

# AGENDA

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**Meeting:** **WILTSHIRE POLICE AND CRIME PANEL**  
**Place:** Meeting Room - City Hall, Malthouse Lane, Salisbury, SP2 7TU  
**Date:** Thursday 3 September 2015  
**Time:** **2.30 pm**

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

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## **Membership:**

Cllr Abdul Amin, Swindon Borough Council  
Cllr Glenis Ansell, Wiltshire Council  
Cllr Andrew Bennett, Swindon Borough Council  
Cllr Alan Bishop, Swindon Borough Council  
Cllr Richard Britton, Wiltshire Council  
Cllr Trevor Carbin, Wiltshire Council  
Cllr Chris Caswill, Wiltshire Council  
Cindy Creasy, Co-Opted Independent Member  
Chris Henwood, Co-Opted Independent Member  
Cllr Charles Howard, Wiltshire Council  
Cllr Peter Hutton, Wiltshire Council  
Cllr Julian Johnson, Wiltshire Council  
Cllr Teresa Page, Swindon Borough Council

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## **Substitutes:**

Cllr Chuck Berry, Wiltshire Council  
Cllr Ernie Clark, Wiltshire Council  
Cllr Brian Dalton, Wiltshire Council  
Cllr Oliver Donachie, Swindon Borough 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

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# AGENDA

## Part I

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

1 **Apologies for Absence**

To receive any apologies or substitutions for the meeting.

2 **Minutes and Matters Arising** (*Pages 7 - 14*)

To confirm the minutes of the meeting held on Thursday 18 June 2015.

3 **Declarations of interest**

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

4 **Chairman's Announcements**

To receive any announcements through the Chair.

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 officer listed above no later than **5.00 pm** on **27 August 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 **Community Policing (STOP)**

To receive a presentation from Kieran Kilgallen, Chief Executive, Office of the Police and Crime Commissioner.

7 **PCC Diary Report (Pages 15 - 28)**

To receive the report of the Police and Crime Commissioner.

8 **New Police and Crime Plan: 2015-2017 (Pages 29 - 48)**

To consider the draft Police and Crime Plan 2015-2017.

9 **Quarterly Data (Q1)- Risk / Performance / Finance / Complaints (Pages 49 - 126)**

a) Introduction of a new performance report format

In 2014 the Panel established a working group to engage with Wiltshire Police's internal review of its performance culture and to help develop a new format for the performance reports brought to the Panel by the OPCC. The Panel agreed that the new format should emphasise contributing to a culture of achieving positive outcomes, rather than a culture of perverse incentives. Regular updates have been provided on the working group's work and the new performance report template is now attached.

A representative of the working group will provide a verbal update on the work undertaken and key issues addressed. The Panel is then invited to provide initial feedback on the new report format.

b) Quarterly Data (Q1)- Risk / Performance / Finance / Complaints

To provide the panel with quarterly performance data (OPCC).

10 **Professional Standards Annual Report**

To receive the annual report on the monitoring of professional standards.

11 **Strategic Alliance with Avon & Somerset**

To receive a verbal update on the Strategic Alliance between Wiltshire and Avon and Somerset Police constabularies.

The Panel is reminded that in June it established the Strategic Alliance Task Group, with the following members volunteering to take part:

Cllr Glenis Ansell  
Cllr Richard Britton  
Mr Chris Henwood  
Cllr Julian Johnson

The task group's first meeting is to be arranged.

12 **Task Group Updates**

Police Performance Review Working Group

Please see agenda item 10.

Strategic Alliance Task Group

Please see agenda item 12.

13 **Innovation Fund Evaluation** (*Pages 127 - 158*)

To receive the attached report.  
Produced by Community First

14 **Forward Work Plan** (*Pages 159 - 160*)

To note the forward work plan.

15 **Future meeting dates**

To note the future meeting dates below:

- **Wednesday 2 December 2015 – 10.30 am start – Swindon Borough Council Offices.**

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## WILTSHIRE POLICE AND CRIME PANEL

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 18 JUNE 2015 AT WESSEX ROOM - THE CORN EXCHANGE, MARKET PLACE, DEVIZES, SN10 1HS.**

#### **Present:**

Cllr Abdul Amin, Cllr Glenis Ansell, Cllr Andrew Bennett, Alan Bishop,  
Cllr Richard Britton (Chairman), Cllr Trevor Carbin, Cllr Chris Caswill, Cindy Creasy,  
Darwish, Fielding, Filmore, Emily Higson, Cllr Charles Howard, Cllr Peter Hutton,  
Cllr Julian Johnson, Kilgallen, Angus Macpherson, Cllr Teresa Page and Powell

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Kieran Kilgallen – OPPC  
Chris McMullen – OPCC  
Prof Allan Johns – OPCC  
Carolyn Filmore – OPCC  
Naji Darwish - OPCC  
Emily Higson – Wiltshire Council  
Henry Powell – Wiltshire Council  
Kevin Fielding – Wiltshire Council

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#### **1 Appointment of Chairman and Vice-Chairman**

Cllr Richard Britton was elected Chairman for the forthcoming year.

Cllr Andrew Bennett was elected Vice Chairman for the forthcoming year.

#### **2 Apologies for Absence**

Apologies were received from Chris Henwood – Co-opted Independent member.

### 3 **Minutes and matters arising**

#### **Decision:**

- **The minutes of the meeting held on Thursday 5<sup>th</sup> March 2015 were agreed as a correct record and signed by the Chairman.**

### 4 **Declarations of interest**

Councillor Trevor Carbin declared none pecuniary interests in matters relating to Customer Vision, Community Speedwatch and Licensing.

### 5 **Chairman's Announcements**

- Cllr Alan Bishop – Swindon Borough Council and Cllr Teresa Page – Swindon Borough Council were welcomed to the Panel.
- That Mike Veale had been appointed as the new Chief Constable for Wiltshire following the Panel's confirmatory hearing on 11<sup>th</sup> May. He would start in post on the 1<sup>st</sup> July 2015. The Panel were advised by the OPCC that the outgoing Chief Constable Pat Geenty was currently on a month's leave before retiring from the service.

### 6 **Public Participation**

There was no public participation.

### 7 **Annual Report 2014 - 15**

Kieran Kilgallen – Chief Executive, OPCC introduced the PCC's annual performance report for the year 2014-15. The PCP was asked to note the draft annual report and to provide comments on the annual report.

The Panel welcomed the fact that OPCC had previously circulated the report to Panel members with an invitation to submit comments – which some members had already done.

The annual report was aimed for public audience and captured the highlights of the year and the commissioner's assessment of progress against his plan.

The annual report was structured around the original Police and Crime Plan six priorities.

Questions raised by the PCP included:



- Had the PCC now abandoned having 300 special constables as part of his plan?  
*a. A review was being undertaken and that there would be a report to SCT (Senior Command Team) and CMB (Commissioner's Monitoring Board) in September. An update to the Panel would then follow. 300 was a provisional number only. Superintendent Bateman was developing a strategy for their future use and there was a need to move away from Specials who wanted to have a career in policing to those that just wanted to volunteer within the community. This was a national problem – it took time to recruit people who then lost interest before training was complete and so it was difficult to achieve numerical targets.*
- How is the operational plan affected by not having the 300 special constables?  
*a. The Plan was not compromised as Specials were an additional support only.*
- How is the training of police cadets working out?  
*a. Wiltshire Police was looking to start training based in the south of the county, at present the police cadet programme was two years into a three/four year programme.*
- You have to work hard to find any negatives within the annual report.  
*a. There was no place for blame in partnership working, people need to be challenged rather than blamed.*
- There appears to be no mention of the Neighbourhood policing teams in the report.  
*a. This was an omission, which was noted.*
- Not a great deal of mention of the strategic alliance, surely this needs to be expanded on.  
*a. Noted.*

The Chairman thanked the OPPC for the report.

## 8 **Quarterly Data (Q4) - Risk/Performance/Finance/Complaints**

The Commissioner presented a report setting out his quarterly performance data for the fourth quarter of 2015.

The Commissioner advised that a joint working group had been developing a new format of performance report reflecting the outcome of the performance culture review. The new report would be used in the assessment of the first quarter of 2015-16, which would be reported to the Panel in September 2015. The structure of the report would be in three parts:

- Dashboard of high level measures with context to support trends
- Deep-dive into a priority to discuss specific details and progress
- Any areas which the PCC wishes to highlight (points of excellence, poor results, press interest, concern, significant risks etc)

Points made by the PCP included:

### **People feeling safe during the day/night**

“The percentage of people feeling safe during the day has remained very high throughout the year, rising close to 95 per cent. This is encouraging to see and reflects the low rate of crime which takes place in Wiltshire”. However, the fact that fewer people report feeling safe at night may be exacerbated by Wiltshire Council’s new policy of switching off some street lighting.

*a. Yes, this would make some people feel less comfortable at night*

### **Licensing Activity**

“The licensing task group continues to jointly assess problematic premises and develop joint tasking and actions to tackle these locations. The three hub-based licensing officers are embedded into the partnership tasking process and increased information is now being shared through this” – when would the licensing team be back up to full strength?

*a. We are looking to get the licensing team back up to full strength after losing a key member of the team.*

### **Unlocking the resources to deliver**

“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” - when would the Spring 2015 results be available to the Panel?

*a. These results would be available at the next PCP meeting.*

### **Resolved:**

- **To receive and note the contents of the Commissioner’s report setting out his quarterly performance data for the fourth quarter of 2015.**

The Chairman thanked the OPPC for the report.

## **9 Revised Police and Crime Plan 2015 - 17**

The Commissioner introduced the Revised Police and Crime Plan 2015 – 17 and thanked the many stakeholders who had taken the time to comment on the

plan. Stakeholders would have until the end of June 2015 to make further comments.

Questions from the PCP:

Would the PCC be involving other stakeholders, such as young people and ethnic groups etc?

*a. Yes, the plan was very much in its early draft form, with more groups and organisations having the opportunity to comment on it.*

The Chairman thanked the Commissioner for the plan and looked forward to the viewing the final version and Panel discussions at a future PCP meeting.

## 10 Report from Task Groups

i. Police Performance Review Working Group

Henry Powell – Senior Scrutiny Officer, Wiltshire gave a brief overview of the report that was contained in the agenda pack.

### **Decision**

- **The reported was noted.**

ii. Strategic Alliance Task Group

The Commissioner gave a brief overview of the report that was contained in the agenda pack.

### **Decision**

- **That a task group was formed to support the delivery of the strategic alliance between the Wiltshire and Avon & Somerset constabularies.**
- **That the task group would decide how to report back to the Wiltshire Police and Crime Panel.**
- **That the task group would be made up of Cllr Julian Johnson, Chris Henwood and Glenis Ansell. The task group would be supported by Henry Powell.**

The Chairman thanked Henry Powell and the Commissioner for their report overviews.

## 11 **Commissioner's diary**

The PCC Diary report which set out a summary of commitments the Commissioner had undertaken since the last Police and Crime Panel meeting on 5 March 2015 was presented to the Panel.

Questions raised by the PCP included:

- What was the current position re the sale of Chippenham Police Station?  
*a.A potential buyer was interested in buying the site, with a view to building social housing on it. Nothing had been signed as yet.*
- When would Wiltshire Police be resuming the speed awareness courses?  
*a.The PCP would receive an update on this at the next meeting.*

The Chairman thanked the Commissioner for his update.

## 12 **Response to questions raised by Volunteer Task Group - Information only**

### **Decision**

- **The report was noted.**

## 13 **Forward Work Plan**

The Forward Work Plan was noted.

## 14 **Future meeting dates**

The next meeting of the Police and Crime Panel will be on Thursday 3rd September 2015 at City Hall, Salisbury.

Future meeting dates were:

Wednesday 2 December 2015 at Swindon Borough Council.

(Duration of meeting: 2.30 - 5.00 pm)

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

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

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## **POLICE AND CRIME PANEL** **3<sup>rd</sup> September 2015**

### **Introduction**

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 18<sup>th</sup> June 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](http://www.wiltshire-pcc.gov.uk)) and the content of these blogs is copied below for the Panel's information.

### **Friday 19 June**

I had a regular 1-2-1 with the Assistant Chief Officer for Business and People Development, Zoe Durrant before attending a board meeting of the Community Foundation in Devizes. In the evening I joined fellow residents of Wroughton at a reception at Overton House in support of the Conservative party.

### **Saturday 20 June**

After a day in the garden I left home at 7.30pm in the evening to go to the Royal School of Artillery in Larkhill where I met up with officers and staff for a briefing on the police activities at summer solstice. After the briefing we had a quick meal in the excellent canteen before driving to the new visitors centre at Stonehenge. I spent my time walking from the visitors centre to the stones talking to officers, helpers and the public. It was a beautiful evening, relatively warm and dry. The area around the stones themselves was extremely crowded.



I also headed to Avebury where another group of officers was policing. This was a much smaller event than Salisbury and I particularly enjoyed a conversation the Force Chaplain had with a pagan worshiper about his alignment with the police. I left at 2.30 am and was in bed by 3 am but unfortunately with the curtains drawn I missed the sunrise. I want to say thank you to Avon & Somerset Police for their support with their horses at solstice. It was quite a sight to see.

### **Monday 22 June**

Volvo has lent us a vehicle for our Community Police Volunteers to use over the next 18 months. This will be a great asset for those who give up their time to help with policing throughout the county. There are challenges around how the vehicle is to be allocated. To resolve this issue we are thinking of using a volunteer to manage the booking system.

I can see the vehicle being used to support Community Speed Watch, the rural crime team and Specials. It's a very nice vehicle and I'm keen that we get the best value out of this generous sponsorship. No doubt readers will have ideas about how we can use the vehicle. I would be happy to hear from you.

Tuesday 23 June

I had an off-site briefing about the custody review in advance of the major briefings in Salisbury tomorrow to staff, media and court users. The rest of the day was spent with the senior management team looking at how they will deliver my revised Police and Crime Plan. I am very pleased that the draft plan has been well received by the Constabulary and look forward to the public consultation in a couple of weeks.

In the evening, I went to a meeting of the One Swindon board which discussed the new vision being developed for the town. I also received updates from the fire service about helping troubled families and about a project known as Swindon 175 which is a celebration of the achievement of the borough since its formation. I was able to give members of the board a briefing on my draft Police and Crime Plan and seek partners' comments.

Wednesday 24 June



Today was dominated by the provision of custody to serve the south of the county. Chief Constable Mike Veale and I were at a staff briefing in Salisbury attended by about 40 officers and police staff (see picture above). We then had a media briefing which five media outlets covered. The day finished off with a briefing to the court user group at Salisbury Law Courts.

It's good that the presentation on the custody proposals was so closely argued and based throughout on evidence. The conclusion is that a custody unit will be built in Warminster and we will have a two custody model (the other unit being the existing one at Gablecross Police Station on the outskirts of Swindon). Over the next six months we will be looking at potential locations in Warminster.

#### **Thursday 25 June**

I had a governors' meeting at Dauntsey's School in the morning before an interview with Heart FM on the custody issue in the afternoon. In the evening I did my duties at the Filling Station charity for homeless people in Swindon which was busy. I'm afraid many people had consumed too much alcohol before they turned up for food.

#### **Friday 26 June**

A meeting of the Independent Audit Committee at Headquarters. I respect the way in which the committee does its work and the commitment of the individuals. The audit of the accounts is just about to commence and the committee reviewed changes and other technical matters raised by our independent auditors. The audit fee has reduced this year.



Bill Fishlock, who was a member of the police authority before taking over as chair of the audit committee, retired at this meeting. He goes with very best wishes from Chief Constable Mike Veale and me. Bill's knowledge and commitment over many years has been of great benefit to the people of Wiltshire. I'm sure he will enjoy spending even more time with his grandchildren.

Saturday 27 June



Up early for Armed Forces Day. This event was marked in three locations in Wiltshire; Salisbury, Swindon and Trowbridge. Over the years the Trowbridge event has grown and it now fills the whole of the town's park. It was a beautiful day, so lots of people were about. It gave people the opportunity to talk to me about local police and crime issues. I must say those I did speak to were complimentary about policing and the visibility of police in Trowbridge. (The picture above shows members of the Trowbridge Neighbourhood Policing Team).

In the evening, I had an old students' reunion at Dauntsey's School. An excellent dinner in the company of other "old boys".

Back to my desk after a busy weekend. The first meeting is with Julia's House. This is a new hospice for young people which is being established in Wiltshire. They came to see Chief Constable Mike Veale and me to find out if employees of the Force would be interested in fundraising for the project. I hope that they would, but it has to appeal to the staff as an idea and I'm not sure that it should come from the top. I have no doubt that such a valuable and local project will appeal and we will be sowing the seeds around the organisation.

A few weeks ago I visited the Junior Good Citizen project in Swindon and this week I visited the county project at Wiltshire Scout Centre in Potterne. This is a very good scheme and we reach a fantastic number of students. The picture below shows me with PC Sally Pullen, who delivers the scheme for Wiltshire Police. It will be interesting to see how it melds with the proposed Fire Safety Centre being talked about for the county.



Now that the new Chief is in post I need to develop the performance development review (PDR) which will be used to assess his performance. This will sit alongside my new Police and Crime Plan. My last meeting was with the Finance Director. I am pleased to say that finance matters are on track.

In the late afternoon and evening I attended the summer festival at Dauntsey's School. I watched nine of Grimm's fairy tales over two performances. Overall around 100 students were involved. It was a great undertaking and everyone seems to be enjoying playing their part.

Tuesday 30 June

An office day. It was excellent to see Gill Stafford, who used to be on the Wiltshire Police Authority, who called in to say hello. Gill is still supporting the operation by attending meetings of a joint board for public protection comprising Wiltshire Police and partner agencies.

A lot of catching up on what is going on before heading back to Dauntsey's, firstly to see a dance show with about 12 presentations and then Lord of the Flies. This production was by the choreographer Matthew Bourne - a great experience for the performers. It was good to treat my wife and daughter to an evening they enjoyed, being Bourne followers. A wonderful production and a warm night.

Wednesday 1 July

Further work on the Chief's PDR before a meeting with the Independent Police Complaints Commission (IPCC). We have a new lead member and I was pleased that he has taken the time to visit the Chief and me at an early stage. Very engaging, open and honest and, I believe, someone who will be good to work with, albeit that I would prefer not to have need of referrals to the IPCC in the first place!

Having to write the blog ensures that time is set aside in the diary, but I never feel like writing to order. So, as usual, I am busy with other things. I was pleased to meet a local representative of Shared Hope International and to give what advice and introductions I can to help this organisation. It is dedicated to eradicating sex trafficking and to bring justice to vulnerable women and children. Like others it is greatly concerned about child sexual exploitation (CSE) and getting young people to be aware of the signs and dangers.

In the evening I attended a meeting of the Institute of Advanced Motorists (IAM) where I spoke about my role and about road safety. I hope that those setting up the fire safety centre get in touch as they are a very committed bunch.

