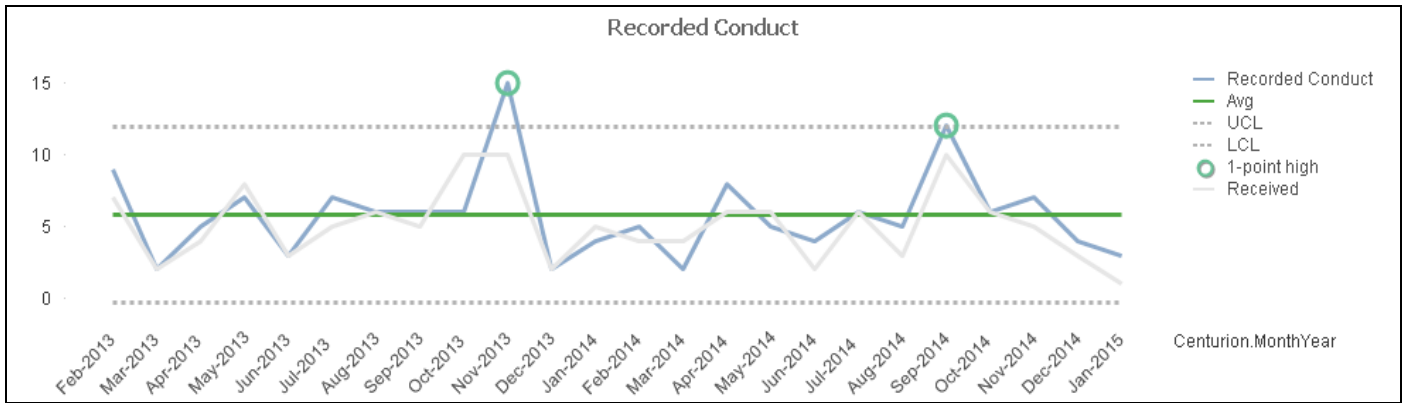


Oppressive Conduct or Harassment



Conduct Cases

11. The chart below shows the plotted number of Conduct Cases recorded each month, identified by the blue line and the grey line indicates the number of conduct cases received each month. The two lines above and below the green centre-line (average) are called the upper control limit (UCL) and lower control limit (LCL) respectively, and they both denote the normal range of variation for the number of conduct cases recorded.



Monitoring of Professional Standards, Integrity and Complaint Appeals

12. Attached at Appendix A is my annual report to the Commissioner for the period April 2013 to March 2014. This would usually be produced in a more timely manner but was delayed as I was waiting for the IPCC to produce their annual report so that I could reflect on the content in my report. Due to the significant delay in the publication of the IPCCs report I proceeded with mine regardless. The report is attached for Members' information.

Analysis of IPCC Annual Report

13. Attached at Appendix B is my analysis of the IPCC complaints report for 2012-13 and 2013-14 which was published in February 2015. This is attached for Members' information.

Allan T Johns
Independent Appeals Adjudicator

**REDACTED REPORT TO PCC ON MONITORING OF PROFESSIONAL STANDARDS,
INTEGRITY AND COMPLAINT APPEALS.**

1. Introduction.

This report covers the period April 2013-March 2014. There remains some considerable uncertainty as to when the IPCC will publish information for the last recording period. I am therefore unable to produce fully comprehensive information on where Wiltshire Police stand nationally. My report does however give a reasonable indication of the performance of Wiltshire Police relative to the eight most similar Forces.

Overview of findings.

- Some progress has been made in recording and acting on learning identified during the complaint investigation process. There is improvement on the previous year, but I continue to have some residual concerns regarding the number of cases examined in which there is no clear indication that action has been taken to assimilate the learning.
- The protocol for ensuring the PCC is kept informed of all mandatory referrals to the IPCC has been followed and I am now routinely informed of all voluntary referrals. I am however concerned that, contrary to protocol, the OPCC was not provided with one IPCC Independent Investigation Report.
- Both of the Complaint threshold targets in the Policing Plan were met and the Force did well in reducing the number of complaints to a level that is second lowest within the MSF group. Complaint handling by PSD was generally very satisfactory though there were some very adverse trends during the last months of the review period.
- The two thresholds set within the Police and Crime Plan were met. The highest category of complaints is Other Neglect or Failure in Duty, which increased very significantly over the review period. A fairly detailed look at the nature of complaints in this category reveals that many involve “service issues”; an additional indicator of 250/1000 complement p.a. was therefore included in the updated PCC Policing Plan. There was a significant year on year increase in the length of time taken to record complaints, notwithstanding which there was a marginal but nevertheless welcome reduction in the total time taken to finalise complaints.
- My assessment is that, in overall terms, the standard of customer service provided by PSD in respect of the time to finalise complaints was somewhat better than might have been expected. My consideration of the outcome of locally resolved complaints indicated quite clearly that the quality of the work done and the response provided was somewhat variable and in many instances not totally within the spirit of the relevant IPCC guidance. There were instances where insufficient attention was given to identifying learning.