Thursday 2 July

An early start as I'm spending the morning at Wilton Market. This is a busy market in an ancient town, and it was good to see many of the leading citizens during the morning, but - more importantly - to have an opportunity to meet local people.

I had no doubt that the people of Wilton know their local police officers and that view was reinforced during the day. Again, little concern was raised over the move of custody to Warminster. When the issue is explained, people understand that it is more important to have officers on the streets, whilst providing a robust service to all

the county. The weather was mercifully cool and dry and we had a steady stream of visitors. I was very pleased to have been supported by a local PCSO for the session, always a bonus.

Back to Swindon for the swearing-in of some new Police Cadets (see picture below). These young people are from the West Swindon unit which we have just started. They have done a few weeks and showed great poise and confidence as they read out, individually, their service promise. The parents were rightly proud. I was very pleased that the High Sheriff, Lady Gooch, was able to attend and that, in a week or so, one of the cadets will become a "High Sheriff's Cadet".



Friday 3 July

Chaired my last meeting of the education panel at the Community Foundation this morning. The applications for scholarships had been assessed by a sub group during the week and today was the final decision day. We were able to fund 16 individuals to go on to university with funding totalling around £90,000. In addition there were some smaller awards (but no less important for the recipients) for personal support.

It has been a real pleasure to play a part in enabling students to go to university, many of whom would not have fulfilled their potential without the grants. I fear that there will be further changes to the funding of higher education which may result in more demand for Community Foundation help in the future. I look forward to meeting some of the graduates in a few weeks' time.

Saturday 4 July

Attended the prize giving and speech day at Dauntsey's. The guest speaker was Claire Perry, MP for Devizes, who reminded students how lucky they were to have had the opportunity of a good education. A happy day tinged with sadness as students prepare for a new chapter of life.

Monday 6 July

In the morning I had a meeting with the South West regional collaboration programme lead, Temporary Superintendent Chris Eastwood, in my office. I was glad to see that he is intent on being seen to work independently of both Wiltshire Constabulary and Avon & Somerset Constabulary. He will be based at an office on the border between the two areas and will be at the service of both. The Strategic Alliance between our two forces will only work if it is done as a collaboration.

I then had my usual performance briefing but today it was held before the Commissioner's Monitoring Board (CMB). After the briefing from the performance team we discussed a new template for the meetings as CMB will no longer be held in my office but in a larger room to accommodate more people.

The board and I reviewed the budget spend to date and internal audits and I completed the auditors' questionnaire. The meeting discussed the blue lights regional technology strategy and I accepted many of the recommendations. We also discussed a collaborative procurement exercise for a new geographical information system for Wiltshire Police, Avon & Somerset Constabulary and Wiltshire Council; business case approvals included funding for the emergency services mobile communications programme.

We went on to discuss the Innovation Fund Evaluation Report which has been done by The Community Foundation. Overall the fund has been very successful. The full report will be published soon.

I also had updates on the relationship between Action Fraud and Horizon and on our joint enterprise, Zephyr followed by an update on operational matters. CMB was a very busy and productive meeting.

At 4 o'clock I was in the car and driving to Bristol to the SS Great Britain at the Great Western Dockyard for a reception held by Historic England. It was an interesting evening and a wonderful opportunity to revisit Brunel's masterpiece. It was 40 years ago when I first visited the ship, shortly after it arrived back in Bristol, and it has changed since then.

Tuesday 7 July

First thing in the morning I was on Swindon Radio 105.5 with Sergeant Dave Ibbott of the Swindon town centre team. The Neighbourhood Policing Team have an hour's programme every two weeks and it is proving very popular. As ever, it was a pleasure to visit the studios which do such a good job to support so many people with difficulties.

In the afternoon I went back to the office for briefings on complaints and the local policing project which is being developed for the west of the county and which will be launched in September.

Wednesday 8 July

I had the Swindon Health and Wellbeing Board in the afternoon, but no matters for me on the agenda this time, although it is good to hear what is happening. Mental Health is on the next agenda.

In the late afternoon we had a press call in Trowbridge about the new operational policing pilot. The pilot launching on 14 September will trial a new way of working for Wiltshire Police. It fits in well with one of my four priorities in the new Police and Crime Plan: to secure high quality, efficient and trusted services. It is an operational model I have been striving towards for the last couple of years as it places victims and witnesses at the heart of Wiltshire police.

A single team of local police officers, police community support officers (PCSOs), response officers and investigators will be based within the community. Using new technology, including laptops and 3G phones, the team will be able to bring their office out into the community. Officers and staff will be more visible and accessible to the public.



Angus with Chief Constable Mike Veale and Inspector Chris Chammings

Thursday 9 July

Went to Bradford on Avon market this morning with my marquee for a public engagement event and I was joined by the local Neighbourhood Policing Team. Members of the public know their policing team very well and it was a very positive and enjoyable morning. I couldn't resist the opportunity to buy some juicy strawberries from a nearby fruit and vegetable stall to share with the team. I was due to be in London in the afternoon and evening but, due to the rail strike, I stayed in Wiltshire.



Angus at Bradford Upon Avon market

Friday 10 July

Today I visited Stowell Farm in Pewsey to look at the milking unit as part of the National Farmers Union (NFU) Countryside Day. It is a very impressive unit with a process from birthing to milk production with a rotating milking unit for around 60 cows. The most remarkable thing for me was the biodigester. It makes the one we have installed at Dauntsey's School, where I'm a governor, look very small. You put left over food, cow poo and grasses in at one end and electricity comes out at the other end. They just need to find a use for the excess heat, and it will be really working well.

Saturday 11 July

I attended the Wiltshire and Swindon Neighbourhood Watch Association annual meeting at Devizes headquarters today. I was pleased to thank Gwyn Comley, Ian Mase and Sue Stoker, for the work they have done for Neighbourhood Watch and I gave them a certificate of appreciation. We then had an update on Community Messaging which now covers the whole county. The association is looking for new volunteers to keep it moving forward.



Angus with Sue Stoker, Ian Mase and Gwyn Comley

Monday 13 July

This morning I met with the Community Foundation to do some planning for a Jazz lunch I am holding in my garden on Sunday 27th September. The lunch is to launch the Foundation's 'Surviving Winter Campaign.' Last year the Foundation distributed over £70,000 to 348 households. With the holidays upon us it is surprising how time will fly between now and September.

Afterwards, I had briefings in the office from Finance and went through the papers for the Association of Police and Crime Commissioner's (APCC) meeting in London on Wednesday.

In the afternoon I was honoured to meet Her Royal Highness The Duchess of Cornwall, (who is patron of the Wilts & Berks Canal Trust) , at the opening of the new Wichelstowe landing stage. Her Royal Highness arrived at West Wichel - on a disappointingly damp afternoon - aboard the trust's narrow boat, Dragonfly where they unveiled a commemorative plaque.



Angus being introduced by Lord Lansdowne, Vice Lord Lieutenant of Wiltshire. Looking on is Robert Buckland, MP for South Swindon.

Some 40 years ago I played a small part in preserving the heritage of the then derelict canal. I wrote to press the council to save the towpath stone declaring "Semington 26 miles" during the development of the town centre. I am pleased to record that the milestone was incorporated into Canal Walk.

I am delighted that the canal is now being restored as a waterway for the 21st Century.

Tuesday 14 July

This morning I was at Oxford Airport (or, more correctly London Oxford Airport) where I was the guest of 9-line Oculus for a demonstration of fixed wing aircraft capability. Readers may remember that we no longer have dedicated Wiltshire Police helicopter as there is now a national resource. We are a part of the National Police Air Service that serves Bournemouth, Bristol and Benson.

It was useful to understand exactly what a fixed wing aircraft can do. I was impressed by the cameras and by the quietness of a fixed wing. I'm sure that fixed wing has a part to play within the fleet, and both the capital and running costs are so much less than helicopters. It was a very informative and useful day.

In the evening I headed to London to be ready for the Association of Police and Crime Commissioner's (APCC) meeting in the morning.

Wednesday 15 July

The APCC held the meeting at the Royal College of General Practitioners in Euston Square. If any one is looking for a conference facility, this is a very good venue. I have to say the day was not without its challenges, and there was a great deal of talking in groups and corridors as the organisation grappled with itself and the politics of a chairperson. In the end the AGM was opened and adjourned to another day. We did however have an interesting presentation by Kevin Hyland, the UK's first Independent Anti-Slavery Commissioner. It should be remembered that only a few weeks ago an operation was undertaken in Wiltshire to support those subject to human trafficking and modern day slavery and I'm sure that there will be more.

Thursday 16 July

Tony Hogg, the PCC for Devon and Cornwall Police, is promoting a drink awareness campaign 'Drunken Nights Out Campaign' in the South West. I'm very happy to support this, especially over the summer when people are on holiday, whether that's in Ibiza , Devon or Purton, they still need to be aware of the dangers.

Next month the Parliamentary Undersecretary of State for Disabled People is visiting the Constabulary and my office, so we have been putting together a detailed programme for the one hour he will be here, and planning started today.



Over the lunch hour I had a briefing for the Wiltshire Health and Wellbeing Board which is being held at Headquarters this afternoon. The meeting had an agenda item community led actions. It was pleasing to see how many communities have taken up some of the initiatives I support like Safe Places which is now widely embraced.

In the evening I attended the Trowbridge Area Board. I was on the agenda last by which time the public, and those getting grants had left, so I'm afraid not much public engagement achieved. Good thing that I'm in the town on Sunday and Monday!

Friday 17 July

I had a 1-2-1 with the Assistant Chief Officer Zoe Durrant, which enabled us to discuss the building blocks of the future. We have to align our terms and conditions, as well as our technology, across the region if we are going to work more closely with other forces, so the discussion provided useful background for next week's regional meeting.

Saturday 19 July

Ramadan ended yesterday, and today I was invited to join the Muslim community in Trowbridge for their celebration. The Eid is celebrated by Muslims around the world to mark the end of Ramadan (fasting), and it was a pleasure to join in the party. It is not a large community but I believe it is so important to be involved.

Monday 20 July

It is very apparent that we are now in the holiday season, as many of my regular meetings have disappeared from the calendar. Performance briefing survived for today which was followed by a full Commissioner's Monitoring Board, although we were a bit short on attendees due to holidays. No matter, business was still done.

In the evening I attended a Magna Carta event at St James' Church Trowbridge. We were entertained by the Magna Carta singers, a group formed to celebrate the event and to remember Henry de Bohun (one of the knights who witnessed the signing).

Tuesday 21 July

This morning I had a meeting with Her Majesty's Inspector of Constabulary (HMIC), Wendy Williams. As well as covering some of the themed inspection that are planned I was able to talk about some concerns I have which HMIC may be able to help with.

In the evening I attended a meeting of Swindon Conservative Councillors and gave them a briefing on the last year in office and on the draft Police and Crime Plan for 2016/17 which is out for consultation.

Wednesday 22 July

I had a meeting arranged at County Hall with Councillor Humphries to give a briefing on custody and the new operational model. I was joined by Temporary Assistant Chief Constable Paul Mills, but our best laid plans went awry and the Councillor was at my office. The situation was saved by the use of technology and the meeting was conducted over a video link. I had a further meeting in County Hall with the local inspector and residents before returning to Headquarters in Devizes to prepare for the regional meeting tomorrow.

Thursday 23 July

In the morning I drove to Bridgewater for a South West Regional Meeting. It had to be recognised that elections are upon us, but even so it was a positive meeting. The relationship with Avon & Somerset Police is strong and it was good to be updated on some of the work that Dorset and Devon & Cornwall are undertaking. I always feel a bit sorry for Gloucestershire. They must feel a bit left out when we get excited about our collaborations, but then it is their choice to go it alone.

This evening I was due to attend a reception given by the High Sherriff Lady Gooch in aid of the Community Foundation's "One Degree More" programme. As it happened I spent the evening chatting with an RAC man at the side of the M4 as I waited for a recovery truck!

Friday 24 July

A further briefing on custody today, this time for Trowbridge MP, Dr Andrew Murrison. In actual fact my meeting followed one he had with Chief Constable Mike Veale, so there was a merging, which worked well and I hope we



were able to cover all matters he wanted to raise with us as well as updating him on operational and strategic matters.

In the evening I presented to the Conservative Chairmen the review of last year and my Police and Crime Plan for 2016/17.

Saturday 25 July

My wife Sara Jane and I attended a lunch party given by the High Sherriff, Lady Gooch at her home. It was a very jolly affair, and a good opportunity to update a wide variety of Wiltshire's leading people.

Sunday 26 July

Back to Chitterne today for a further party at the High Sherriff's, this time the Magistrates. I was there in a personal capacity, and it was a good opportunity to meet up with those I used to work with when I was on the bench. I have to say that rumours about the possible closure of Chippenham Court House rather dominated the conversations, but it was good to catch up with former colleagues.

Monday 27 July

The Constabulary has a quarterly internal magazine called 'Firstbeat' and I have been invited to do an interview for the next edition. So I spent some time in the morning planning the messages that I want to get across. Then my office launched my new, refreshed PCC website. The original website was no longer fit for purpose as we have a lot more content than we did a year ago and the site needed to be easier for readers to navigate around. Please let me know what you think.

In the afternoon I was pleased to meet with a representative from Wiltshire Search and Rescue (WILSAR). WILSAR are a group of volunteers who can be called on to help search for missing people. They are first aid trained and water awareness trained. The representative was able to give me an idea of their resilience and challenges as well as their hopes for the future which I would like to help with where possible. This fits well with the volunteering priority within my Police and Crime Plan. It is worth noting that they have spent over 14,000 hours on search activities in the last year, across Wiltshire and in support of neighbouring counties.

Tuesday 28 July

In the morning I had an update from the Speed Watch coordinator and was pleased to hear that the 136 teams are still active across Swindon and Wiltshire. I believe the dedication of the teams is worthy of note. Most of the roads monitored by Speed Watch are 30mph limits but increasingly they now monitor 20mph zones. It made me think that we should examine some of the 20mph zones, as they are supposed to be supported by engineering that make speeding difficult for motorists. I just wonder if the engineering is robust enough? I'm pleased that Speed Watch will be at the Emergency Services Show on Sunday 13 September at Hullavington Airfield, and I'm sure they will be recruiting more volunteers.

In the afternoon I attended a meeting with colleagues from Avon & Somerset Constabulary as we reviewed the progress on our Strategic Alliance. It is early days, but I'm glad there is a team in place and our two forces are beginning to speak the same language. What will be essential to common standard and style of governance for both forces from the two PCCs. It is not impossible but developed over time rather than imposed is the best way forward.

In the evening I met with the Conservative councillors in Swindon and I presented the annual review and my draft Police and Crime Plan. I will be meeting the Labour councillors in a couple of weeks to do similar.

Wednesday 29 July

I had an early photo call in Salisbury for the CCTV scheme first thing in the morning. I was joined by Steven Godwin from BID and Councillor Andrew Roberts. The CCTV system currently in place in Salisbury is quite old and funding to keep CCTV running with staff has cut by Wiltshire Council. Wiltshire Council will be installing a new state of the art CCTV system and the responsibility for staff will be managed by the City Council and supported by Salisbury BID Company.

I understand that the cameras will be monitored by trained volunteers, but they need to be recruited and trained. In order to keep the scheme up and running whilst the changes take place I have made a grant of £25,000 (matching that of the BID's and City Council grant) to maintain the service until volunteers are found. This is a one off payment, but it is worth saying that I will look favourably on meeting the cost of getting the pictures from Salisbury to the control centre in Devizes; an offer I have made to all the town CCTV systems working in Swindon and the County.





Steve Godwin from BID, Angus and Councilor Andrew Roberts

Thursday 30 July

I had a briefing on front counter services and public access this morning, followed by a meeting with the Head of Victim Support. Mark Castle used to be the Head of the Association of Police Chiefs Council but recently took over as Head of Victim Support. It was good to meet up with him and have the opportunity to introduce him to staff members who sit in the Horizon Victim and Care unit here in Devizes who contact victims and refer victims to Victim Support.

In the afternoon I had a briefing meeting with the new MP for Chippenham, Michelle Donelan at the Monkton Park site, before heading to Swindon for an evening's duty with the Filling Station.

Friday 31 July

I attended the Commissioner's Monitoring Board this morning. I'm pleased to have approved a further funding of £170,000 for the Multi Agency Safeguarding Hub (MASH) in Swindon, which will be put on an equal footing with the MASH team in County Hall Trowbridge. I also had an update on the learning outcomes from the recent employment tribunal in which the Force was criticised. The terms of reference are now agreed and I look forward to some real progress.

I also had the Health and Safety Performance Report for 2014/2015. I remember from the past that this is a really well written piece of work and this year's report did not disappoint in that respect. There were some uncomfortable statistics, such as an increase in assaults on police staff of 43%, from 8 to 14, but there were some positive improvements around operational injuries and road traffic collisions.

I was made aware on Monday 3 August of the IPCC's intention to announce an investigation into Wiltshire Police's handling of allegations of offending in the 1990s. As you will all now be aware, this announcement featured Sir Edward Heath and suggested that he may have been involved in offending that Wiltshire Police failed to investigate properly at the time

I have been aware of the matter for some months and investigations are continuing. I understand that the Force had conversations with the IPCC in relation to the announcement and the management of all the stakeholders involved. However, the IPCC made it clear that they were naming Sir Edward Heath in their statement at midday on the Monday.

I spent the afternoon with colleagues putting together a press strategy and communications to all the other concerned parties who were to be told just before the IPCC released their statement.

I am not sure that the IPCC's decision was the right one but it is important to stress that they are independent and they wouldn't seek the Force's approval for this decision. However, it was right that the Force appealed for any victims to come and speak to us; giving the right advice and ensuring any vulnerable people are supported is key to getting this right.

Holiday Week 3 to 9 August

I'm not doing a daily blog for this week, but rather a reflection of the week. I thought I would look up in a dictionary what holiday means; "day of exemption from labour", but derived from a "Holy or sacred day". My diary says "annual leave" and for that I found "liberty granted". This week I am at Marlborough College for a week's tutoring in water-colours. I've been doing water-colours for about four years but I want to perfect some skills. In the past I have done Scottish Country Dancing and a master class in solo singing.



Angus painting

The other thing about being in Marlborough is it is local and with our mobile and remote working I am able to view work emails and keep in touch, visually, with the office and colleagues through Lync.

On Monday 3 August the Independent Police Complaints Commission (IPCC) decided to announce their investigation into allegations relating to the handling of child abuse allegations involving Sir Edward Heath back in the 1990s.

The media established camp outside Sir Edward Heath's home in Salisbury where they interviewed the lead investigator Temporary Superintendent Sean Memory, following the IPCC press release. This led to the force being accused of 'grandstanding' by The Times newspaper, which I think was extremely unfair. The message was very focused; the Force wish to hear from anyone who thinks they might have information and in particular from any victims. This message marks an important switch in emphasis - the service is now victim focused. It was a priority to ensure that those who did make contact were properly supported via the NSPCC who are assisting us. Believe it or not, the service has changed in the last 20 years, and even in the last three.

On Wednesday I had to leave Marlborough to attend a BBC interview at Headquarters. Somehow the reporter had got it in mind that Wiltshire Police was in crisis and melt down, not least as both the Chief and I were on leave. It was worthwhile appearing on BBC Points West in person to assure the public that nothing was further from the truth, and that even whilst painting in Marlborough I'm fully briefed and in touch with my office, whilst the Chief's senior colleagues cover all operational activity, all of whom have his confidence, and in turn, mine.

Thursday passed relatively quietly as we prepared pieces for the exhibition tomorrow, and in the evening I had Filling Station duties.



Angus's watercolour painting

The last day painting and at last the sun has come out, but unfortunately we are in the studio, followed by an exhibition of our work in the afternoon.

Interesting data published by the Taxpayers Alliance today.

This will take some analysis of the detail, but I think it shows Wiltshire in a good light, with good value for money and reduced costs of governance. Worth a read, especially for those who mistakenly believe that the OPCC is costing more than the old governance.

In the evening I attended a meeting of members of the Conservative party from across the seven constituencies at which I was readopted as the candidate for the elections in May 2016. It is a great honour and I look forward to the challenges to come.

On Saturday morning I attended the Swindon Pride parade through the town and the event at the Town Gardens. It was a very good opportunity to support the LGBT staff within Wiltshire Police as well as sending a positive message to the wider community we serve.

So in summary a week's holiday, but far from restful!

Monday 10 August

I was very pleased to see my Chief Executive, Kieran Kilgallen back from his holidays this morning and suitably refreshed. I then welcomed three members of the youth parliaments into my office. I am working in partnership with them on a survey for secondary schools on the content and provision of Personal Health and Social Education (PHSE).

I'm interested in what schools think they are delivering and what is being received by students and I'm delighted to be supported by the Youth Parliament in this project. It follows the good work they are doing about mental health amongst young people. We hope to have the survey ready for the beginning of next term, and who knows, it may be picked up in the region.

Tuesday 11 August

Following up the headline that Forces will no longer investigate burglaries, I'm pleased to confirm that this is not the case in Wiltshire. Just looking at one of our hubs in the quarter that ended on the 31 July, of the 237 reports of dwelling burglaries in Wiltshire, 214 were attended by the Crime Scene Investigators. All dwelling burglaries in the sector were attended and investigated by a specialist team or by response police, who pass the matter to the specialists. I think these figures show that not all Forces are the same!

I then attended a briefing from Assistant Chief Officer of Business and People Development, Zoe Durrant before her leave, in which I was updated on the estates issues, legal and employment matters. I can understand the frustration of those looking on, but I'm content that all is progressing well, given the constrain of diaries.

Wednesday 12 August

In the morning I had a meeting with the Volunteer's Manager, Andrew Murray who has been in post for just a few months, but is full of enthusiasm. It is always interesting to hear of the many people and groups that aid policing in the county. I hadn't previously heard of a group of 'Humane Animal Dispatchers', who can be called on to put down injured animals, typically those injured on the roads. I also had an update in relation to volunteers in



Community Speed Watch and the use of the Volvo car that Volvo has provided the Force for free to be used by volunteers.

Stop and Search data is back in the news. It is presented in a very misleading way, but on examination of the data I am satisfied that the local police are using their powers properly. I believe that it is the outcome that is important and we must keep challenging the Force over the use of powers.

In the afternoon I was asked to join a judging panel for a logo designed by students for the CyberbeeWise Campaign, which is concerned with raising awareness about browsing the internet safely.

Had the dentist in the late afternoon. Ugh! Followed by a trustees meeting of Big Breakfast.

Friday 14 August

I met with Unison representatives. This is always useful, and whilst my office does not act as the employer for police staff, I am interested in the issues that are being addressed by both sides within the Constabulary. I'm pleased to say that the relationship seems to be constructive, and appreciate that we are all going through times of change. I think that the Force generally has a good approach towards involving staff in structural decisions. Obviously Unison's concerns revolved around announcements made in other parts of the country by PCCs and Chief Constables. I was able to reassure them that there are no similar plans in Wiltshire.

In the afternoon I visited Booth House In Swindon. This is a hostel for the homeless run by the Salvation Army, but alongside the hostel it also operates two social enterprises, 'The Sandwich People' and 'Recycle'. Both these projects offer training and qualifications to those without work and these opportunities provide an important addition to the base levels of Maslow's Hierarchy of Needs. This has at its base the physical requirements for human survival, life sustaining things such as food and water. The next block in the pyramid is concerned with safety needs such as health and wellbeing, and financial security. According to Maslow, without these basic blocks in place you cannot achieve esteem (confidence, achievements, respect for and of other) or self-actualization (morality, creativity, spontaneity, problem solving, lack of prejudice and acceptance of facts). It was good to see the service offered and to meet both staff and clients.

Saturday 15 August

Having spent nine hours in the garden; weeding, mowing, and intermittently repairing the mower, I then joined the Street Pastors of Chippenham on night patrol. It was an open evening, when new recruits are taken out to see if they want to join. Two teams did three patrols during the evening, the first leaving at around 10pm for an hour and a half, followed by two further patrols. We visited much of the town, the railway and bus station, car parks and licensed premises, including the Palace, a newly opened establishment.

The patrols carry a first aid kit, bottles of water, flip flops and jelly babies which are excellent as an ice breaker in conversations. As the evening progressed, the level of drunkenness increased, and by the time I left at about 3am there were four police units tasked in the centre of the town and the pastors were busy with those lost or distressed. We see it all on TV but it is a reality on the streets of the market towns of Wiltshire and I'm pleased that those who volunteer as street pastors are there to help and support.



Wiltshire and Swindon

# Police and Crime Plan

# 2015 - 2017

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# Foreword

**A**t the end of my third year as Police and Crime Commissioner the challenges that policing faces are as difficult as they were in 2012. However we have a clearer understanding of what is required to meet these demands.

The emerging threats from cyber crime, serious and organised crime, terrorism and child sexual abuse are changing policing. These changes alongside further reductions in central Government funding, and the expanding role of Police and Crime Commissioners have led me to review my first Police and Crime Plan.

As Commissioner, my role is to keep Wiltshire and Swindon safe. I make sure that the police and justice system meets the needs of Wiltshire and Swindon and that Wiltshire Police are held to account for delivering an efficient, effective and trusted service.

This plan sets the priorities to keep Wiltshire and Swindon among the safest places in the country:

Priority 1: Prevent crime and anti-social behaviour

Priority 2: Protect the most vulnerable in society

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

Priority 4: Secure high quality, efficient and trusted services

I have set clear objectives for the Chief Constable and for the Office of the Police and Crime Commissioner (OPCC). These priorities and objectives have been guided by the needs of the people of Wiltshire and Swindon, input from stakeholders and our national policing obligations.

I appoint the Chief Constable, and hold him to account to deliver the police elements of this plan. To deliver the other elements we are already working with our partners. These include our local communities, Wiltshire Council, Swindon Borough Council, Wiltshire Fire & Rescue Service, NHS commissioners and trusts, the National Probation Service, the Crown Prosecution Service, HM Courts and Tribunals Service and registered social



landlords. We will continue to work together and challenge each other to improve in order to provide the best outcomes possible for our communities.

## My commitments to you

In delivering this Police and Crime Plan I am committed to ensuring that:

- Neighbourhood teams, where police officers and staff work in our communities, are at the centre of policing in Wiltshire
- Neighbourhood policing will be protected by shifting resources to the front line
- Any increase in the police element of council tax will be used to reduce the impact of central funding reductions on neighbourhood policing
- The Chief Constable and his officers act in accordance with the published values and behaviours:
  - Putting people first – going the extra mile
  - Acting with honesty and integrity
  - Being professional – delivering the highest possible quality of service
  - Working as a team – combining skills and efforts to share the load and achieve more
  - Taking personal responsibility

**Angus Macpherson**  
Police and Crime Commissioner

# Priority 1: Prevent crime and anti-social behaviour

I want everyone in Wiltshire and Swindon to live without the fear of crime and anti-social behaviour. Everyone should be protected. I want to continue to work with communities to address the issues that affect them. If you are a victim you should have the confidence to report the crime to the police, knowing that you will be listened to, and that the crime will be properly investigated.





I will hold the Chief Constable to account to ensure that:

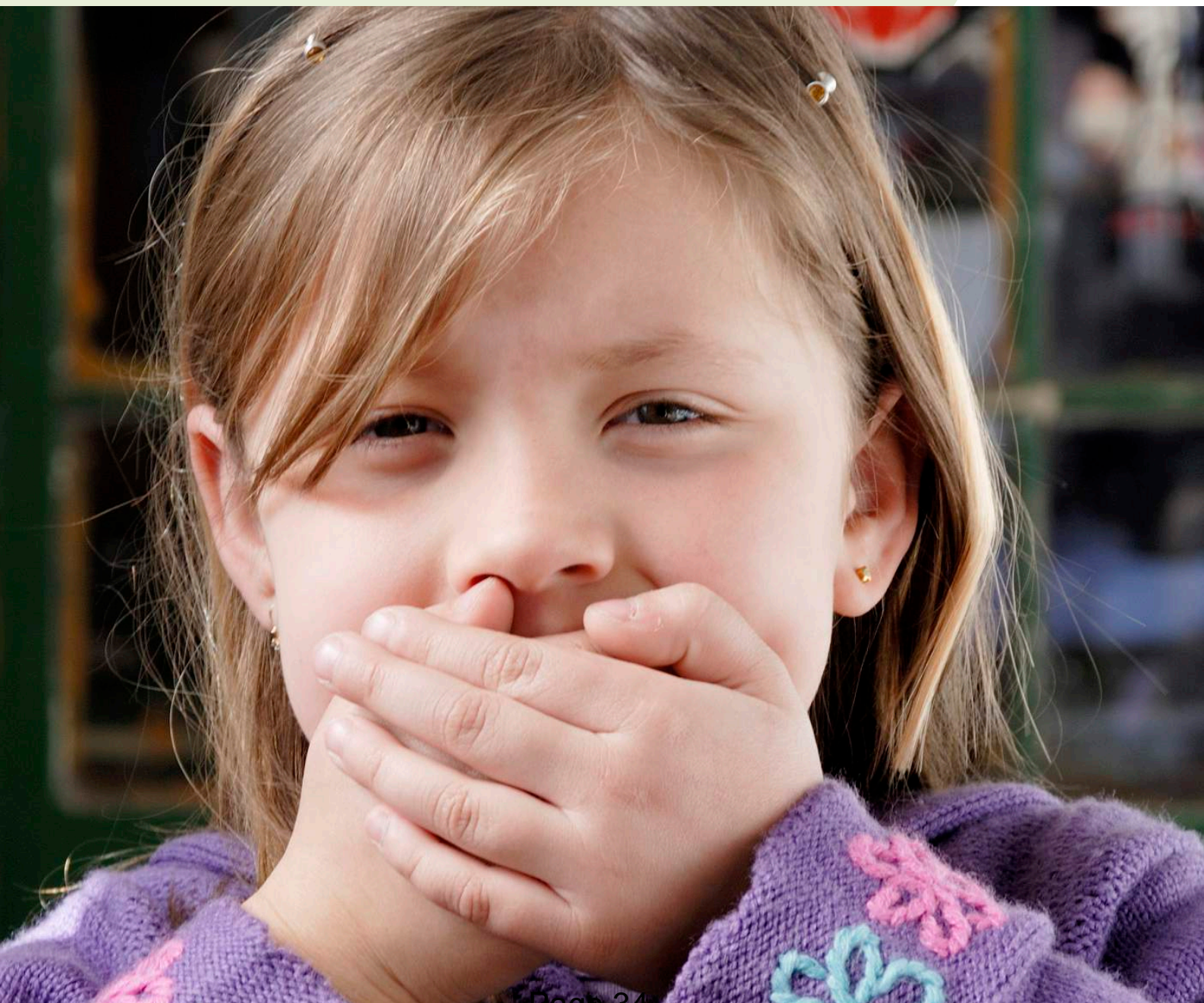
- # 1
- Initiatives are undertaken with local communities and community safety partners to prevent and reduce crime and anti-social behaviour. This work will include:
- Working with partners to co-ordinate our approach and response to tackling anti-social behaviour and utilising information and powers to prevent anti-social behaviour in communities
  - Working with partners to deliver community resolutions such as mediation, face-to-face meetings to provide early and swift justice that involve victims and the community in the justice process
  - Encouraging the active participation of the public by increasing the prominence and diversity of volunteer roles within the police including 'watch' schemes; increasing the value and engagement of special constables, volunteers and police cadets. In addition, recognising the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas
  - Working with Wiltshire Council, Swindon Borough Council, Youth Offending Boards and community led approaches to provide a range of engagement activities, early help and support to those at greatest risk of being victims or offenders
  - Working with partners to identify and prevent those at risk of radicalisation
  - Working with the National Probation Service and Community Rehabilitation Company to improve the Integrated Offender Management service to reduce offending
  - Working with partners to fulfil their responsibilities to develop more effective support for offenders, including the provision of suitable housing to steer repeat offenders away from committing crime
  - Working with partners to improve the management of evening and night time economies and alcohol related anti-social behaviour
  - Working with partners to ensure that business are supported to protect themselves and their customers against cybercrime
  - Extending the community messaging scheme to increase the numbers signed up and include important messages from partners
  - Working with the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.
  - Updating the Automatic Number Plate Recognition system across Wiltshire and Swindon to enhance capabilities to respond to crime

- # 2
- Wiltshire Police is visible, approachable and trusted in all communities, meaning that:
- All communities have local policing teams with a named senior police officer who is known in their area and responsible for local policing
  - Mobile technology is used effectively, allowing officers and staff to work flexibly in our communities by December 2015
  - Communities can trust that crimes that are reported are recorded appropriately

- # 3
- Wiltshire Police has specialist teams to deal with organised crime, high tech crime, major incidents and national threats. These teams include:
- The South West Regional Organised Crime Unit which covers Wiltshire and Swindon
  - Working with partners to reduce the threat and risk to Wiltshire from terrorism, enabling our communities to go about their lives freely and with confidence
  - The Major Crime Investigation Team which covers Wiltshire, Avon and Somerset and in the future Gloucestershire police forces.
  - Working with the Local Resilience Forum partners to plan, respond and help recover from emergencies and major incidents
  - Tri-force services for firearms, roads policing and dog teams

## Priority 2: Protect the most vulnerable in society

The most vulnerable in society are particularly susceptible to becoming victims of crime and anti-social behaviour. They may also be affected by a perception of crime that impacts on their lives, changes behaviour and affects their mental health. All public agencies should protect the vulnerable, working to prevent crime and listening to people when they ask for help - regardless of age, ethnicity, sexual orientation, disability, health, offending history, or any other factor.



I will hold the Chief Constable to account to work with our partners to:

- # 1
- Develop a co-ordinated system for assessing and managing vulnerability, safeguarding and repeat victimisation. This will involve:
- Developing a shared understanding of vulnerability and referral pathways with partners
  - Implementing tools that can identify vulnerability to better direct resources and improve the service to vulnerable people
  - Working with both Wiltshire and Swindon Local Safeguarding Children Boards (LSCBs) to develop flexible local models for Multi Agency Safeguarding Hubs (MASH), where social workers, police, health professionals and others share information and work together to protect children from harm
  - Working with both Wiltshire and Swindon Local Safeguarding Adults Boards (LSABs) to deliver obligations under the Care Act 2015 to safeguard and protect vulnerable adults and explore opportunities to develop a MASH model for vulnerable adults

- # 2
- Protect, and provide support to, vulnerable people and prevent them from becoming victims of crime and anti-social behaviour. This will include:
- Ensuring officers and staff offer crime prevention advice to communities and provide crime prevention measures to the most vulnerable
  - Working with partners and troubled families projects to identify and provide co-ordinated support to those individuals and families with complex needs
  - Protecting high risk victims of domestic abuse by bringing police, local authorities, health professionals, domestic abuse support services and others together to share information, identify risks and co-ordinate responses
  - Implementing the Mental Health Concordat with partners in health and local authorities to ensure those in a mental health crisis are supported appropriately
  - Working with health partners to pilot access to mental health triage support for police to help those in a mental health crisis
  - Commissioning with both Wiltshire and Swindon Councils drug and alcohol services to reduce harm caused by alcohol and substance misuse, increase those in treatment and prevent crime and anti-social behaviour
  - Ensuring officers and staff are able to support those with vulnerabilities including older people, mental health, people with autism and victims of domestic and sexual abuse

- # 3
- Protect children and young people at risk of sexual abuse and exploitation, working with Wiltshire Council and Swindon Borough Council's children's services. This work will involve:
- Providing identification and prevention for victims, increased training and awareness for staff and specialist services to support victims of sexual abuse
  - Working with schools, LSCBs, third sector agencies, Youth Parliament and others to raise awareness of cyber crime, grooming and sexual abuse to keep young people safe

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

Victims of crime have been through a challenging and sometimes traumatic experience. They should be supported to cope with what has happened and to recover as far as possible from their experience. Giving evidence as a witness can be equally challenging and traumatic but is vital in helping to deliver justice. At all stages, from reporting an incident, through the justice system, to the point of recovery, victims and witnesses must be the central focus of Wiltshire Police and partner agencies.



As Commissioner I am taking the following steps to support victims and witnesses:

- # 1
- Ensuring high quality services to help victims of crime and anti-social behaviour by:
- Commissioning the new Horizon Victim and Witness Care to provide a single point of contact for victims. Working alongside the police, Horizon will support, sign-post to appropriate services and guide victims and witnesses on their journey through the criminal justice system
  - Commissioning additional services to provide practical and emotional support for victims who require help to deal with the impact of crime
  - Analysing victim experiences to help improve services and provide innovative schemes which will reduce repeat victimisation and the impact of crime
  - Supporting witnesses by working with Citizens' Advice Bureau witness care staff who can arrange court visits and support victims and witnesses in their appearance at court
  - Working with Wiltshire Council and Swindon Borough Council to commission specialist support services for victims of domestic abuse and sexual offences including independent domestic abuse advisors; Sexual Assault Referral Centres and practical and emotional support that reduces risk
  - Ensuring there are appropriate support services for victims of hate crime
  - Increasing awareness of the community trigger that enables local communities to ensure that persistent anti-social behaviour is dealt with appropriately

- # 2
- Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system by:
- Delivering the Victims' Code of Practice 2013, the Right to Review, EU Directive and the Witness Charter
  - Working together to adopt a culture of collective responsibility and ownership for the entire victim journey and the performance of the entire system
  - Working to ensure that trials are effective and not failing to proceed due to lack of time, failure to attend court etc, as these unfairly impact on victims, witnesses and defendants
  - Supporting the improvement of court facilities to protect victims, such as giving evidence by video link and separate waiting areas

- # 3
- The Chief Constable will be held to account to ensure that the police listen to, support and protect victims by:
- Keeping victims and witnesses informed on the progress of investigations through face-to-face meetings, phone calls, letters and emails
  - Developing vulnerable victim suites which enable victims to talk to police and criminal justice services in a comfortable and supportive environment

## Priority 4: Secure high quality, efficient and trusted services

Police and criminal justice services should be accessible to everyone, professional and of the highest standard. In emergencies, the right response must be provided swiftly. Communities should feel confident that the police will listen to their concerns and that the courts will provide effective justice for all. When individuals feel this has not been the case, they will have access to a clear, impartial and rigorous complaints process.