- The Standards and Behaviour campaign mounted by the Force, together with the implementation of the associated Values and Standards Development Plan appears to have impacted positively upon behaviour and may be the prime reason for arresting the significant increase in conduct cases that occurred during the 2012/13 reporting period. However, the significant historical disparity between the proportion of officers and staff that were dismissed or resigned continued.
- The number of cases in which Officers and staff were subject to action following the identification of performance and/or attendance issues reduced. There is a requirement for complaint investigators to consider if the performance of officers is unsatisfactory, but there is little by way of reference within complaint investigation reports to indicate that this has been done.
- The process for the recording and authorisation of Gifts, Hospitality and Business Interests appears to be very robust and I could find no evidence to suggest that there are significant failures to declare them. This was an exceptional year for recording Business Interests which is clearly largely attributable to the Standards campaign and the requirement for all Police Officers and Staff to register them.
- There was a relatively small reduction in the percentage of cases that cleared vetting within the 30 day target for officers and 20 days for staff. I had continued concerns at an apparent lack of capacity within the Anti-corruption unit (ACU) to do more pro-active work.
- A total of four complaints against senior officers were finalised, none of which were assessed as above the conduct threshold. Important points of learning were identified in two cases, both of which were raised at the PCC Monitoring Board. Two complainants unsuccessfully appealed to the IPCC against the outcome of my investigations. The investigation into a grievance from one officer continued under my supervision, with the objective of finalisation early in the 2014/15 reporting period.
- A total of 27 Appeals were received by the OPCC, 25% of which were upheld. The IPCC determined 22 appeals of which 36% were upheld. In very round terms, experience since transition has shown that approximately 35% and 25% of appeals are upheld for complaints assessed above and below threshold respectively. The total number of valid appeals was 46, of which 13 (or 29%) were upheld. A subsequent review led to a decision to set thresholds for appeals within the updated PCC's Police and Crime Plan.

2. Learning Lessons.

Both PRSRA and PRA make strong reference to the duty of Chief Officers to use learning arising from Complaints as an evidence base to “inform planning and improvement for the force” and requires the PCC to “check the progress of his or her force in relation to recommendations it

has agreed to implement (whether from investigations or appeals, IPCC decisions or internal decisions)”. The force operate a system which requires feedback from line managers on the action they have taken in response to lessons identified in Complaint and Conduct investigation reports. This process appears to have become reasonably well embedded and there is evidence to show that in many cases action has been taken to improve practice with the objective of reducing the likelihood of a recurrence of similar problems in the future. My analysis shows that action is recorded as either incomplete or not having been taken in response to identified learning in about one in six cases; this represents an improvement on the previous year but remains of concern.

3. IPCC Referral Protocols and Reports.

There have been two independent IPCC reports during this period. One report was not provided to the OPCC in accordance with protocol. I am however satisfied that the Force did take suitable action in response to both reports. In my last report, I raised concerns that, notwithstanding the relevant protocol, the OPCC were not informed of the existence of one case until the Force were notified of the intention to pursue a private prosecution against him, which was some seven months after the alleged offence. The current Head of Professional Standards is well aware of the need to ensure that I am informed (as per the relevant protocol) in a timely fashion of the rationale for not referring significant complaint/conduct cases to the IPCC; I am pleased to note that I am now routinely informed as per protocol. I am also now informed of all cases referred to the IPCC by the Force, which enables me to update the PCC on any significant associated or emerging issues at monthly briefing meetings.

4. Complaint Monitoring & Performance.

The two thresholds set within the Police and Crime Plan was met; incivility complaints were 119 against the threshold of 123 and the number of days to locally resolve complaints was 48 against 52. The critical comparator for all complaints is the number of complaint allegations per 1000 establishment; this increased from 246 to 286 for the years 2012/13 and 2013/14 respectively. The Most Similar Force (MSF) groupings changed during the years in comparison; the highest and lowest within the MSF group which existed at the end of March 2014 was 377 and 188 , putting Wiltshire third highest within that group. The highest category of complaints is Other Neglect or Failure in Duty, which increased very significantly over the review period; from 69 to 107 for 2012/13 and 2013/14 respectively, putting Wiltshire third highest within the March 2014 MSF group. A fairly detailed look at the nature of complaints in this category reveals that many of them involve “service issues” (typically failures in communication, fulfilling appointments, alleged failure to investigate crime etc.) and an additional threshold for 2014/15 has therefore been included in the updated PCC Policing Plan. In my last report I expressed some concern at the sudden significant increase in the length of time taken to record complaints which first occurred in September 2013 and was sustained for much of the reporting period; this resulted in a significant drop in the number of complaint cases recorded within 10 days; 65 % from 93% for 2013/14 and 2012/13 reporting years respectively. This deterioration in performance was clearly caused primarily by insufficient resources being available within PSD which appears, in turn, to have been largely a consequence of austerity. It is however very important to note that, notwithstanding the general increase in the time to record complaints,

there was a marginal but nevertheless welcome reduction in the total time taken to finalise complaints; for practical purposes this aspect of customer service has remained at a level comparable with the 2012/13 reporting period.

My assessment is that, in overall terms, the standard of customer service provided by PSD in respect of the time to finalise complaints was somewhat better than might have been expected in a climate of an increasing number of complaints and a reduction in resource during the reporting period. There was no survey of customer satisfaction in the reporting period. However, my sampling of Local Complaint Investigation Reports and my Appeal assessments indicated that they were generally very well handled and suitably comprehensive, though in some cases they were rather long. My consideration of the outcome of Locally resolved complaints indicated quite clearly that the “quality” of the work done and the response provided was somewhat variable and in many instances not totally within the spirit of the relevant IPCC guidance; a significant number could have been dealt with then and there, and many could have been dealt with more expeditiously in a less bureaucratic manner and with more emphasis given to addressing concerns, and generally clearing up matters. There were instances where insufficient attention had been given to identifying learning. I was pleased that the Head of PSD took on board my concerns and agreed to initiate some work to assess the LR process. As mentioned at my routine briefings to the PCC, I did also receive assurances from the the chief officer responsible, that the Force would review identified PSD resource issues as part of an overall review of the Department.