I will hold the Chief Constable to account for:

- # 1
- Delivering a high quality police service that is accessible to communities by ensuring that:
- Calls to the police are answered efficiently and responded to effectively
  - Local communities are very satisfied with the service they receive from the police
  - Wiltshire Police has a diverse and empowered workforce that reflects its values and behaviours

- # 2
- Delivering a police service that is highly efficient and embraces innovation and technology. This means that Wiltshire Police:
- Achieve a minimum rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in its Police Effectiveness, Efficiency and Legitimacy (PEEL) programme
  - Deliver a financial strategy that meets the Government’s austerity requirements (estimated to be at least £3m a year)
  - Commence by September 2015 a pilot that creates a single local policing, response and investigations team. This will provide one team with the responsibility for all aspects of an investigation. Learning from this pilot is anticipated to be evaluated by April 2016
  - Will develop and implement a Strategic Alliance between Avon & Somerset and Wiltshire constabularies and the respective Police and Crime Commissioners
  - Have co-located reception services with partners by December 2015
  - Complete and consult with stakeholders on the findings and proposals for custody facilities by November 2015
  - Will share office accommodation in Trowbridge, Salisbury, Chippenham and Swindon with local authorities
  - Move into shared facilities with Wiltshire Council in Tisbury and Melksham
  - Implement a digital evidence management and interviewing system by April 2016
  - Ensure that every neighbourhood policing team is accessible to the public in a range of locations in the community; where possible working alongside partners
  - Will increase the range of online services including crime reporting, virtual front counters and licence applications in line with its digital strategy

As Commissioner, I will:

- # 3
- Work with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system, meaning that we will:
- Enable and empower more police-led prosecutions for less serious offences
  - Reduce the delays to planned court dates and adjournments that waste time and resources and let victims and witnesses down

- # 4
- Have a police service that is trusted, professional and respectful to the public by:
- Implementing Home Office proposals to transfer police complaints to the Office of the Police and Crime Commissioner (OPCC)
  - Providing an independent appeals process for complainants
  - Independently scrutinising custody conditions through the Independent Custody Visiting scheme

# Partnerships

**Working with partners is crucial to delivering this plan and to developing more holistic solutions and efficient services. I will play an active role in the numerous partnerships that exist in Wiltshire and Swindon and will work alongside our partners to deliver improvements in our communities. I want collaboration with partners to become the way we work as this is the best way of making our communities safer.**





The Community Safety Partnerships in Wiltshire and Swindon involve a wide range of partners who provide co-ordination to reduce crime and anti-social behaviour. I receive their annual assessment of crime and anti-social behaviour and I considered this assessment as part of the development of this plan.

The Wiltshire Criminal Justice Board is responsible for improving and co-ordinating the criminal justice system. Its members are the HM Courts and Tribunals Service, Crown Prosecution Service, Wiltshire Police, HM Prison Service, National Probation Service, youth offending teams and the Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company.

Local safeguarding children boards and local safeguarding adults boards ensure public agencies are protecting the most vulnerable people in our society. I will ensure that Wiltshire Police are active in these boards and work to ensure that safeguarding is fundamental to delivering policing.

Wiltshire and Swindon Local Resilience Forum brings a range of partners together to plan, respond and recover from emergencies and major incidents. Wiltshire Police will continue to play a leading role and that sufficient resources are in place to protect Wiltshire and Swindon.

We have a diverse and active Voluntary and Community Sector (VCS) organisations in Wiltshire and Swindon. The VCS plays a vital role in promoting social inclusion, innovation, building trust and tailoring services that better reflect local needs and preferences. Working with the VCS through the Wiltshire Compact and the Swindon Compact agreements, we recognise and value the work of the VCS as both providers of services and providing a voice within the community

A range of other partnerships exist and have an important role to play in delivering specific elements of this plan. I will influence and support these



partnerships such as the health and wellbeing boards, public service leaders boards and others to align our strategies and mutually assist in their delivery.

### **Strategic alliance with Avon & Somerset Constabulary**

In March 2015, I signed an agreement to form a strategic alliance between Wiltshire Police and Avon & Somerset Constabulary, as other forces have done across the country. This will help secure significant savings over the next five years and reduce the impact of budget cuts on frontline policing.

The alliance will help to preserve an efficient, effective and trusted police force for the people of Bristol, Somerset and Wiltshire. The risks that austerity places on frontline policing mean that not exploring savings through this alliance would be a missed opportunity.

This strategic alliance will not diminish the Wiltshire voice in how Wiltshire is policed. As PCC I will continue to hold the Chief Constable to account for delivering a visible, trusted and local policing service. The focus will continue to be the delivery of my Police and Crime plan underpinned by a visible and effective local police service.

# Our resources

As Commissioner I set the budget given to the Chief Constable to deliver policing. I also provide funds for the services commissioned on my behalf by the OPCC.

I have made a commitment that the police and crime element of council tax will remain the lowest in the South West. As shown in the two scenarios below, any future decision to increase the police and crime element of the council tax precept would reduce the funding gap due to central Government funding reductions. However a minimum of £10m in savings will need to be found in the next three years. To protect the services you value I have committed that any precept rises will be dedicated to local policing, enabling the protection of local policing teams.

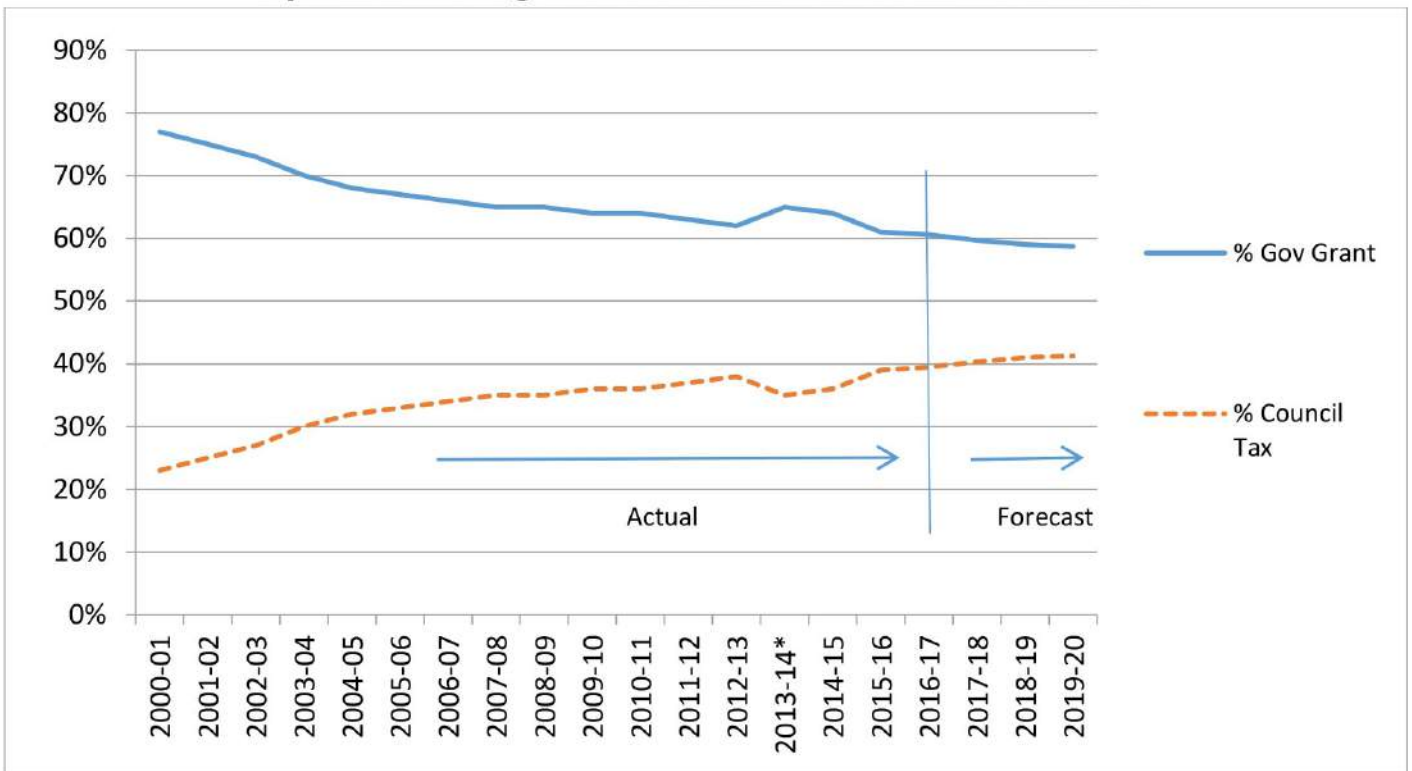
## Total income and allocation of funding based on 0% police and crime precept increase

	2015/16	2016/17	2017/18
	£million		
<b>Income</b>			
Main police grant	37.700	36.267	35.034
Department for Communities and Local Government	20.801	20.011	19.330
Other central funding (freeze and localisation grant)	5.235	5.235	5.235
Police and crime precept - 0%	39.110	39.501	39.896
Other income	0.860	0.823	0.632
<b>Total income available to PCC</b>	<b>103.956</b>	<b>101.837</b>	<b>100.127</b>
Central funding reduction		-3.5%	-3.1%
Reduction in total funds available		-2%	-1.7%
<b>Allocation</b>			
OPCC office costs	0.700	0.686	0.674
OPCC - capital contribution	0.729	0.714	0.702
OPCC - external funding allocation	1.004	1.004	1.004
OPCC - Chief Constable allocation	101.523	99.434	97.748
<b>Total allocation</b>	<b>103.956</b>	<b>101.837</b>	<b>100.128</b>

## Total income and allocation of funding based on 2% police and crime precept increase

	2015/16	2016/17	2017/18
	£million		
<b>Income</b>			
Main police grant	37.700	36.267	35.034
Department for Communities and Local Government	20.801	20.011	19.330
Other central funding (freeze and localisation grant)	5.235	5.235	5.235
Police and crime precept - 1.99% rise	39.110	40.251	41.426
Other income	0.860	0.823	0.632
<b>Total income available to PCC</b>	<b>103.706</b>	<b>102.588</b>	<b>101.658</b>
Central funding reduction		-3.5%	-3.1%
Reduction in total funds available		-1.3%	-0.9%
<b>Allocation</b>			
OPCC office costs	0.700	0.691	0.684
OPCC - capital contribution	0.729	0.719	0.713
OPCC - external funding allocation	1.004	1.004	1.004
OPCC - Chief Constable allocation	101.523	100.174	99.257
<b>Total allocation</b>	<b>103.956</b>	<b>102.588</b>	<b>101.658</b>

## Split of funding between central and local sources



As reductions in central Government funding continue, so too does the challenge of how best to deal with those savings. As well as looking at the precept I am driving efficiency within Wiltshire Police. Despite this the financial challenges we face mean that we must continue to innovate and transform policing to protect front line services. Many of these objectives are highlighted on pages 10-11 of this plan.

For more detailed financial information please refer to the medium term financial plan.

### Grants and commissioning

As Police and Crime Commissioner I 'commission' or purchase efficient and effective policing for Wiltshire. As well as my responsibilities for commissioning services for victims and witnesses I shall continue to commission specific services to that deliver this police and crime plan.

Commissioning involves making decisions about how best to spend the money I receive from central government and local council tax to get the best possible services for you.

I work with partner agencies, local communities and service providers to understand what is needed in Wiltshire. By listening to local people, partners and victims of crime I gain a real insight into how services are doing, understand any gaps, strengths and how we can make improvements.

# How I will know my plan is working

Over the last six months, I have reviewed the approach to targets and the negative behaviours that targets can create. I want to ensure that the Chief Constable and the men and women he leads focus on the quality of service delivered to the public rather than on often meaningless targets.



No one measure will provide an answer to how well the police and the criminal justice service are doing. I will judge the delivery of this plan and the quality of the police and will be held to account by the people of Wiltshire and Swindon.

I will be robust, challenging and holistic in my assessment of performance and police quality. This will be analysed through measures, external inspections and scrutiny by Her Majesty's Inspectorate of Constabulary (HMIC), reviews and by listening to what you are telling me about your experiences. It is ultimately using this information that will enable me to assess how well Wiltshire Police is delivering services that matter and protecting the public.

In my annual report I will publish my assessment of each priority and the overall delivery of this plan. I will also outline additional actions I have taken, or asked the Chief Constable to take, to maintain the delivery.

I have established a framework of topics to determine success. Whilst not exclusive it will include the following questions:

- How effective is Wiltshire Police in preventing crime and anti-social behaviour?
- Is the investigation of crime and the management of offenders effective?
- Is Wiltshire Police effective with others at protecting the vulnerable and supporting victims?
- Is Wiltshire Police a financially sound, efficient and effective police force?
- Does Wiltshire Police build positive and constructive relationships with all communities in Wiltshire and Swindon?
- How well is the Force modernising and how successful is it in implementing technology?
- Is the leadership of Wiltshire Police effective in delivering a sustainable, effective and respected police force that is meeting the objectives of this plan and protecting the public?
- What do local communities, victims, staff and Police and Crime Panel members and others tell me about the police and the service received?



To help answer those questions I will examine multiple sources of information that capture:

- Volume - crime levels, trends, patterns, staff numbers, court information, financial statements
- Responsiveness – response times, customer standards, local resolution measures, successful delivery of initiatives
- Quality – victim insight, satisfaction levels, visibility, police confidence, complaint levels, internal audits, HMIC inspections, staff surveys

The delivery of this plan through partnerships may have different mechanisms and performance will be managed as agreed by the respective partnerships. As a member of any partnership I will have the same approach to performance as outlined above and work to use a range of information to judge how well we are collectively elements of this plan. This will include celebrating our successes as well as challenging and supporting when improvements are needed for our communities.

### **Wiltshire and Swindon Police and Crime Panel**

The Wiltshire and Swindon Police and Crime Panel scrutinises my performance as Commissioner and the work of my office. The panel supports me by examining key areas of work and providing valuable insight and recommendations. I welcome and support the Panel in this work and its consistent support in identifying improvements to deliver this plan.

# Listening to you

I will continue to talk to, and listen to, individuals and communities across Wiltshire and Swindon in a variety of ways. I will continue to meet shoppers at market day events, attend local community events, listen to locality and area boards and be a visible figure in the community. I will continue to meet people who use our services to discuss their experiences and seek to make improvements.



I will also conduct a series of surveys, research and consultations to provide robust information from across the area about specific issues such as police visibility and satisfaction with services as well as with communities across Wiltshire and Swindon such as young people, people living in rural areas and older people.

For further information on this plan and the work of the Wiltshire Police and Crime Commissioner please go to [www.wiltshire-pcc.gov.uk/Home.aspx](http://www.wiltshire-pcc.gov.uk/Home.aspx)





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WiltshireandSwindonPCC



Angus Macpherson Wiltshire Police and Crime Commissioner



**WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2015-16**

Last reviewed : 18 August 2015  
Risk Appetite is : 30

ID	Date identified	Event	Consequence	Main impact area(s)	Initial Risk Score April 15				Mitigation and controls	Residual Risk Score				Date reviewed
					L	C	I	Score		L	C	I	Score	
<b>PUBLIC CONFIDENCE &amp; INTEGRITY</b>														
1	18/08/15	Failure of PCC or CC to engage with communities and stakeholders to inform priorities and service changes	Reduced public satisfaction and confidence in OPCC Community voice not heard Public are unaware of how the PCC and Force are performing	Reputation Operational delivery	1	1	4	4	OPCC attendance at Area / community boards twice yearly PCC engagement at local markets events, community events and services Active social media presence Regular communications to inform public Formal consultation on police and crime plan Regular meetings with local authority leaders and senior teams	1	1	4	4	18/08/15
2	18/08/15	Transformation or service changes are not communicated to public / stakeholders and feedback is not considered	Reduced public satisfaction and confidence in OPCC Community voice not heard Increased resistance to changes Changes undermined Benefits expected are reduced	Reputation Operational delivery	2	3	3	18	Police and Crime plan public and partner consultation Police engage with area / community boards, local communities as service changes are developed Changes built on robust evidence and planning to plan engagement and reflective periods Engage with staff associations and partners	1	3	3	9	18/08/15
3	18/08/15	OPCC failure to fulfil statutory duty and publish all required information and respond to FOI requests.	Public are unaware of how the PCC and Force are performing Public cannot assess the performance of the PCC effectively. Public expectations are not satisfied and possible loss of confidence	Reputation Performance	1	2	3	6	Publication of all relevant information on OPCC website - confirmed by Grant Thornton Police Transparency New updated PCC website launched and audited to ensure all required information is published All financial, decision and governance documents accessible on website FOI procedures in place with FOI officer in place Monthly FOI review by Commissioner Police and Crime Panel protocol in place and used during P&C plan / annual report development	1	2	3	6	18/08/15
4	18/08/15	Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals.	Failure to deliver statutory duty on behalf of the public 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	2	4	16	Independent Adjudicator in place to review all appeals of police complaints to provide independence OPCC complaints officer fulfils PCC role and also has ongoing monthly monitoring in place of force complaints Professional standards performance part of PCC management of Wiltshire Police Quarterly reporting of complaints included within to PCP Annual report published summarising key themes, issues and areas for improvement - reported to PCP Complaints dip sampling takes place to review how cases handled	2	2	4	16	18/08/15
5	18/08/15	Loss of integrity of PCC, OPCC staff, and Chief Constable due to inappropriate behaviour	Damage to the reputation of PCC, OPCC and force Loss of public confidence in PC Criticism from government / HMIC Adverse media attention	Reputation Performance	2	2	4	16	Enhanced Professional Standards regime Police have standards and Behaviours framework in place PCC Register of Interests and Gifts and Hospitality (published on website) HMIC reports provides inspections covering aspects of legitimacy, standards and behaviours Whistle blowing policy and reporting mechanism in place Ethics and Standards Board established (PCC and CC attend) Robust vetting and employment checking is used as per HR policy	2	2	4	16	18/08/15
6	18/08/15	Effective whistle blowing systems are not in place to make staff aware and confidence in reporting incidents and behaviours	Incidents and behaviours go unreported PCC does not fulfil statutory duty to maintain an effective and efficient police force	Financial Reputation Performance	2	3	3	18	Whistle blowing Policy published on OPCC website HMIC report on Integrity – 'good' grading	2	2	3	12	18/08/15
7	18/08/15	Wiltshire Police fail to have internal HR organisational policies and services that meet the duties and aims under the Equality Act 2010.	Do no fulfil legal duty and values of organisation Failure to attract the best talent for the organisations Failure to maximise the skills of workforce Increased risk of HR tribunals and litigation Damage relationship and reputation as an employer	Reputation Operational delivery Performance	3	3	3	27	HR Policies sets out obligations and procedures to meets its duties Recruitment, redeployment and support policies in place Equality and Diversity Charter to be launched Recent ET raised areas for force to improve and increase staff training, PCC receiving regular Awaiting Diversity Development Plan due November from Police to address shortfalls	4	3	3	36	18/08/15
8	18/08/15	Wiltshire Police fail to have operational policies and services that meet the duties and aims under the Equality Act 2010	Do no fulfil legal duty and values of organisation Wiltshire Police does not reflect the diversity of the community it serves Failure to identify and respond to demands of diverse communities Damage to public confidence in policing - disproportionate effect in communities Reputational damage to PCC, OPCC and Police	Reputation Operational delivery Performance	2	3	3	18	Wiltshire Police have policies related to Stop and Search Assessment of victims vulnerability, including aspects of diversity Specialist support services in place for ensuring support for a range of diverse groups Work within the P&C Plan looks to increase awareness and training for officers in understanding different needs of communities	2	2	3	12	18/08/15
9	18/08/15	PCC and OPCC fail to commission services that meet the duties and aims under the Equality Act 2010	Do no fulfil legal duty and values of organisation Failure to attract most effective solutions and suppliers Failure to consider equality in Police and Crime Plan	Reputation Operational delivery Performance	2	2	3	12	OPCC works within procurement and rules Funding agreements ensures responsibilities are met by third parties Extensive relationship with community and vuneraltly sector providers PCC signatory to Wiltshire Compact Innovation fund encouraged community and bids in areas that are hidden P&C Plan identifies areas of underinvestment based on JSA and strategic assessment Commissioning Strategy being developed	2	2	2	8	18/08/15
<b>EFFECTIVE GOVERNANCE AND SCRUTINY</b>														

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date reviewed
10	18/08/15	PCC fails to hold the Chief Constable to account for the delivery of the Police and Crime Plan	Failure to fulfil PCC function Local community voice not heard Weak governance and accountability of CC Police and Crime Plan elements are not delivered Failure to improve services Critical feedback from PCP Reduced public confidence in PCC <del>Reduced confidence in OPCC</del>	Reputation Operational delivery Performance Legal	2	1	3	6	New P&C Plan - all CMB, Delivery Plan and Police performance structures have been reviewed Bi-Weekly CMB is where PCC holds CC and CEO to account for delivery Monthly SCT built around delivery of P&C Plan - OPCC attend Police performance framework built around delivery of P&C Plan Clear P&C organisational owners Contractual reporting of key performance indicators by commissioned services (quarterly)	2	1	2	4	18/08/15
11	18/08/15	Failure to hold the Chief Constable to account for the delivery of an effective and efficient police service	Failure to fulfil PCC function Local community voice not heard PCC unclear of performance Weak governance and accountability of CC Failure to improve services Service efficiency, effectiveness and legitimacy failures Resources are wasted Critical feedback from PCP Reduced public confidence in PCC and OPCC Adverse media attention	Reputation Performance Legal	2	2	4	16	Bi-Weekly Commissioning Monitoring Board where PCC holds CC and CEO to account for delivery Monthly SCT built around delivery of P&C Plan - OPCC attend PCC receives Fortnightly briefings from performance team Informal updates from CC and Chief Officers as and when OPCC CEO is part of Gold groups for all significant issues Performance culture review continues with roll out of Click view and force strategic performance framework Revised Scheme of Governance for twin corporations sole in place OPCC involved in all HMIC briefing and debriefs to understand inspections and immediate feedback	1	2	4	8	18/08/15
12	18/08/15	Failure to be involved in inspection programme, provide statutory response and hold CC to implement recommendations	Failure of PCC duty to secure efficient and effective police force Public confidence in PCC is adversely affected Loss in reputation of PCC Adverse media attention, criticism from external auditors, government	Reputation Operational delivery Performance Legal	2	1	4	8	Managed by Continuous Improvement Team CMB timetables HMIC inspections, participates in briefings and debriefs Reports considered at CMB and SCT HMIC Publication on website and Commissioner's response CC held to account by PCC at CMB to deliver HMIC improvement plans	2	1	4	8	18/08/15
13	18/08/15	Strategic Alliance has weak governance and accountability	Reduced influence of PCC over police Reduced effectiveness of local accountability Service quality disproportionately affecting Wiltshire Satisfaction with policing declines Adverse media criticism	Performance Financial Reputation Operational delivery	3	3	3	27	Alliance Board and programme board has PCC and CC representation from Wiltshire and Avon and Somerset Programme Director appointed and began role 01/06/15 Programme Director reports to both Wiltshire and ASC SRO Alliance discussed at every CMB Heads of terms signed and publicised Devon and Cornwall and Dorset collaboration will be used to benchmark and align with where appropriate	2	2	3	12	18/08/15
14	18/08/15	Collaboration arrangements do not deliver anticipated benefits with weak governance and accountability	Reduced influence of PCC over police Reduced effectiveness of local accountability Weak governance Service quality falls Satisfaction with policing declines Adverse media criticism	Financial Operational delivery Performance	2	2	4	16	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 Regional Programme Board in place and team agreed Significant collaboration and work with partners ongoing and managed through regional governance arrangements New P&C Plan places partnerships and collaboration as way to deliver. Existing partnerships to be maximised Partnership impact and alignment to P&C plan and how this will be delivered is being prepared	2	2	4	16	18/08/15
15	18/08/15	Local Authority strategic partnership do not deliver anticipated benefits with weak governance and accountability	Reduced influence of PCC / CC over service levers Reduced control over operational levers Failure to secure value for money and efficiencies Failure of critical services - IT, estates Missed opportunities to improve services and outcomes Reduced public confidence Adverse media criticism if service quality falls Satisfaction with policing declines	Reputation Performance Legal	2	4	4	32	Wiltshire Council collaboration will be managed through the Joint Transformation Board (PCC, C Exec, Leader of Council, CC, DCC) Agreed position reached with Chief Constable and Wiltshire Council and Swindon Borough Council ) and reviewed at CMB internally Lease agreements in place for some shared estates Monthly meetings between PCC and Leaders of the two Councils Continuing alignment of campus programme and shared estates with both authorities Wiltshire Council provide strategic relationship for IT and extensive work has been on ongoing to deliver improvements to IT services	2	3	3	18	18/08/15
16	18/08/15	Failure to have effective oversight of force risk	PCC is unaware of key risks affecting operational effectiveness Chief Constable is unsupported by the PCC in mitigating risks Increased risk of harm to the public Impact on effective delivery of the Policing & Crime Plan	Reputation Performance Operational delivery	3	1	3	9	Wiltshire Police have strategic risk register which is available to OPCC Reviewed every month at SCT - OPCC in attendance Force risk register scrutinised by Audit Committee Risks discussed at CMB with Chief Constable and senior officers	2	1	3	6	18/08/15
17	18/08/15	Regional and Tri-force services do not have an effective governance and scrutiny route to PCCs who are responsibility for oversight	Failure to fulfil PCC function PCC not aware of developments and risks Weak governance and accountability of lead officer / CC Failure to secure expected services Reduced public confidence in PCC Reduced confidence in OPCC	Reputation Operational delivery Performance Legal	3	3	3	27	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 Regional Programme Board in place and team agreed Significant collaboration and work with partners ongoing and managed through regional governance arrangements Regional Board awaiting new structure of performance and financial information on tri-force collaborations	3	2	3	18	18/08/15
18	18/08/15	Failure of CC and PCC staff to keep PCC informed of developments or make decisions outside of scheme of delegation	PCC makes decisions without information and assessment of implications PCC prevented from fulfilling statutory duty Officers in breach of scheme of delegation Public voice not heard at during decision making Lower transparency increased negative cultural behaviours	Reputation Operational delivery Performance Legal	2	3	4	24	Scheme of delegation in place OPCC attendance at SCT - Transformation and Delivery PCC receives SCT agenda and minutes Commissioner decision notice requires PCC, CEO, Legal and Finance signature Police performance framework is built around P&C Plan New spends / allocations part of SCT governance at which OPCC is part Internal Audit / external audit reports presented to Audit committee and PCC HMIC efficiency inspections	2	3	3	18	18/08/15

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date reviewed
<b>STRATEGY, SERVICE QUALITY &amp; TRANSFORMATION</b>														
19	18/08/15	Failure to plan and foresee political, economic, social, technological environmental, legislative or organisational changes	Unprepared for changes compromises effectiveness of the OPCC Lack of planning and missing opportunities Policing & Crime Plan and decisions not reflective of wider changes Unaware of changes to responsibilities and functions Failure to recognise changes to policing Loss in reputation of PCC Adverse media coverage criticism from external auditors, government / HMIC	Reputation Performance	2	2	3	12	OPCC actively scans a range of sources: APCC newsletter and forward plan Google Alerts HO and MOJ circulars College of Policing Local and national press, journals and articles Regular liaison with council officers, members and partners Regional commissioners Board and Programme Board Home Office seminars, conferences Weekly comms meetings to plan and prepare for announcements Team meetings	1	2	3	6	18/08/15
20	18/08/15	Horizon victim and Witness care does not provide a quality service for victims	Victims are not supported to cope and recover Service is inefficient and does not provide value for money Witnesses are not supported through process No of cracked and ineffective cases increases due to witness / victim not attending <del>Poor feedback from victims and witnesses</del>	Operational delivery Performance	2	3	3	18	Horizon witness service in place - since April 2015 Review meeting scheduled in Autumn Project team now management team with OPCC representative PCC receives updates from OPCC officers on assessment of performance Horizon reviewed via SCT and CMB	1	3	3	9	18/08/15
21	18/08/15	IT transformation does not deliver benefits on time	Productivity benefits not realised - New ways of working Missed opportunities of improved technology Affects other P&C Plan deliverables Older equipment limits capability Reduced public confidence Criticism by HMIC	Reputation Operational delivery Performance	3	3	3	27	NWOW strategy in place Numerous enabling projects in this area provide linked risk and knock on consequence Strategic Partnership with Wiltshire Council improved capability and delivery Equipment rollout ongoing - Laptops near completion Community Policing pilot priority to embed changing tech with new culture before rollout across force Regular meetings across all aspects of IT between police and Wiltshire Council Project and Programme support provided to all IT projects	3	2	3	18	18/08/15
22	18/08/15	Proposals for new custody suite is not delivered successfully	Reduction of operational effectiveness Impact of overall estates strategy Increases in costs Adverse media coverage <del>Loss of reputation of PCC and Wiltshire police</del>	Reputation Operational delivery Performance	2	3	3	18	Feasibility study underway Decision based on wealth of evidence and analysis - provide accurate assessment of need Public engagement and communications strategy ongoing Aligned to estates review and strategy <del>Aligned to NWOW strategy and partnership strategies</del>	2	3	3	18	18/08/15
23	18/08/15	Community Policing pilot is not effective at improving visibility, public satisfaction and efficiencies	Anticipated benefits are not delivered Operating model is not sustainable Service quality decreases satisfaction for victims and public falls visibility falls Risks to other elements of P&C plan increase	Reputation Operational delivery Performance	3	3	4	36	Pilot based on two years planning and systems thinking review Evidence based approach to build model from bottom up Project team meeting monthly - includes OPCC Contained pilot area to assess changes and improve failsafe safe plan in place if significant challenges emerge Workforce fully engaged and volunteered to become part of project <del>Local communities fully informed and engaged in process</del>	2	3	4	24	18/08/15
24	18/08/15	Failure to maintain effective partnerships with criminal justice agencies	Justice processes become inefficient and not joined up Justice outcomes and victim satisfaction and care declines 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 New P&C Plan has embedded improvements for criminal justice and influence role of PCC Joining of performance subgroups with Crime reduction Board to begin alignment Recruitment of restorative justice staff to coordinate and improve the quality of RJ across partnership	3	2	3	18	18/08/15
25	18/08/15	OPCC commissioning arrangements are not in place or are ineffective	Resources do not meet Police and Crime Plan Failure to develop effective solutions that meet need Failure to maximise performance Failure to secure value for money Stifle innovation and creative solutions Fail to comply with legal requirements on procurement	Reputational Operational delivery Performance Legal	3	3	3	27	Contracts in place for each commissioned service provider Funding agreements in place for all grants and contracts Quarterly reporting from commissioned agencies is contractual requirement Horizon launch and victim service contract developed Quarterly performance regime established for victim service. Horizon service managed as project until BAU and will be integrated into performance management Community Foundation Innovation funding report demonstrated effectiveness Commissioning Strategy and process review due Autumn 2015 Commissioning Data Manager being recruited as secondment	2	3	3	18	18/08/15
26	18/08/15	Partners make decisions that impact PCC and Police without discussion or involvement in decision making process	Missed opportunities unexpected detrimental impact of policing Increased demand on policing services Loss of confidence in relationships with partners	Reputation Operational delivery Performance	2	3	3	18	PCC Membership of One Swindon, Wiltshire Public Service Board, Health and Wellbeing Boards PCC attends numerous partnership boards Bi-monthly meeting with Council Leaders OPCC meets council team at regular internals CMB discuss emerging developments with partners	2	2	3	12	18/08/15
27	18/08/15	Failure of PCC to ensure Wiltshire Police meets its strategic policing requirement	Failure to deliver statutory duty Operational effectiveness in the Protective Services arena is compromised Increased risk in areas such as Organised Crime 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	SPR now features explicitly within the new P&C Plan and adds Child Sexual Abuse as new requirement CMB holds CC to account to ensure these requirements are met Tri Force collaboration in place (Special Branch, Terrorism, Specialist Ops) Increased investment in services to protect vulnerable children at risk of sexual abuse and CSE HMIC PEEL Inspection considers compliance to Strategic Policing Requirement – recent report graded 'good'	1	2	3	6	18/08/15

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date reviewed
28	18/08/15	Strategic Alliance negatively impacts outweigh business benefits	Key delivery areas are compromised or do not address the requirements of the Wiltshire PCC, Wiltshire Constabulary or the Wiltshire public. Falls in service quality Reduction in HMIC ratings PCC do not wish to commission policing model provided	Reputational Operational delivery Performance Legal	3	3	4	36	Regular meetings of Alliance Board working with Avon and Somerset to progress Development of governance structure through which each programme will be monitored Heads of terms signed and publicised Programme Director appointed and began role 01/06/15 Devon and Cornwall and Dorset collaboration will be used to benchmark and align with where appropriate PID developed for strategic alliance. Business cases will be developed for range of services and all options will need to be agreed by all parties	3	3	4	36	18/08/15
<b>RESOURCES</b>														
29	18/08/15	Failure to set a balanced budget with precept level agreed within budget cycle	Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised Miss council tax setting timetable Reduction in service due to poor financial planning 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 at CMB Section 151 Officer in post Reserves in place to provide adequate contingency Consultation process for precept (with public, businesses, Chief Constable, partners, PCP)	1	2	2	4	18/08/15
30	18/08/15	Failure to have adequate capital and reserves to meet expenditure	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 provide an effective and efficient police service 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.	Financial Reputation Operational delivery Performance	2	2	2	8	Managed by OPCC Chief Finance Officer Redevelopment of Wiltshire Police estate with Wiltshire Council and Swindon Borough Council, to maximise use of assets MTFS considered and agreed at CMB with savings required agreed, CSR in NOV likely to affect these assumptions PCC will request scenario planning in MTFS development Strategic Alliance provides opportunities for savings - reserves in place to support transformation - if required ICT investment to allow agile working improving police visibility and productivity	3	3	3	27	18/08/15
31	18/08/15	Failure to ensure effective control and financial planning	Uncontrolled spending Failure to comply with statutory requirements Impact on delivery of Police and Crime Plan Increased exposure to fraud 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	Monitoring of accounts at CMB Managed by Chief Finance Officer Redevelopment of Wiltshire Constabulary estate with Wiltshire Council to maximise use of assets Scheme of delegation and budget book Medium Term Financial Strategy Contingency and reserves with no debt Fortnightly meetings with Chief Finance Officer PCC review of expenditure over £500 Internal Audit Review by Audit Committee	1	2	3	6	18/08/15
32	18/08/15	Inadequate records of and management of assets	Failure in statutory duty on PCC. Poor financial understanding and poor control Value for money is not achieved Loss of confidence in PCC and Wiltshire Police to effectively manage resources Negative impact on reputation	Financial Reputation Operational delivery	2	3	3	18	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 Limited assurance report received from Internal Auditors (previously no assurance) Process agreed with Information Commissioner	2	3	3	18	18/08/15
33	18/08/15	Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force	Breach of statutory duty Ineffective use of public money Inefficient levels of performance Missed opportunities with misaligned resources Loss of public confidence in PCC and Police Adverse criticism from Govt, PCP and media Risk of legal challenge	Financial Reputation	2	3	3	18	Budgets monitored through Commissioner's Monitoring Management Board Detailed performance and project delivery is considered at SCT - OPCC in attendance Police framework moving towards benefits realisation Internal Audit programme Police & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment, JSNA etc P&C plan sets clear priorities and objectives PCC received policing advices from CC at CMB on policing and allocation of resources Commissioning Data Manager being recruited as secondment HMIC Value for Money profiles reviewed and assessed HMIC PEEL Inspection received and graded 'good'	2	3	3	18	18/08/15
34	18/08/15	Failure to have an effective internal audit programme	Areas such as assets, budgets, procedures are not robustly managed increased risk of liability or inefficiency Criticism from external auditors, government / HMIC Adverse media attention Loss of public confidence	Financial Reputation Performance	1	1	3	3	Joint OPCC and PCC audit committee in place Audit programme is established as 'business as usual' New members on panel with governance experience	1	1	3	3	18/08/15
35	18/08/15	Insufficient staffing to discharge PCC functions , to be effective in holding the Chief Constable to account and provide resilience	Failure to fulfil statutory duties to a satisfactory level Failure to support the PCC Insufficient advice, guidance Inefficient governance and decision making Insufficient scrutiny holding CC to account Increased risk across all areas of OPCC risk register Poor quality OPCC failing to provide an effective voice for the public Poor staff morale, high sickness and high staff turnover Criticism from government, HMIC, PCP Adverse media attention Loss of public confidence	Reputation Performance	2	2	4	16	OPCC implementation plan developed to identify deliverables, potential gaps and resilience Commissioning Data Manager being recruited as secondment Weekly team meetings and buddied functions within OPCC to cover during absence Shared section 151 officer PCC shares resources from finance and comms to provide resilience OPCC implementation plan maps resources to workplan	1	2	4	8	18/08/15

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date reviewed
		<p>GREEN = risk has decreased since last update</p> <p>RED = risk has increased since last update</p>												

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

**Quarter One 2014-15 (1 April to 30 June 2015)**

**For Police and Crime Panel meeting 3 September 2015**



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## Introduction by Commissioner Angus Macpherson

Welcome to my new performance report, assessing progress made to deliver the priorities set out in my Police and Crime Plan. This new performance report reflects my Police and Crime Plan 2015-17 and the new performance culture within Wiltshire Constabulary.