5. Conduct.

A total of 68 cases have been recorded against 67 in the previous recording year (2012/13). My previous report indicated some serious concerns I had following the significant increase in conduct cases which occurred in the 2012/13 reporting year; the Force Standards and Behaviour campaign mounted by the Force, together with the implementation of the associated Values and Standards development Plan appears to have impacted positively upon behaviour and may be the prime reason for arresting what was a somewhat worrying trend.

The number of conduct cases finalised was 27 and 17 for officers and staff respectively; at the more serious end of the spectrum these resulted in 5 (18%) and 8 (47%) people being dismissed or resigning for officers and staff respectively. The apparent disparity of conduct case outcomes as between staff and officers continues as a matter of some considerable concern which therefore featured in my routine meetings with the chief officer responsible.

The number of cases in which Officers were subject to investigation under the 2012 Performance & Attendance Regulations reduced slightly in the year under review, during which, 6 concerned Performance and 4 involved attendance issues. The number of cases dealt with under the Staff Capability Procedures, reduced very significantly; from 23 in 2012/13 to 12 in 2013/14. Of the 12 cases for the reporting period, 3 involved performance and 9 for attendance.

In the case of officers, there is a requirement within the current legislation for complaint investigators to very specifically consider if the performance of individuals is unsatisfactory. A fairly detailed look at complaint investigation reports reveals that in the vast majority of cases there is still no clear evidence that this was done, a matter that I raised with the Head of PSD.

6. Integrity and Anti-Corruption.

The force granted me top level access to the full Centurion Database in the review period, which enabled me to periodically inspect the records of business interests, gifts and hospitality. The process for authorising specific interests was, in my opinion, very robust and I could find no evidence to suggest that some officers or staff had or had not failed in the requirement to declare them. A total of 233 business interests were registered of which 6 were declined and 2 were rescinded. The process for seeking approval appears to be both consistent and robust. This was an exceptional year for recording Business Interests which is clearly attributable to the Standards campaign and the requirement for all Police officers and Staff to register any interests. I have been able to do some dip sampling of interests registered and have not identified any significant concerns that any of those approved could significantly impact on the performance of Force duties.

There was some reduction in the percentage of cases that cleared vetting within the 30 day target for officers and 20 days for staff; 97% and 83% respectively (corresponding figures for previous year were 98% and 90% respectively).

Some of my routine meetings with the Head of Professional Standards were attended by the Protective Security Manager. These reinforced some previous concerns, which I have periodically expressed during my routine PCC briefings and in my meetings with the Chief Officer responsible regarding the capacity of the ACU to do more pro-active work. I received some assurance that this would be looked at as part of the overall review mentioned at Section 4 above.

7 Complaints against Senior Officers.

A total of four complaints were finalised: none of which were upheld. Some important points of learning were identified in two cases, and action by the Force was discussed by the PCC's Monitoring Board. My investigation of one complaint identified some important learning issues, which were subsequently endorsed by the IPCC, and which arose primarily as a consequence of some shortcomings in the handling of the case, rather than any performance issues. Two complainants appealed to the IPCC against the outcome of my investigation, neither of which were upheld.

The investigation into a grievance from one officer continued under my supervision, with the objective of finalisation early in the 2014/15 reporting period.

8 Determination of Appeals.

A total of 27 Appeals were received by the OPCC, of which 5 of the 19 (26%) of valid appeals were upheld. There were 27 valid appeals to the IPCC, and of the 22 determined, 8 (36%) were upheld. In very round terms experience since transition has shown that approximately 35% and

25% of appeals are upheld for complaints assessed above and below threshold respectively. The total number of valid appeals was thus 46, of which 13 (or 29%) were upheld. A subsequent review led to a decision to set thresholds of 50 appeals p.a., of which not greater than 20% to be upheld, within the updated PCC's Police and Crime Plan.

Allan T Johns.

November 2014

ANALYSIS OF IPCC COMPLAINTS REPORT WITH REFERENCE TO WILTSHIRE CONSTABULARY

Introduction

1. In February 2015, the Independent Police Complaints Commission (IPCC) published details of police complaints statistics for the financial years 2012-13 and 2013-14. The below is an analysis of that report with reference to Wiltshire Constabulary. The full report can be found here:
http://www.ipcc.gov.uk/sites/default/files/Documents/research_stats/complaints_statistics_2012-13_and_2013-14.PDF.

Complaints and Allegations

2. *Complaints Recorded*

Wiltshire does relatively poorly on this: the 2012/13- 2013/14 change is 23% against a national average of 15%. 4 out of the 8 in our MSFG group (MSFG) have done better than us and West Mercia has seen a very significant drop of 12%.

3. *Complaints recorded within 80%/ 10 day target*

Wiltshire performed relatively poorly: in 2013/14 65% were so recorded against a national average of 80% within 10 working days. Within our MSFG only Devon and Cornwall performed worse (53%). It is of concern that there was a significant year on year deterioration for this indicator (93% -65% for 2012/13 and 2013/14 respectively). Note that the problems with recording which we have discussed do not account for the change because they occurred in July-September 2014.

4. *Allegations recorded*

Wiltshire again performed relatively poorly: nationally there was a 10% change from 2012/13 to 2013/14 against 21% for Wiltshire. It is however important to note that 3 forces within our MSFG did significantly worse with Norfolk seeing a similar year on increase of 70%.

5. *Allegations per 1000 employees*

Wiltshire is marginally above the National average for both 2012/13 and 2013/14 but this is not particularly statistically significant. The year on year increase is roughly in line with the national picture though 4 of the forces in our MSFG did rather better. The changes in staffing levels will have influenced the picture here, and overall I see relatively little cause for serious concern in relation to this indicator.

6. *Means of complaint finalisation*

In overall terms Wiltshire does exceptionally well on this indicator. IPCC encourages Local Resolution wherever possible and Wiltshire excel in this area - for 2013/14, 63% (against a national average of 33%) were resolved by Local Resolution and Wiltshire significantly outperformed 6 forces within the MSFG. A significant year on year improvement is also evident in relation to this indicator.

7. *Time taken to finalise allegations*

This is a very important indicator in relation to the performance of PSD .In overall terms Wiltshire has done exceptionally well. It has performed rather better than the national average and substantially better than 6 of the forces within the MSFG. There is no significant year on year change; generally very good news in relation to an indicator which is much more meaningful than the "ten day recording" issue.

8. *Outcomes of complaint investigations*

The changes imposed by PRSRA and IPCC in the period were such as to militate against drawing fully meaningful conclusions from the data. Wiltshire's performance was however comparable with the national average and largely in line with that of the MSFG.

9. *Time taken to finalise Complaint cases*

This is again extremely good news as Wiltshire performed very significantly better than the national average in both 2012/13 and 2013/14- 59 days against a national average of 93 for 2013/14. The picture is the same when judged against the MSFG. This is one of the most important indicators in relation to PSD customer service delivery.

Appeals

10. *Appeals received by OPCC Wiltshire*

Appeals against investigation are significantly lower than the national average (41% against 52%). Appeal numbers against Local resolution are significantly above the national average (48% against 36%). These differences are most likely a simple reflection of the fact that Wiltshire settles many more complaints by local resolution than most other forces. I have not identified any serious concerns in relation to this particular indicator.

11. *Outcome of appeals determined by OPCC Wiltshire*

The number of appeals that I have upheld is significantly greater than the national average (in 2013/14 29% against 22% for investigation appeals and 29% against 21% for local resolution appeals). I have identified issues in relation to the handling of some complaints by Wiltshire and this is significant in relation to the relatively high proportion of upheld appeals. I believe that outside of Wiltshire, most appeals are determined by Chief Inspectors or Superintendents rather than independently, though it may be a step too far to suggest that this accounts for the difference.

12. *Outcome of appeals determined by the IPCC*

The percentage upheld is substantially in excess of those dealt with by police forces. This can with some justification be taken to suggest that police are less likely to uphold complaints which are assessed above the conduct threshold; this is something to which I have referred in my annual integrity reports.

13. *Outcome of non-recording appeals to IPCC*

The number of upheld appeals for Wiltshire is significantly above the national average (69% against 49%). This would tend to suggest that there may be a case to review the associated decision process followed in relation to non-recording of complaints. Only 7 forces have a greater proportion of upheld non-recording appeals than Wiltshire.

Allan T Johns
Independent Adjudicator

February 4th 2015

Wiltshire Police and Crime Panel

5 March 2015

Interim report of the Police Performance Review Working Group

Purpose

1. To present the initial findings and recommendations of the Police Performance Review Working Group for discussion by the Panel.
2. To invite the Panel to discuss which performance information and indicators should be included in every quarterly performance report provided by the Commissioner from June 2015 onwards.

Background

Wiltshire Police's Performance Culture Review

3. In March-April 2014 Wiltshire Police undertook a review of the way the Force monitors and uses performance data to drive improvements. Around this time, there were a number of national news stories about inaccurate recording and reporting of crime figures, targets creating 'perverse incentives' operationally meaning that victims were not always put first, and consequent potential damage to public confidence in the Police. These followed a report from the Public Administration Select Committee (PASC), *Caught red-handed: Why we can't count on Police Recorded Crime statistics published in April 2014*. <http://www.publications.parliament.uk/pa/cm201314/cmselect/cmpubadm/760/760.pdf>

Two key paragraphs from that report were:

"The Police and Crime Commissioner (PCC) role, and the political and electoral pressures that PCCs are subject to, has the potential to foster target cultures within forces, with consequent perverse incentives and detrimental impact on data quality. There is considerable variance across the country in the use of targets by PCCs."

"Some PCCs consider the perverse incentives created by targets to be so serious that they have dropped all targets. Others believe the risk is manageable. As part of its annual audit programme, HMIC should examine the effect of PCC target-setting on crime recording practices and culture, and should in due course look back at the first PCC period in office to assess the impact on data integrity of locally-set targets."

4. The objective of the Force's review was to answer to following questions:

- What impact does the Force's performance culture have on frontline staff?
- Does the Force's performance culture assist those staff who are responsible for delivering Policing services?
- Is the Force's performance culture target driven? If so, what is the impact?
- Where targets/thresholds/ or measures exist, are they meaningful? Are they customer driven?

5. The following condenses the purpose of the Police's review:

"Hitting the Target, Missing the Point

We have spent too long concentrating on internal performance measures instead of the quality of service delivery. This programme of work is about transforming the organisation to provide the best possible service, do the right thing, and put the public at the forefront of everything that we do."

Performance and the Police and Crime Panel

6. Recent performance reports to the Panel have briefed members on the direction of the Force's performance culture review. They have also begun to reflect a more narrative style and offer an holistic appraisal of performance, in keeping with the principles established by the review. The Commissioner has reported an aspiration that a new style of performance reporting to the Panel will take effect from the beginning of the 2015/16 financial year.
7. It is important that the Panel has the opportunity to influence how the Commissioner demonstrates the delivery of his Police and Crime Plan through performance information. The Panel was therefore invited to form a working group to engage with the review and help shape the performance reports it will receive from the Commissioner in future.