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

My key priorities are:

- Prevent Crime and ASB
- Protect the most vulnerable in society
- Put victims and witnesses at the heart of everything we do
- Secure, high quality, efficient and trusted services

This report reflects my desire to focus on the quality of services delivered rather than a series of arbitrary targets that led to negative behaviours. I recognise that no one single measure can provide the answer to the complex world of policing and criminal justice.

The Constabulary, Police and Crime Panel, and my Office have worked hard to develop this new style of report that provides a more holistic range of information that I make my assessments on.

You can read my Police and Crime Plan and the updates by visiting [www.wiltshire-pcc.gov.uk](http://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.



**Angus Macpherson**

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

## Governance structures

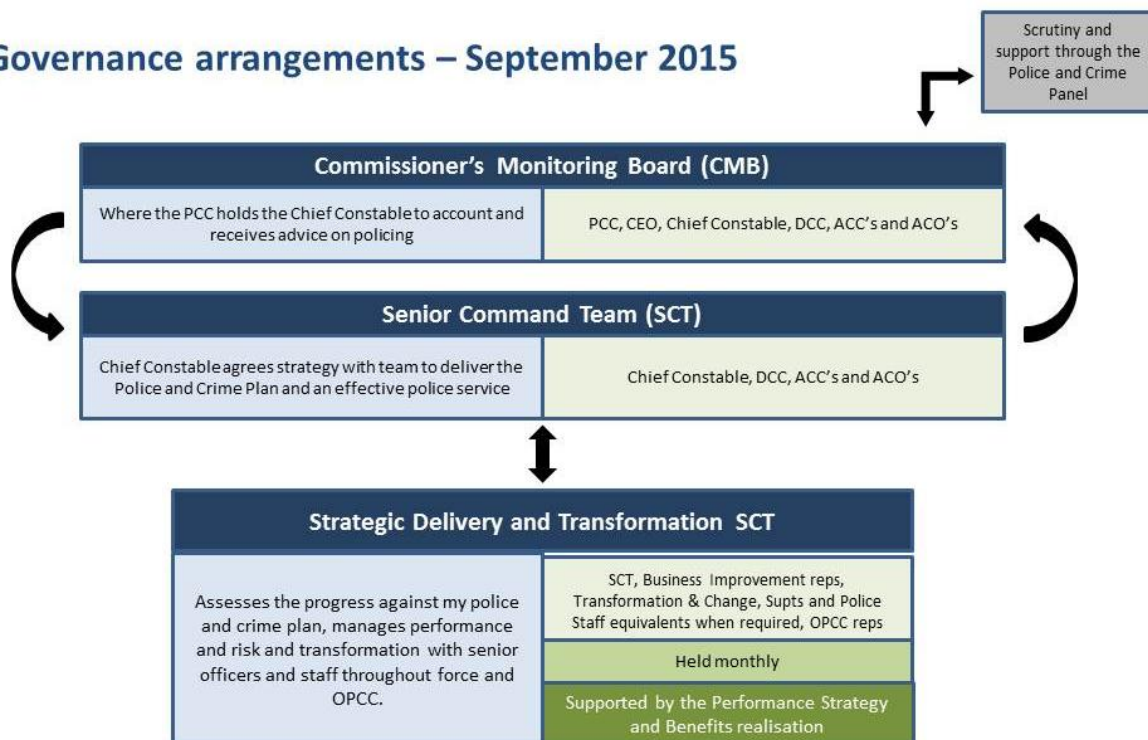
I have worked collaboratively with the Chief Constable to integrate our governance, embedding transparency, accountability and challenge into the process.

The Commissioner’s Monitoring Board is where I hold the Chief Constable to account for delivery my Police and Crime Plan for ensuring that Wiltshire and Swindon has an effective police service. It is also where I receive advice on policing. This also provides a forum for discussion of strategy, finance, collaboration and partnerships.

Wiltshire Police hold a weekly Senior Command Team (SCT) which manages the day-to-day running of Wiltshire Police. Every fourth meeting details progress against my Police and Crime Plan, manages performance and risk and transformation with senior officers and staff throughout the Force and OPCC.





In addition to this formal accountability, our collaborative approach enables my office to shape developments and have a deep understanding of performance and risk.








### Governance arrangements – September 2015



















The remaining areas of my plan are delivered through the respective partnership governance arrangements.













## Overall Performance Dashboard

Priority 1: Prevent crime and ASB			
Measure	Data	Infographic	Context
Crime volume	9,447		Significantly lower than peer but increasing trend
ASB volume	5,268		Low and stable
Crime recording compliance	87%		Stable but requires improvement
Satisfaction with visibility	58%		Consistent since Autumn 2012

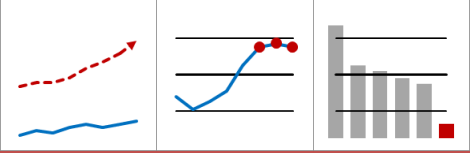
Priority 3: Put victims and witnesses at the heart of everything we do			
Measure	Data	Infographic	Context
Victim Satisfaction	85%		Inline with peers but reducing trend
Satisfaction with investigation	70%		Stable
Satisfaction with being kept informed	82%		Stable trend but restricted method (Completely and Very satisfied) showing improvement
Outcome rate	23%		Significantly lower than peers
End to end time			In development through Community Policing pilot
Cracked and ineffective trials	43%		Stable
Cracked and ineffective trials due to prosecution	18%		Consistently within expected bounds

Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last 8 months have all been above the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Increasing
	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have all been below the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Decreasing
	The Rolling 12-month trend, for the past 12 months, is significant and Decreasing
	Does not trend with Peers
	No data has been recorded for this measure for at least 12 months

Priority 2: Protect the most vulnerable in society		
Measure	Data	Infographic
Assessment to be provided within the report drawing upon a range of Management Information indicators		

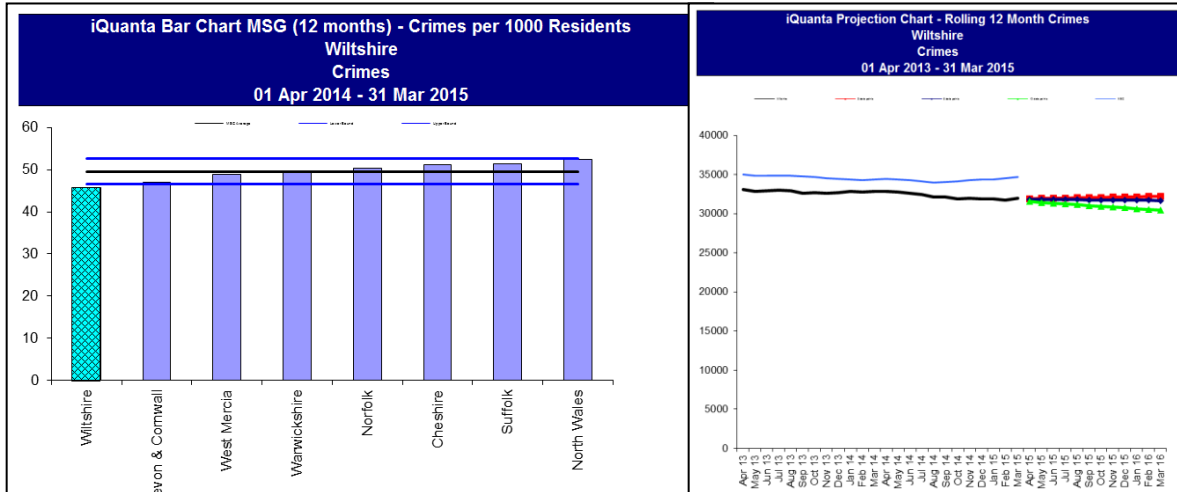
Priority 4: Secure high quality, efficient and trusted services			
Measure	Data	Infographic	Context
Public Confidence	84%		Stable and high
Wiltshire Police deal with things that matter to the community	76%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	69%		Stable since Autumn 2012
Wiltshire Police treat me with respect	90%		High and stable since Autumn 2012
OCD compliance rate			95% in September 2014. Further detail within report.
Response rate	81%		Reducing trend due to taking longer to priority incidents. Emergency calls remain stable.
999 calls answered within 10 seconds	93%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	95%		Stable and high
Quality of files	96%		Improving and high
Volume of complaints	143		Trend stabling following reduction
% of complaints recorded within 10 days	45%		Low but showing improvement
% of complaint appeals upheld	13%		Very low proportion with 1 in 8 cases for Q1.

## 1. Prevent Crime and ASB

Crime volume	9,447 crimes recorded during Q1.	
	3 year average for Q1 8694 crimes	<ul style="list-style-type: none"> <li>• Increasing trend, but not significant             <ul style="list-style-type: none"> <li>• 3 months of high volume</li> <li>• Significantly lower than peers</li> </ul> </li> </ul>

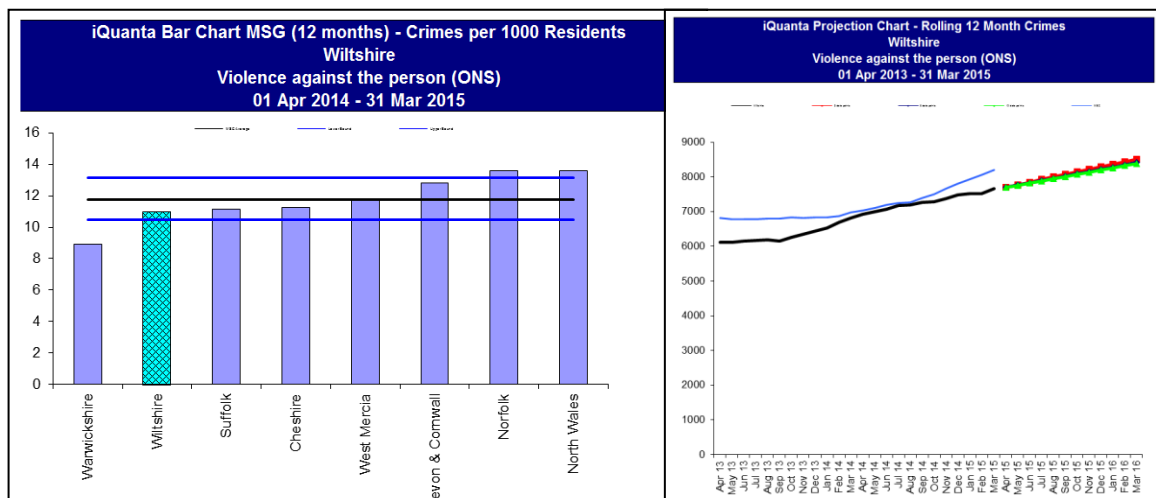
### Key messages

- Crime volumes are increasing, driven by increases in violence against the person and sexual offences
  - This follows the national trends and Wiltshire's relative position has not changed
  - National and local research has identified more accurate recording, improved understanding and recording of crimes through third parties, and greater disclosure by victims in historical offences
  - Theft offences have been rising, mainly driven by shoplifting
  - This is identified as an exception and research is underway to assist local teams to understand and address the issues
1. The Force recorded 9,447 crimes during the first quarter of 2015/16 and this forms part of the early signs of an increasing trend.
  2. Whilst this may appear concerning, recorded crime statistics is something which has been discussed and scrutinised on a national level and increases have been seen amongst many Forces across the country, mainly due to recording practices.
  3. The Office for National Statistics (ONS) publication showed an increase of three per cent in recorded crime (12 months to March 2015) with 29 Forces recording more crime than the previous financial year. Wiltshire were one of the few Forces showing a reduction (three per cent) and have a significantly lower volume than peers. The trend during this time remained relatively stable whereas the peer average is increasing.



Total Crime – up to March 2015

- Despite the overall reduction, Wiltshire recorded increases in Violence Against the Person (12 per cent; 833 crimes) and Sexual Offences (46 per cent; 350 crimes) which is consistent with the national picture.

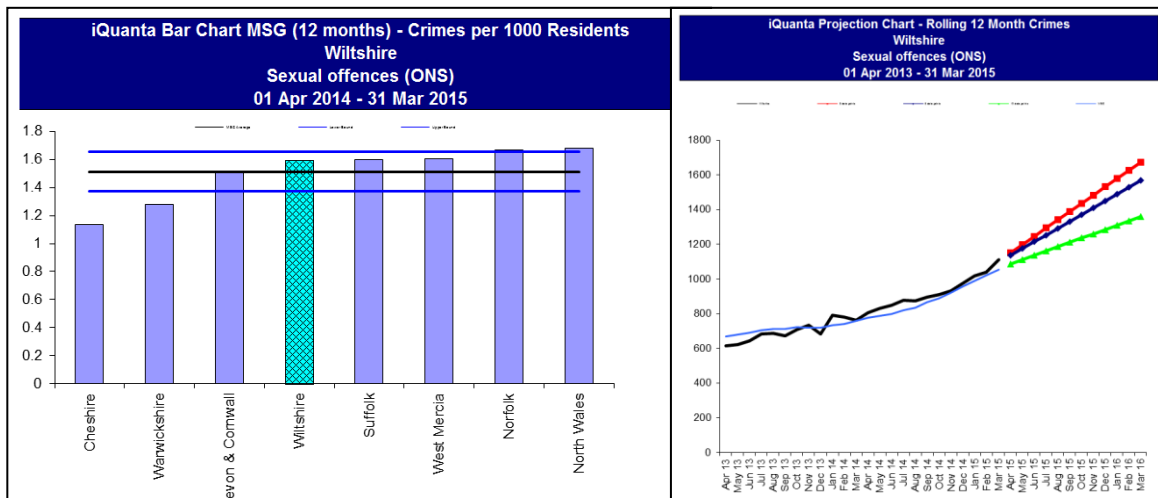


Violence Against the Person – up to March 2015

- The iQuanta charts above show that despite the 12 per cent increase and increasing trend, Wiltshire remains below the average of its peers because the most similar forces (MSF) have also increased but at a greater rate (15 per cent).

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
<b>England &amp; Wales</b>	<b>628,396</b>	<b>772,192</b>	<b>+ 143,796</b>	<b>+ 22.9%</b>
<b>South West Region</b>	<b>54,804</b>	<b>62,583</b>	<b>+ 7,779</b>	<b>+ 14.2%</b>
Avon & Somerset	16,932	20,384	+ 3,452	+ 20.4%
Devon & Cornwall	20,875	21,835	+ 960	+ 4.6%
Dorset	5,898	7,607	+ 1,709	+ 29.0%
Gloucestershire	4,276	5,101	+ 825	+ 19.3%
Wiltshire	6,823	7,656	+ 833	+ 12.2%
<b>Most Similar Group</b>	<b>77,193</b>	<b>90,219</b>	<b>+ 13,026</b>	<b>+ 16.9%</b>
Wiltshire	6,823	7,656	+ 833	+ 12.2%
Devon & Cornwall	20,875	21,835	+ 960	+ 4.6%
Warwickshire	4,187	4,904	+ 717	+ 17.1%
Suffolk	7,120	8,234	+ 1,114	+ 15.6%
North Wales	8,296	9,435	+ 1,139	+ 13.7%
West Mercia	10,775	14,557	+ 3,782	+ 35.1%
Norfolk	8,714	11,926	+ 3,212	+ 36.9%
Cheshire	10,403	11,672	+ 1,269	+ 12.2%
<b>Number of forces in England &amp; Wales with an increase in this category</b>			<b>43</b>	

*Violence Against the Person – peer and regional comparison up to March 2015*



*Sexual Offences – up to March 2015*

- The volume of recorded sexual offences is showing an increasing trend. However, Wiltshire remain in line with peers, marginally above average with 1.6 crimes being recorded per

1,000 population. All 43 Forces are seeing increases and Wiltshire's increase is in line with peer and national perspectives as shown in the table below.

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
<b>England &amp; Wales</b>	<b>63,420</b>	<b>87,174</b>	<b>+ 23,754</b>	<b>+ 37.5%</b>
<b>South West Region</b>	<b>5,990</b>	<b>7,613</b>	<b>+ 1,623</b>	<b>+ 27.1%</b>
Avon & Somerset	1,869	2,279	+ 410	+ 21.9%
Devon & Cornwall	2,177	2,577	+ 400	+ 18.4%
Dorset	602	972	+ 370	+ 61.5%
Gloucestershire	581	674	+ 93	+ 16.0%
Wiltshire	761	1,111	+ 350	+ 46.0%
<b>Most Similar Group</b>	<b>8,337</b>	<b>11,376</b>	<b>+ 3,039</b>	<b>+ 36.5%</b>
Wiltshire	761	1,111	+ 350	+ 46.0%
Devon & Cornwall	2,177	2,577	+ 400	+ 18.4%
Warwickshire	522	706	+ 184	+ 35.2%
Suffolk	731	1,178	+ 447	+ 61.1%
North Wales	906	1,166	+ 260	+ 28.7%
West Mercia	1,281	1,991	+ 710	+ 55.4%
Norfolk	977	1,465	+ 488	+ 49.9%
Cheshire	982	1,182	+ 200	+ 20.4%
<b>Number of forces in England &amp; Wales with an increase in this category</b>			<b>43</b>	

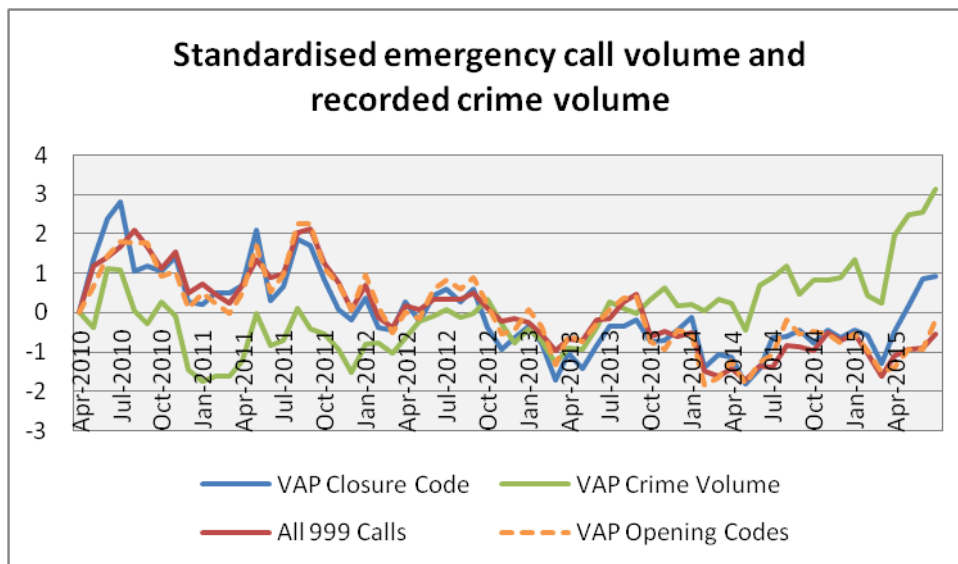
*Sexual Offences – peer and regional comparison up to March 2015*

7. In June 2015, national research led by Chief Constable Francis Habgood of Thames Valley Police, which looked to understand whether crime increases are as a result of changes in recording practice, rather than an increase in actual offending, was completed.
8. The main findings of this national report were:
  - 23 per cent increase in recorded Violence Against the Person (VAP)
  - One per cent increase in VAP calls for assistance which supports the fact that police are more accurately recording crime rather than an increase in actual offending
  - 40 per cent increase in recorded rape
  - Evidence to suggest more crimes are being identified through risk assessments, third parties, Domestic Abuse, Stalking and Harassment (DASH) assessments and child sexual exploitation
  - 43 per cent of offences recorded during 2014/15 occurred prior to the financial year was historic which supports a greater willingness to come forward or disclose additional historic offences
9. I was given assurances regarding Wiltshire's position against this national research at the

Force's Strategic Improvement Board in July. Wiltshire's findings were:

#### 10. Violence Against the Person

- 999 call volume – stable
- 999 initial recording of VAP – stable
- 999 VAP closure code – increasing
- VAP crime recording – increasing



*VAP Analysis – Comparison of 999 Calls and Recording up to June 2015*

#### 11. Sexual Offences

- No exceptional increase in 999 call volume
- Ratios of specific types of victims i.e. Child / Domestic/ Non Domestic – stable
- 44 per cent occurred outside reporting year (i.e. pre Apr 2014)
- Ratio of historic offences - stable
- Increases are seen across the Force rather than in specific areas
- Taking all the above into consideration would suggest increases appear indicative of a change in processes rather than more offences being committed.