Terms of reference

8. These were endorsed by the Panel on 15 January 2015:
- a) To monitor implementation of the Police's performance culture review on the Police and Crime Panel's behalf, reporting back to the Panel as appropriate.
 - b) To provide constructive input on the Police performance culture review to the Police and Crime Commissioner as appropriate.
 - c) To work with the Police and Crime Commissioner to agree a performance reporting mechanism that enables the Panel to effectively monitor delivery of the Police and Crime Plan. This mechanism should emphasise contributing to a culture of achieving positive outcomes, rather than a culture of perverse incentives.

Methodology

9. The working group's membership is as follows:

Cllr Andrew Bennett
Ms Cindy Creasy
Mr Chris Henwood
Cllr Julian Johnson

10. The task group have met with the following and is grateful for their input:

Ryan Hartley, Business Intelligence Team Leader, Wiltshire Police
Kieran Kilgallen, Chief Executive, Wiltshire OPCC
Sarah Kyte, Business Manager, Wiltshire OPCC
Chris McMullin, Head of Business Improvement, Wiltshire Police

11. The working group has met three times since October. It intends to meet once more as discussed under paragraph 25.

Findings

The use of performance targets

12. The working group is satisfied that nationally Police forces are moving away from using targets to drive performance. Targets have been shown to inadvertently create perverse incentives and have a detrimental impact on data quality. Essentially targets do not necessarily encourage the behaviour that is desired. They can instead lead to behaviours that help to achieve a target on paper, but do not lead to a better service or outcome for the public.

13. There is evidence suggesting that a culture of performance targets higher up does permeate to the lower levels of a hierarchy. The working group therefore does not have concerns about the Commissioner not using targets in his role of holding the Chief Constable to account. However, it suggests that the Panel monitors the impact of the Commissioner's changed approach to performance management and establishes if the anticipated benefits are achieved.

14. In terms of the Panel monitoring delivery of his Police and Crime Plan, the working group concludes that the 'thresholds' currently included in its quarterly performance reports do not aid the Panel in fulfilling this role. The thresholds do serve as a prompt for discussion, with more context being provided on request by the Commissioner and other witnesses. However, the discussions tend to centre around the achievement, or not, of the numerical threshold. The working group is concerned that these thresholds provide only a limited picture of actual behaviours and outcomes and therefore may not support the Panel to accurately assess delivery of the Plan.

Performance report content

15. The working group is clear that a removal of performance targets should not mean an end to measuring or monitoring performance. It is important that the quarterly performance reports received by the Panel continue to include a range of evidence, including numerical data. Rather than measuring performance

against pre-determined targets, however, it should be compared with historic data (to highlight trends) and data from other forces and force areas, particularly Wiltshire's Most Similar Forces (MSFs).

16. Relevant information should also be drawn, where appropriate, from the regular force inspection reports produced by Her Majesty's Inspectorate of Constabularies (HMIC). These are a potentially useful resource that the Panel has not fully exploited so far. They should be accompanied by the Commissioner's views on the inspection outcomes and any action he plans to take.
17. The thresholds currently included in the Panel's performance reports could be seen as providing an at-a-glance indication of progress in delivering the Plan – though potentially a misleading one. The removal of the thresholds means it will be important that future performance reports...
 - a) Consistently and reliably cover areas of performance that are likely to be of interest to the Panel (see paragraph 22);
 - b) Use context and commentary to expand on any statistical data;
 - c) Are as concise as possible.
18. The working group is supportive of the increasingly narrative style of performance report that has been provided to recent Panel meetings. It supports a move to a more rounded overview of the Commissioners' progress in delivering his Plan and in managing challenges as they arise. This approach will require Panel members to actively engage by sending questions about any issues that they, or the public, might want the Commissioner's response to.

Focusing on particular Police and Crime Plan objectives

19. At present every quarterly performance report received by the Panel provides an update on all seven objectives of the Police and Crime Plan. The working group is aware that Panels in some areas (for example, Derbyshire) take a different approach and receive performance updates on **certain sections** of their area's Plan at different points throughout the year. This approach would seem to enable a more in-depth consideration of each Plan objective. However, it could lead to the Panel missing urgent performance issues as they arise and waiting 12 months for an update on areas of concern. The working group therefore recommends a hybrid of these two approaches:
20. The seven objectives in the Police and Crime Plan should be grouped into logical groups and each quarterly performance report put particular focus on one of these groups (example below). This should include updates on relevant projects and initiatives. Discussions with the Commissioner will be needed to agree when each group of objectives is most appropriate for focus.

Quarter 1 performance report:	Focus on objectives A and B
Quarter 2 performance report:	Focus on objectives C and D
Quarter 3 performance report:	Focus on objectives E, F and G

Quarter 4 performance report:
(annual report)

All objectives

21. However, **all** quarterly performance reports should continue to include a suite of key performance indicators that cut across **all seven objectives** in the Police and Crime Plan. The question of which indicators should be included is discussed further under paragraph 25.
22. Regardless of which group of Plan objectives are being focused on, **every** performance report should address **any** performance issues which, for that period,
- a) Have shown a significant change;
 - b) Are of particular concern to the Commissioner;
 - c) Are an area of excellent work or progress; or
 - d) Are prominent in the local or national media.

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

23. The Panel may also wish to emphasise monitoring progress with initiatives or issues already identified as work priorities (for example, prosecutions that fail due to quality of police evidence, restorative justice and the responsible management of licensed premises), rather than wait for the relevant objectives to come around every 12 months.

Holding the Commissioner to account

24. The Panel's role is to monitor and support delivery of the Commissioner's Police and Crime Plan; not to monitor performance of the Police force directly. This is a difficult balance to strike because delivery of the Plan inevitably relies on effective policing. However, the working group recommends that the Panel places greater emphasis on understanding what the Commissioner is doing to drive performance and deliver his Plan. The following structure for future performance reports is proposed in order to encourage this:

Police and Crime Plan Objective X

- a) Relevant performance information
- b) Commentary and context
- c) What the Commissioner is doing, or will do, in relation to this area, including any relevant key decisions taken.

Choosing the key performance indicators

25. Under paragraph 21 it is proposed that **all** quarterly performance reports include a suite of high-level performance indicators that cut across **all seven objectives** in the Plan. The working group has not yet considered which indicators should be included, and will require a further meeting to discuss this.

26. The indicators currently included in every quarterly performance are listed under Appendix 1 with some commentary. **The Panel is asked to consider this list and make comments for the working group to discuss at its final meeting.** This will enable it to agree a final list of performance indicators to be included in quarterly performance reports from June onwards.

27. The working group asks the Panel to consider the following factors:

- Which indicators give a meaningful indication of actual behaviours and outcomes that relate to the objectives in the Police and Crime Plan?
- Do the current indicators over-emphasise the role of the Police and neglect other aspects of the Police and Crime Plan and the Commissioner's responsibilities?
- Which indicators would the public expect the Panel to have a close eye on?

Recommendations

The working group recommends that the Police and Crime Panel asks the Commissioner to make the following amendments to the quarterly performance reports he provides to the Panel:

1. To remove the performance thresholds and RAG-ratings, with the aim of:
 - reflecting the shift away from performance targets locally and nationally, with performance targets having been shown to create perverse incentives and reduce data quality; and
 - helping the Panel to focus on supporting delivery of the Police and Crime Plan rather than the achievement of numerical targets.
2. To continue to include a range of performance data, with the emphasis on enabling comparisons with historic data and data from other forces and force areas, particularly Wiltshire's Most Similar Forces (MSFs).
3. To include information where appropriate from the force inspection reports produced by Her Majesty's Inspectorate of Constabularies (HMIC).
4. To address any areas of performance that, for that period,
 - a) Have shown a significant change;
 - b) Are of particular concern to the Commissioner;
 - c) Are an area of excellent work or progress; or
 - d) Are prominent in the local or national media.
5. Each performance report to focus on a group of objectives in the Police and Crime Plan including updates on relevant projects and initiatives, with the grouping of objectives to be agreed by the working group in its final meeting and referred to the Commissioner.

6. To adopt the following structure for reporting progress with each Police and Crime Plan objective:

Police and Crime Plan Objective X

- a) Latest performance information
 - b) Commentary and context
 - c) What the Commissioner is doing, or will do, in relation to this area, including any relevant recent decisions taken.
7. The working group also proposes that the Panel
 - a) considers the list of performance indicators currently included in its quarterly performance reports (Appendix 1) and refers any comments on these to back to the working group;
 - b) asks the working group to meet once more to agree what performance information and which performance indicators should be included in quarterly performance reports from June 2015 onwards.

**Police Performance Review Working Group,
Wiltshire Police and Crime Panel**

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Appendices

Appendix 1 Performance indicators currently included in the quarterly reports received by the Panel

Appendix 1

Performance indicators currently included in the quarterly reports received by the Panel

(under the relevant outcomes from the Wiltshire Police and Crime Plan)

1. Reducing crime and anti-social behaviour

- a) 10% reduction in absolute crimes and ASB incidence
- b) People feeling safe during day
- c) People feeling safe during night
- d) To make watch schemes fundamental to intelligence gathering and crime prevention in communities – so far figures have not been provided for this indicator
- e) Volunteers taking part in Watch schemes
- f) Number of Special Constables
- g) Hours contributed by Specials (each)
- h) % of people who think that YP hanging around is a key issue
- i) Reduce harm caused by drug groups operating:
 - 1. Dangerous drug network harm assessment
 - 2. Organised crime impact assessment
- j) % of people saying ASB is a concern in their area

2. Reducing offending and re-offending

- a) Tackle irresponsible licensed premises – figures are provide for this indicator but what they are measuring is not defined.
- b) Reduce re-offending - figures are provide for this indicator but what they are measuring is not defined.
- c) Reoffending rate of SWITCH cohort

3. Protecting the most vulnerable in society

- a) Reduce serious harm crime

4. Driving up standards of customer service

- a) Number of allegations of incivility, impoliteness and intolerance
- b) Victim satisfaction
- c) Number of days to finalise a locally resolved complaint
- d) Prosecutions that fail due to the quality of police input – Crown Court
- e) Prosecutions that fail due to the quality of police input – Magistrates Court
- f) Data quality

5. Putting victims and witnesses first

- a) Number of days from report to disposal
- b) Satisfaction with follow up
- c) Satisfaction with investigation
- d) Resolved rate
- e) Victims referred to victim support

- f) Victims satisfied with victim support
- g) Proportion of cases dealt with out of court

6. Ensuring unfailing and timely response to calls for help

- a) Immediate response rate
- b) 999 calls answered within 10 seconds
- c) 101 to report crime – call answered within 30 seconds

7. Unlocking the resources to deliver (the priorities)

- a) Public satisfaction and police visibility
- b) Number of Police Officers
- c) Number of PCSOs

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Response to Licensing Task Group

23rd February 2015

Further to receipt of the Licensing Task Group final report, my observations on the report and my responses to the recommendations can be found below.