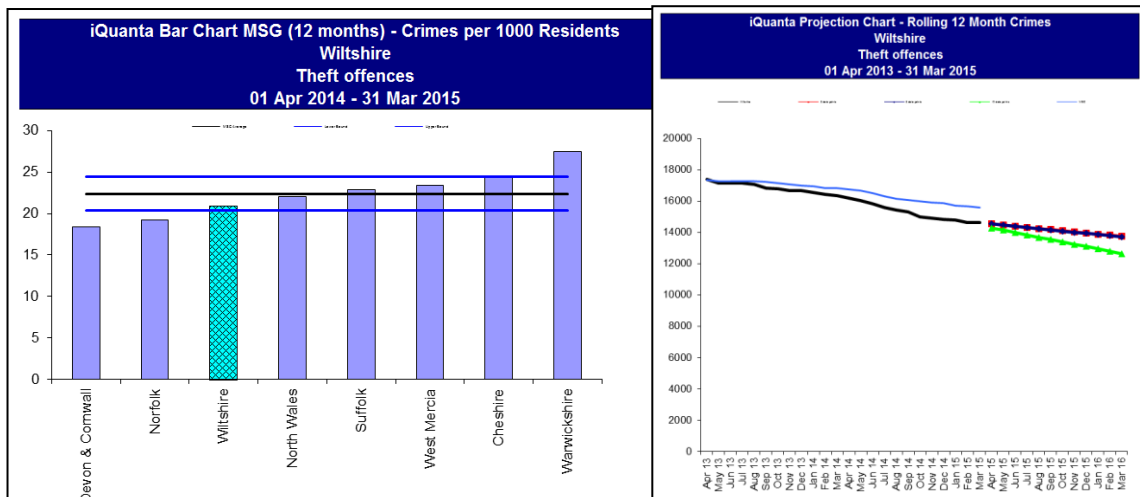
12. Based on the information I have available to me through iQuanta, I expect to see an increase in recorded crime published within the next ONS release due for publication on 15 October 2015. This information does however assure me that Wiltshire remains one of the safest places in the country with the fifth lowest crime rate nationally (47.8 crimes per 1,000 population using mid 2014 estimates) up to June 2015.

13. Research tells me our recording is improving and victims are receiving a better service as a result. I have regular performance meetings and continue to monitor the Force's



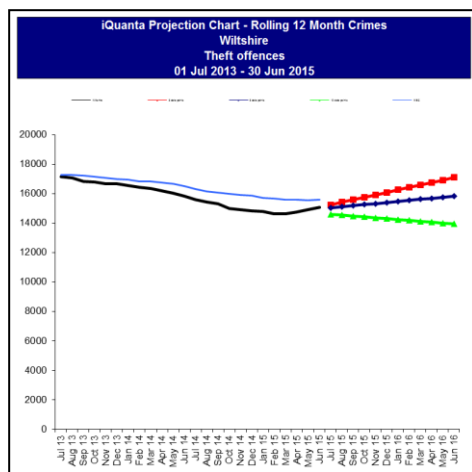
performance using the Qlikview Performance Tool I outlined in the Quarter 4 2014/15 Performance Report (paragraph 22). The tool enables me to scrutinise crime statistics and also what the public are telling me about the Force. I regularly use this to monitor local trends and hold the Force to account.

- 14. The ONS publication highlighted a strong ten per cent reduction in theft offences within Wiltshire. This equates to 1,703 fewer victims of crime (369 fewer Non Domestic Burglaries (-13 per cent) and 679 fewer Vehicle Crimes (-22 per cent)).



*Theft Offences – up to March 2015*

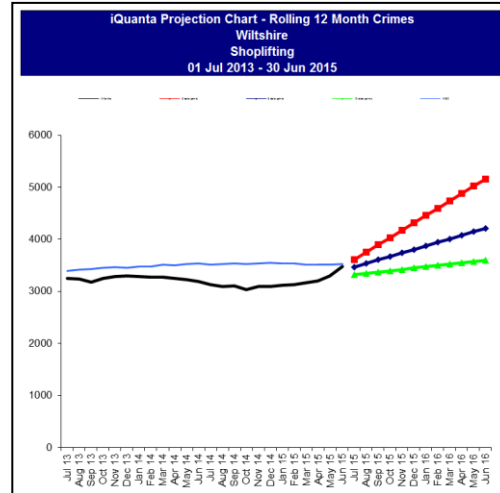
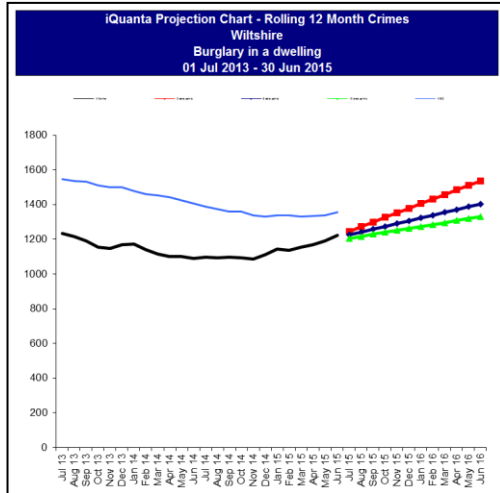
- 15. Using internal data up until June 2015, the rate of reduction within theft offences is slowing to 4.7 per cent. May and June saw high volumes, and whilst this is not `exceptional`, it is having an impact on the rolling 12 month trend which shows the early signs of an increasing trend.



*Theft Offences trend up to March 2015*

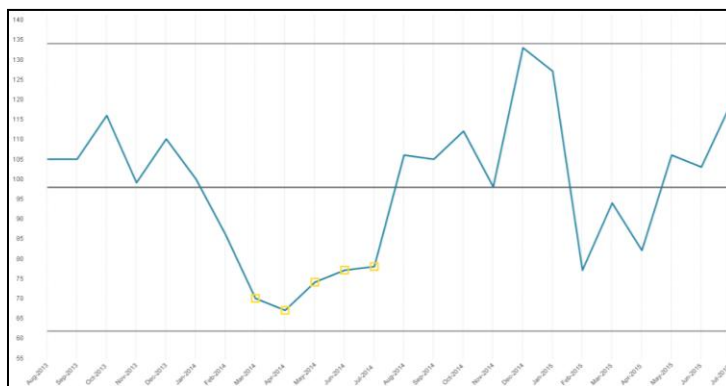
- 16. This is influenced by increasing trends within Dwelling Burglary (+12 per cent; 130 crimes)

and Shoplifting (+9 per cent; 295 crimes).



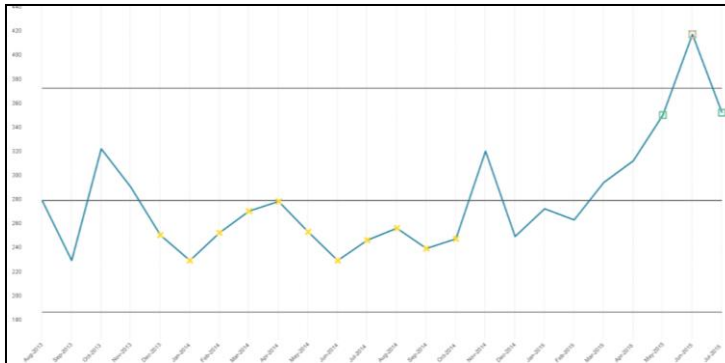
*Dwelling Burglary and Shoplifting trends up to June 2015*

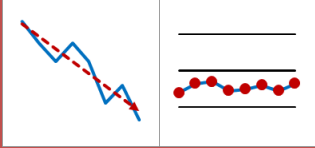
- 17. Wiltshire remain below the Most Similar Force (MSF) average for Dwelling Burglary and continue to have one of the lowest rates per 1,000 households nationally (7<sup>th</sup>).
- 18. Analysts review local trends and exceptions and raise any concerns to the criminal intelligence team where further interrogation of our systems takes place. The resulting analysis is presented at the fortnightly local tasking meetings chaired by the Hub Commander.
- 19. There have been no specific actions generated relating to burglary and I am assured this is being managed locally, with figures within the expected level as shown within the control chart below.



*Dwelling Burglary Control Chart up to July 2015*

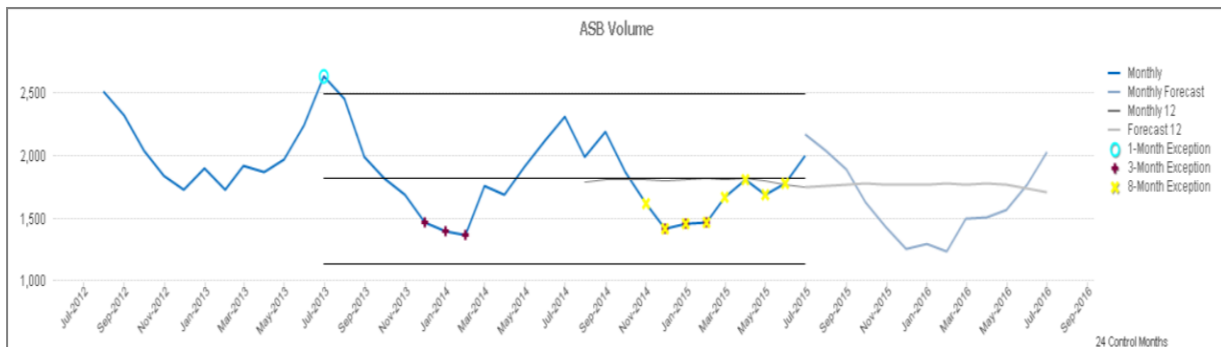
- 20. There has been a spike in shoplifting offences during Q1 as shown in the control chart below.



ASB volume	5,268 incidents	
	Q1 average of 5,682 (2013-2015)	<ul style="list-style-type: none"> <li>Significant decreasing trend</li> <li>8 months of volume lower than average</li> </ul>

29. The volume of anti-social behaviour (ASB) continues to reduce. There were 5,268 incidents reported during the first quarter. This is lower than the recent average for the last three years of 5,682.


30. The chart below shows eight consecutive months of volumes lower than average. This shows a strong decrease in ASB. When viewed against the clear seasonal pattern of increases during summer months and reductions during winter, May and June have been much lower than previous years.



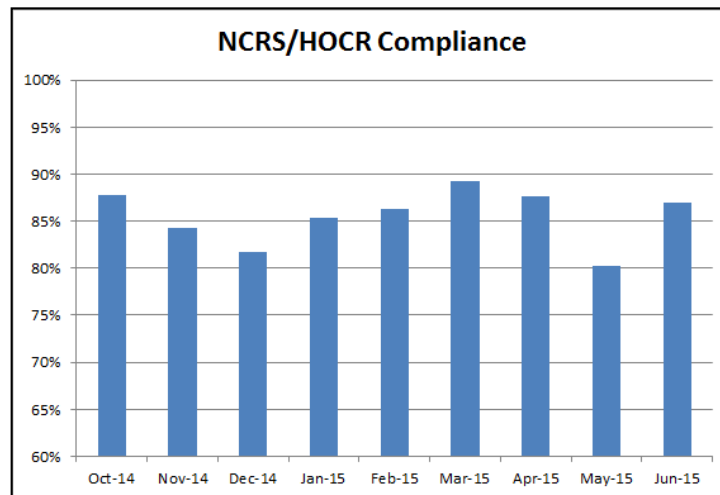
ASB Control Chart up to July 2015

31. Peer information is not available for ASB and so drawing comparisons against Forces of a similar size and demography is not possible.

32. ASB is an area which is considered within my public survey, conducted twice a year. Whilst not significant, the proportion of people who thought `ASB was an issue` decreased from 35 per cent ( $\pm 2.1$ ; Autumn 2014) to 32 per cent ( $\pm 2.1$  per cent; Spring 2015). The proportion of people who thought `teenagers hanging around` was an issue remained stable at 16 per cent ( $\pm 2.1$  per cent).

Crime recording compliance rate	87 per cent as of June 2015	
	Average: 85.5 per cent (Oct 14 to Jun 15)	
Stable but requires improvement		

33. The integrity of crime recording standards is vitally important and is something which I am very interested in. The chart below shows that the proportion of crimes accurately recorded in line with the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) is 87 per cent for the month of June.



*NCRS/HOCR Compliance Rate up to June 2015*

34. The proportion of crime accurately recorded has remained relatively stable and is consistently close to the average of 85.5 per cent for the past nine months. There is an apparent increasing trend between December 2014 and March 2015. However with the benefit of more monthly data, it can now be viewed as part of normal variation rather than a significant improvement.

35. There have been improvements within specific recording processes within the first quarter of this year. For example, compliance is improving within the Multi Agency Safeguarding Hub since the department took responsibility for recording their own crime reported through referrals.

36. A new process for cancelling rape or attempted rape offences (formerly known as `no crime`) started in April this year. Of the nine rape reports cancelled between April and

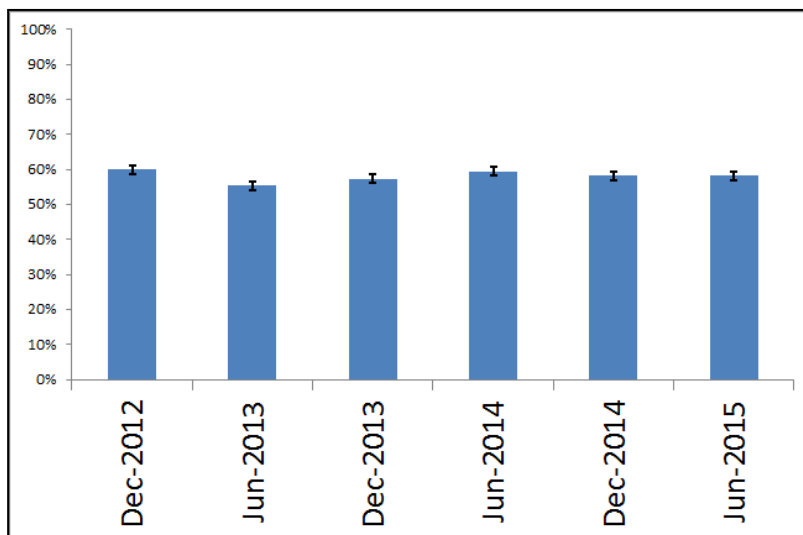
June, 100 per cent were deemed correctly cancelled in line with NCRS.

37. The Force continues to invest in the training and development of staff including the call operators and front line officers (further detail provided within the deep dive section). There is still improvement to be made by the Force on its current crime recording compliance rate and I will be keeping a close watch on future audits to ensure the outcome of the training is realised.

Satisfaction with visibility	58.2 per cent (±2.1 per cent; Wave 12 Spring / Summer 2015)	
		No significant change, stable since Autumn 2012.

38. This information comes from the public opinion survey which I commission. It is really important to me that Wiltshire Police is visible, approachable and trusted in all communities. However, measuring how `visible` officers are, is very challenging.

39. One of the key ways I assess the visibility of Wiltshire Police is by listening to what the public tell me. Within the most recent survey, 58 per cent (±2.1 per cent) of respondents say they are satisfied with the level of police visibility. This proportion has seen very little change since Autumn 2012.



*Satisfaction with visibility up to Spring/Summer 2015*

40. Despite there being no exceptional change at Force level, I am encouraged to see Trowbridge stand out as an outlier with 66 per cent ( $\pm 2.1$  per cent) of respondents saying they are satisfied with the level of police visibility.

41. The Trowbridge NPT have been utilising technology under the New Ways of Working platform to get out into the community. This seemed to be picked up within the verbatim comments.



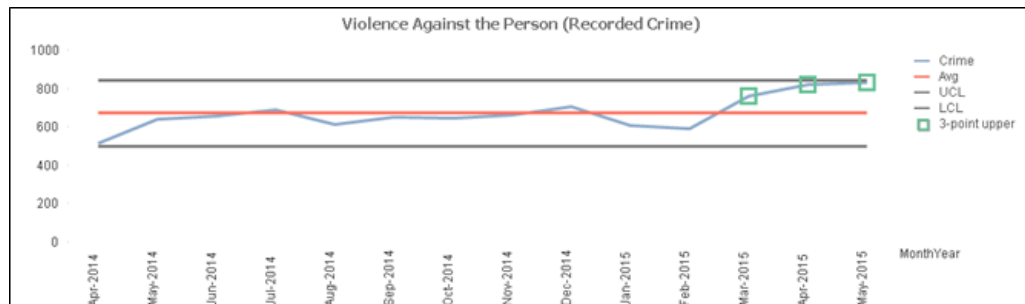
*Satisfaction with visibility  
verbatim comments –  
Trowbridge sector*

42. This is encouraging news ahead of the Community Policing pilot which is due to commence in September within Trowbridge and Warminster policing areas (See Police and Crime Plan 2015-17, pg11).