Licensing applications

Para 12: It should be remembered that there are different types of applications offering differing levels of opportunity to object. Therefore the ability of the Force to make representation using an individuals' criminal record as evidence can only occur in certain circumstances.

Para 14: It is pleasing to note that my frustrations with the lack of success in license applications not being granted is recognised by the Task Group. However, please note that this is solely due to legislation and not "in part".

Para 15: Difficulty can arise when there is an application for a new licensed premise or a new owner as there is no historic evidence that can be used to object to the application. Objection has to be based on expert opinion, experience and knowledge. I acknowledge that the quality of the evidence in these cases will be lower than when a premise already exists. However, I support the use of anticipatory judgement by the Force. The alternative seems to be to grant a licence and wait for the crime and disorder to occur before taking action. This risks harm to individuals and the community.

Para 16: Please note that I have no role in objecting to particular licensing applications as this is an operational matter. I have been very clear that I will not seek to influence the Chief Constable in the exercise of his licensing function in respect of any particular application.

Para 18: I would stress the point that it is not solely the responsibility of the Force to object to applications and that partners are also involved in this process. It is unfair to criticise the standard of evidence submitted by the Force alone. The proportion of prosecutions in Wiltshire that fail due to quality of Police input is not a valid comparison and the conclusion that is reached within the report cannot reasonable be drawn. I also refer back to the point made in respect of para 15 above.

Para 19: The report states that 'the Task Group is not in a position to assess whether the two licensing authorities are unduly cautious in the level of evidence they require before refusing applications'. If this is the case then I would question the conclusion drawn by the Task Group that the level of evidence submitted by the Force is insufficient.

Para 20: As described above, my frustration is with the legislative framework which requires a cautious approach. I do not believe there is a lack of clarity between partners.

Monitoring the operation of licensed premises

Para's 22-25, and 28: As the Panel are aware, the whole of the Force performance regime is moving away from counting numbers to assessing quality outcomes. I monitor Force performance on a weekly basis (looking at every crime type in every area) and attend the monthly Force Strategic Improvement Board which reviews exceptional performance. If

trends are identified that require action then these will be dealt with through this structure. The Panel has previously received a specific briefing on the monitoring of Force performance.

Para 29: I believe there is no requirement to define the meaning of 'irresponsible'.

Police recording of incidents at (or near) licensed premises

Para 30: The description given at this paragraph in the Task Group report is inaccurate. As a point of clarity there are four ways in which a licensed premise may be visited by an officer or a PCSO and these are:

1. The officer / PCSO is directed there due to an incident – this visit will be recorded on a Storm incident log – it will also be recorded on Niche if a crime has been committed
2. Routine visit by officer / PCSO
3. Licensing Department has requested an officer to attend and debrief an incident
4. Pro-active formal inspection visit

The statement made at para 30 in the Task Group report seems to relate to the first point above, but I believe it means to refer to those visits detailed at the second point. A Force Working Group has been established to improve quality and quantity of routine visits by officers / PCSOs and does not relate to visits carried out under points 1, 3, and 4 above. It should also be noted that Storm is not a communications log but is used to record incidents.

Para 31: As a point of accuracy it is not that attending officers are "no longer required" to record the last premise visited, it is that they are unable to due to a change in the Police National Computer (PNC). This is being addressed and an upgrade to the national system (Niche) has been requested to amend this (please see response to Recommendation 7).

Para 32: I believe this relates to the recording of visits and not the recording of incidents. Incidents will be recorded on the Storm system and Niche systems, and records are accurate. I am not aware of any evidence that suggests otherwise.

Para 33: As stated above for Para 30, the Force Working Group has been established to improve quality and quantity of routine visits by officers / PCSOs and does not relate to the recording of incidents.

Data recording, sharing and analysis

Para 38: The report states that the Force has good joint working arrangements with Swindon Borough Council but this is not the case. As per my response to Recommendation 10, the support of the Swindon Panel members in establishing this would be welcomed.

Licensing Tasking Group

Para 45: The work of the Licensing Tasking Group is well documented. I have been advised that there is a tactical assessment in place, terms of reference and protocols agreed, and minutes recorded.

Please see my responses to the report recommendations overleaf.

Rec No	Recommendation
1	<p>Instigates a dialogue with the two licensing authorities in order to clarify all parties' understanding of the level of evidence required from responsible authorities in order to justify conditions being placed on a premises license or its refusal</p> <p>I do not believe there is a lack of clarity. The Force Licensing Team works closely with Wiltshire Council and other partners through the Licensing Tasking Group. It is recognised, however, that this partnership approach is not replicated in Swindon (see recommendation 10).</p>
2	<p>Assures himself that the Police licensing team is resourced to submit the required standard of evidence in the license application process</p> <p>I can see no evidence in the body of the report that gives rise to this recommendation. Additional resource has been made available by me to support the licensing function. The team has resilience and flexibility built into it and is able to access additional resource in exceptional circumstances.</p>
3	<p>Working in conjunction with the two licensing authorities, considers the publication of a charter or protocol in which their joint views of what constitutes the responsible management of licensed premises are set out</p> <p>A Code of Practice for Licensed Premises is within the remit of the Licensing Authorities but neither they nor the Chief Constable believe that this is required.</p>
4	<p>Satisfies himself about the completeness and accuracy of the figures he receives from the Force regarding incidents and crimes relating to licensed premises and confirms that he receives those figures as a standard item in his performance reviews and that they are being proactively used by the Force to inform the allocation of police resources</p> <p>This has been previously demonstrated to the Panel in the process for the monitoring of Force performance.</p>
5	<p>Establishes the extent of any correlation between certain crime types and the irresponsible management of licensed premises in order to inform his allocation of resources in this area</p> <p>This is an operational responsibility of the Chief Constable and one that is discharged effectively.</p>
6	<p>Satisfies himself that both he and the Police and Crime Panel are able to assess the true level of irresponsible management by ensuring that data recording on the ground is complete, accurate and consistent</p> <p>Work is already underway with the Force and partners on data recording.</p>
7	<p>Considers the extent to which the removal of the 'last licensed premise visited' data field for officers attending alcohol-related incidents inhibits his ability to identify and 'crack down on' irresponsibly managed licensed premises</p> <p>An upgrade is required nationally to the Niche system which has been requested by the Force. In the meantime, through the Licensing Department, the number of Niche incidents and arrests linked to licensed premises are being recorded.</p>

8	<p>Satisfies himself that the delivery of the licensing aspects of the Police and Crime Plan would not be jeopardised by:</p> <ul style="list-style-type: none"> • The loss of a significant amount of unrecorded historic information through the departure of a key member of the Police licensing team • Inaccurate or incomplete data regarding licensed premises adversely affecting the allocation of police resources on the ground <p>These are operational responsibilities of the Chief Constable that are being properly discharged.</p>
9	<p>Satisfies himself that irresponsibly managed premises are being identified using a consistent and evidence-based methodology, so that licensed premises can have confidence in the fairness of the enforcement regime</p> <p>This is a basic requirement of the rule of the law. Neither I nor the Chief Constable are aware from this report or any other means that there is a concern that the contrary may be the case.</p>
10	<p>Continues to encourage Swindon Borough Council to consider the creation a Licensing Tasking Group along the lines of the model adopted by Wiltshire Council</p> <p>Agreed. It would be helpful if the Swindon Members of the Panel were to take on this responsibility.</p>
11	<p>Supports Wiltshire Council's intention to take a more holistic view of the night time economy</p> <p>Agreed. A holistic view is generally preferable. Support will depend on what particular view is adopted.</p>
12	<p>Satisfies himself that the Licensing Tasking Group's work is documented, systematic and evidence-based in order to ensure it</p> <ul style="list-style-type: none"> • prioritises the right issues and premises • can continue to function effectively when key personnel move on, and • Licensed premises can have confidence in the fairness of the enforcement regime <p>These are operational responsibilities of the relevant Chief Officers and they will be reviewed in the normal course of events. However, I have given details earlier in this response of the systems that are in place (please see comments against para 45 above).</p>
13	<p>Works with other Commissioners and other colleagues nationally to raise the profile of the issues identified regarding the current Temporary Event Notice (TEN) system</p> <p>Any representations from the Licensing Task Group will be carefully considered. This is not an issue that has been raised previously as a police concern.</p>
14	<p>Publishes an indicative business case for the introduction of Late Night Levies in Wiltshire and Swindon, including:</p> <ul style="list-style-type: none"> • details of the Levy's successful introduction in local authority areas that are comparable to Wiltshire and Swindon;

	<ul style="list-style-type: none"> • how the income generated by the Levy in the those area(s) is being used to support the achievement of the licensing aspects of the relevant Police and Crime Plans and the objectives of the Licensing Act 2003; • the extent of the current “harm caused by irresponsibly managed licensed premises” in Wiltshire and Swindon <p>There is no local authority area that is comparable to Wiltshire or Swindon where Late Night Levy’s have been introduced. Introduction of Late Night Levy’s will be dependent on whether there is any prospect that the local authorities will change their position on this issue. I have recently written to the two Licensing Authorities requesting information on eligible premises and their rateable value be shared with myself as part of the consultation process.</p>
15	<p>Publically takes a position on the other measures available for managing the night time economy, such as Cumulative Impact Policies and Early Morning Restriction Orders</p> <p>Agreed, subject to operational advice.</p>

Angus Macpherson
Police and Crime Commissioner
Wiltshire and Swindon

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Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
5th March 2015	Monkton Park Offices, Chippenham	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset update • Chief constable recruitment update • Task Group Updates: <ul style="list-style-type: none"> ○ PCC response to the Final Report of the Licensing Task Group ○ Report of the Police Performance Review Working Group ○ PCC response to Terms of reference for Regional Collaborations Task Group
18th June 2015	Corn Exchange, Devizes	<ul style="list-style-type: none"> • PCC Diary report • PCC Annual report (including Quarterly data (Q4) - Risk / Performance / Finance / Complaints) • Strategic Alliance with Avon & Somerset – written report • Chief constable recruitment - timelines • Task Group Updates

3rd September 2015	City Hall, Salisbury	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Innovation Fund Evaluation
2nd December 2015	Swindon	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q2)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task Group Updates
21 st January 2016	County Hall, Trowbridge	<ul style="list-style-type: none"> • PCC Diary report • Strategic alliance with Avon & Somerset • PCC Budget for 2016/17 • Task Group Updates
4 th February 2016	tbc	<ul style="list-style-type: none"> • PCC Diary report • Strategic alliance with Avon & Somerset • Formal consideration of the proposed PCC precept for 2016-17 • Task Group Updates