## 2. Protect the most vulnerable in society

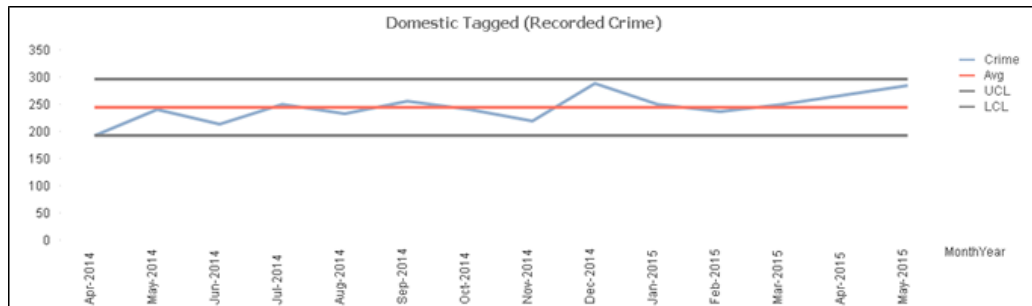
### Management Information

43. As agreed with the Panel's Working Group members, numerical outcomes are not suitable for this priority. I am using management information and assessment of the way partnerships identify and manage vulnerability as quality measures for this priority.
44. Her Majesty's Inspectorate of Constabulary (HMIC) recently conducted an inspection of Wiltshire Police on vulnerability, focusing on domestic abuse, child sexual exploitation and missing people. This report will be published in February 2016. Initial feedback has indicated that there was a focus on vulnerability and resources were being prioritised, partnership engagement by police was positive and models were built on daily information briefing and multi-agency work.
45. Through the Public Protection Department, I have access to a wide range of management information indicators which provide an understanding of the demand from vulnerable members of our community and some of the risks associated with that demand.
46. The police regularly review the volume and trend of Robbery, Domestic Abuse, VAP and Sexual Offences, with a particular focus on whether the victim or offender is a vulnerable adult or child.
47. These indicators are predominantly showing increases in line with the increases outlined within the crime volume section of this report. I am assured that there is enough scrutiny in place to ensure genuine increases do not go unnoticed.
48. The two charts below show how the overall increase in VAP is reflected within sub categories such as Domestic Abuse (DA).



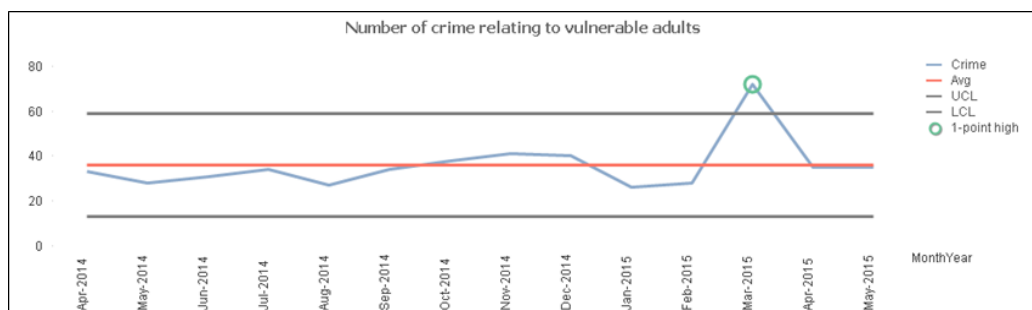
*Violence Against the Person Control Chart*





*Domestic Tagged Violence Against the Person Control Chart*

49. The proportion of DA related VAP remains consistent at 34 per cent which, if it was increasing, would suggest potential issues emerging but this is not the case.
50. With Wiltshire Council I have jointly re-tendered the Independent Domestic Abuse Advisers. This service supports victims and ensures they are supported to minimise risk in working with criminal justice agencies.
51. The key exception of focus in recent months has been the spike in crimes regarding vulnerable adults which can be viewed in the chart below.
52. Analysis of the spike revealed that this is the result of recording backlogged referrals sent through by adult social care



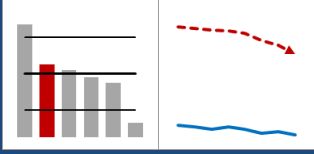
*Crimes against Vulnerable Adults up to May 2015*

53. The CARE Act 2014 came into effect on the 1 April 2015 and provides increased knowledge on when to report offences. The introduction of this act does not appear to have had any short term impact on the volume of offences recorded and I am assured volumes remain at normal levels following the spike.
54. A joint project with Avon and Somerset Constabulary, Wiltshire Police, OPCCs and all local authority partners has been established to enhance the identification and protection of

those at risk of child sexual exploitation (CSE).

55. Research shows children who go missing are at greater risk of CSE. Working with partners missing children who return home are interviewed about their experiences to ensure they receive appropriate support.
56. I have agreed to an additional investment into the MASH. It will also enable there to be a change to the MASH structure which currently exists, with face to face collaboration taking place in Swindon.
57. This additional resource will also explore the potential to include Adult Social Care within the MASH structures.
58. I am satisfied that there is focus on vulnerability and that services are improving. I will continue to work with safeguarding boards to integrate and co-ordinate our response to safeguarding and protecting vulnerable children and adults.

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

Victim satisfaction	85 per cent	

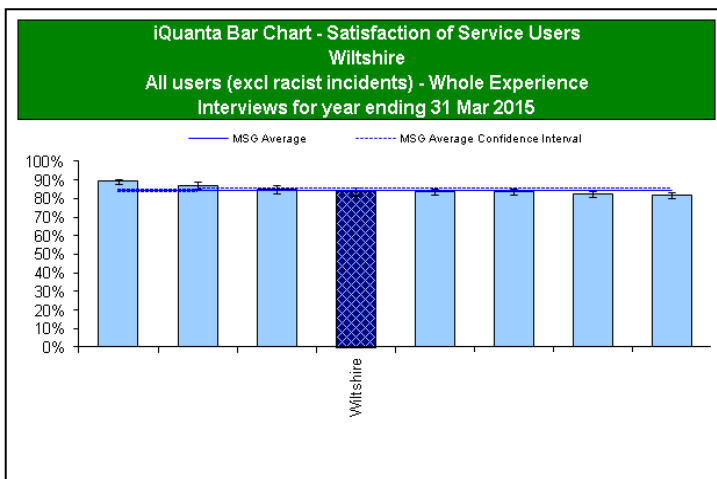
59. I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

60. 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

61. As was included within the previous report, Wiltshire has seen a rise and fall within the last 12 months, which, when analysed, equates to a change in those who say they are ‘fairly satisfied’. The proportion of people who respond ‘very satisfied’ and ‘completely satisfied’ did not change as significantly. Looking at these top two responses is called the ‘restricted methodology’, and gives an indication of how the rates are changing over time.

62. Wiltshire remains in a good place with victim satisfaction, within a percentage on the average of similar Forces.



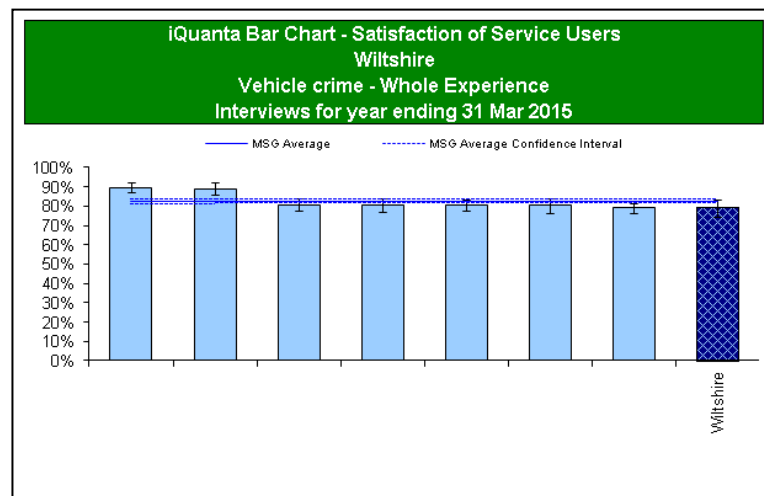
*Overall satisfaction rate within the similar Force group*

63. There are still improvements which can be made in maintaining a consistent and high quality service, and expanding engagement with victims of crime.

64. The survey which is conducted is broken down into four sub-groups:

- iv. Violent Crime
- v. Vehicle Crime
- vi. Burglary
- vii. Racist Incidents

65. It is vehicle crime which is low compared to peers, and an area which is potentially pulling the overall satisfaction down. This can be seen from the below graph:

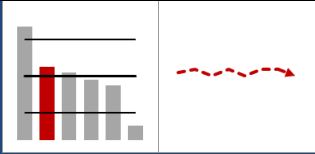


*Victims of vehicle crime overall satisfaction rate within the similar Force group*

66. From reviewing those vehicle crime victims who were dissatisfied with the service, there are clear themes of a lack of resources, and not keeping the victims informed. Wiltshire is currently 23<sup>rd</sup> nationally up to the end of March 2015 which is a further drop in position from previous reports.

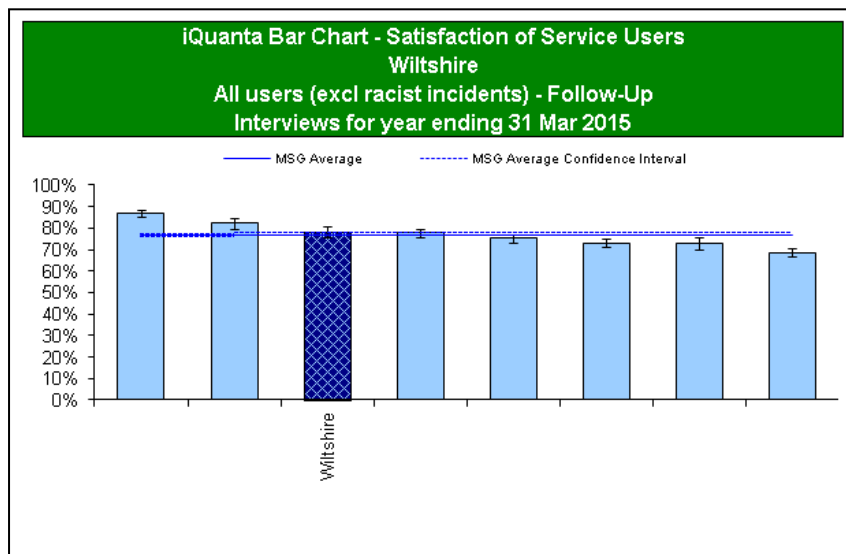
67. I will be discussing this issue with the Chief Constable and seek assurances that the developments in technology and developments in the community policing model outlined in my plan, will ensure all victims are kept updated. Further work will be conducted at the Public Service and Quality Board which the OPCC attends.

68. In summary, I am pleased with the level of victim satisfaction that is published by the Home Office for the Force but I am seeking an assurance that there is a consistent standard for victims of vehicle crime and that the Force is addressing the themes outlined above.

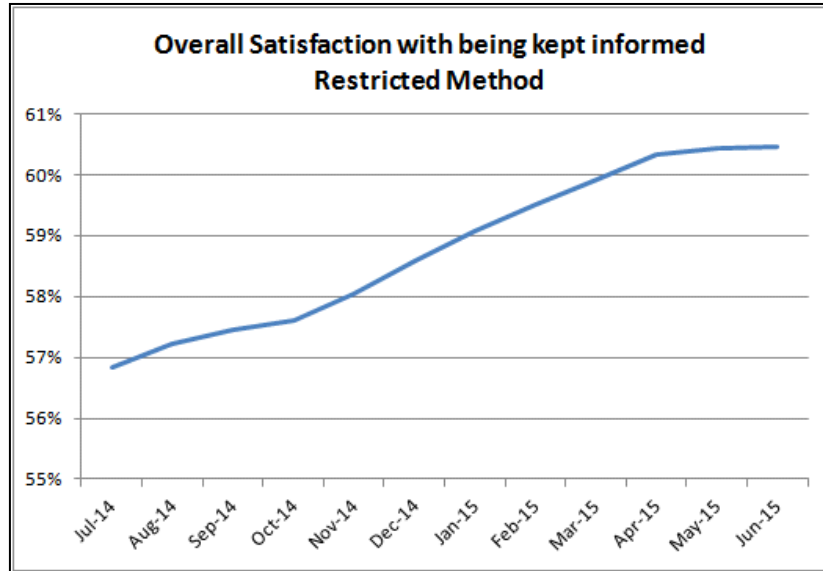
Satisfaction with being kept informed	82 per cent	

69. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is above average and on the bounds of significantly above its peers. Nationally, Wiltshire is rated 14<sup>th</sup> out of 43 forces for the same measure. This area can be a significant driver for overall satisfaction and it is therefore important that this measure is monitored.


70. The trend at the moment is a decreasing one for the overall data. However the restricted method (only those completely and very satisfied) is showing an increase which shows that more people are very or completely satisfied.



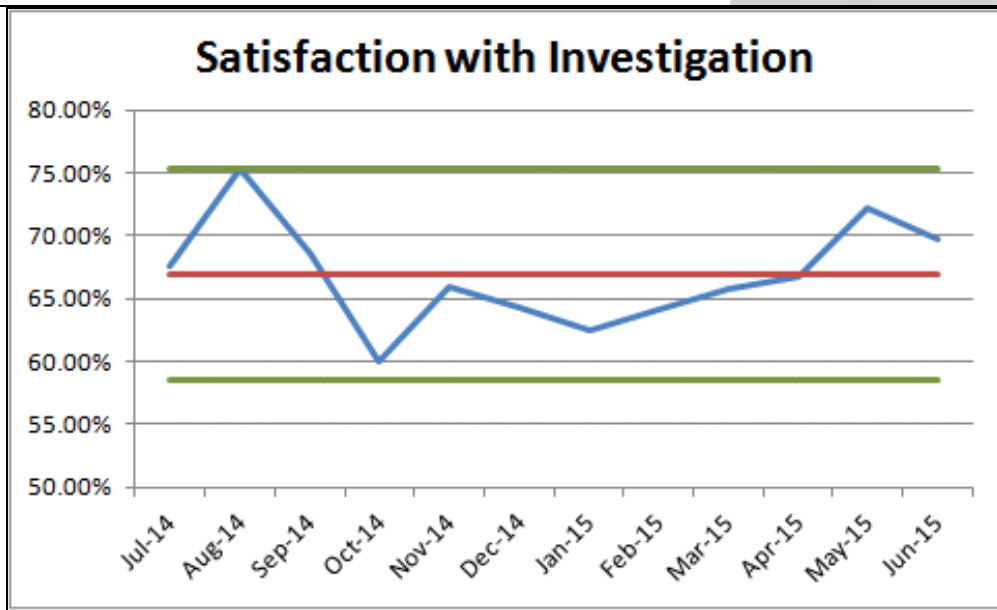
*Satisfaction with being kept informed within the similar Force group*



*Satisfaction with being kept informed – restricted method*

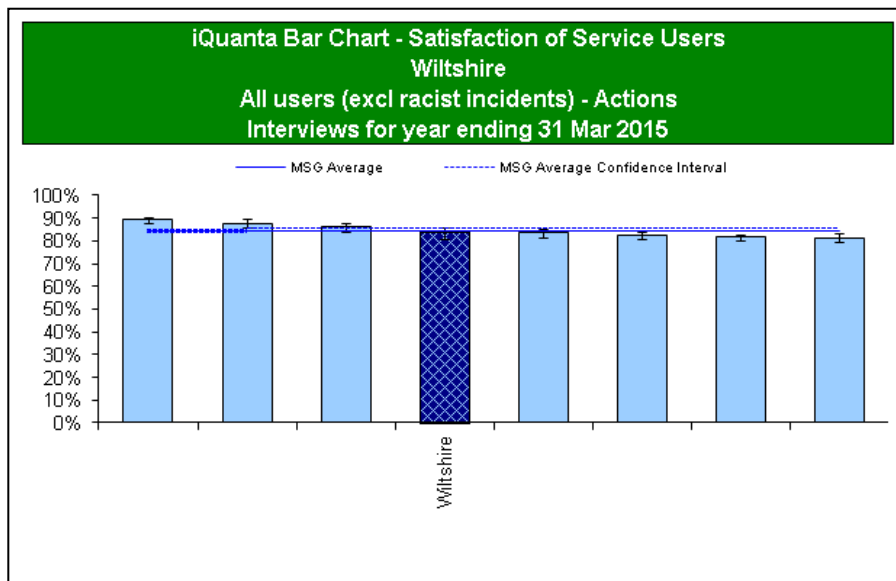
Satisfaction with investigation	70 per cent	
		Overall stable trend but increases with 'completely or very satisfied' (Restricted method)

71. 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. The below chart shows how the results have changed over time, showing a relatively stable picture.

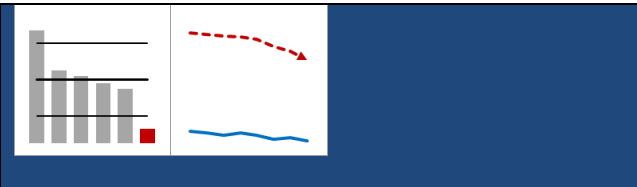


*Satisfaction with investigation*

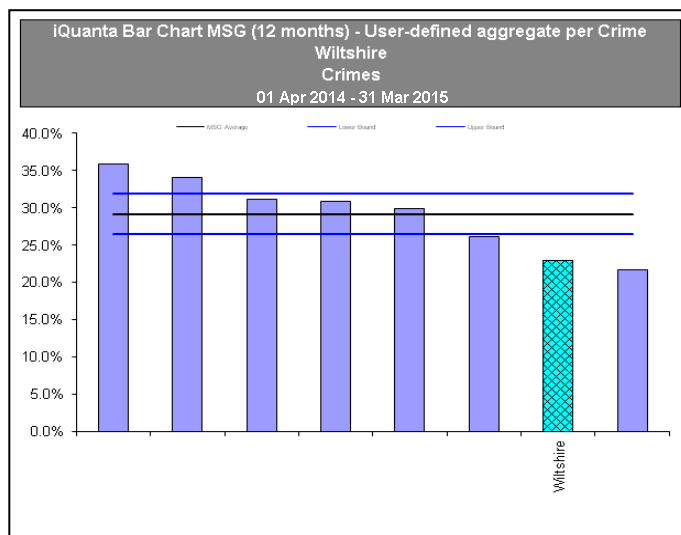
72. Although not a question a related theme of satisfaction with the 'actions taken' places the force in line with peers.



*Overall satisfaction with Actions Taken within the similar Force group*

Outcome rate	22.8 per cent	
		Outcome rate remains low

73. The resolution rate at the end of the first quarter was 22.8 per cent. This remains significantly below the required position, and significantly below peers.



*Wiltshire Police Overall Outcome Rate within similar peer group*

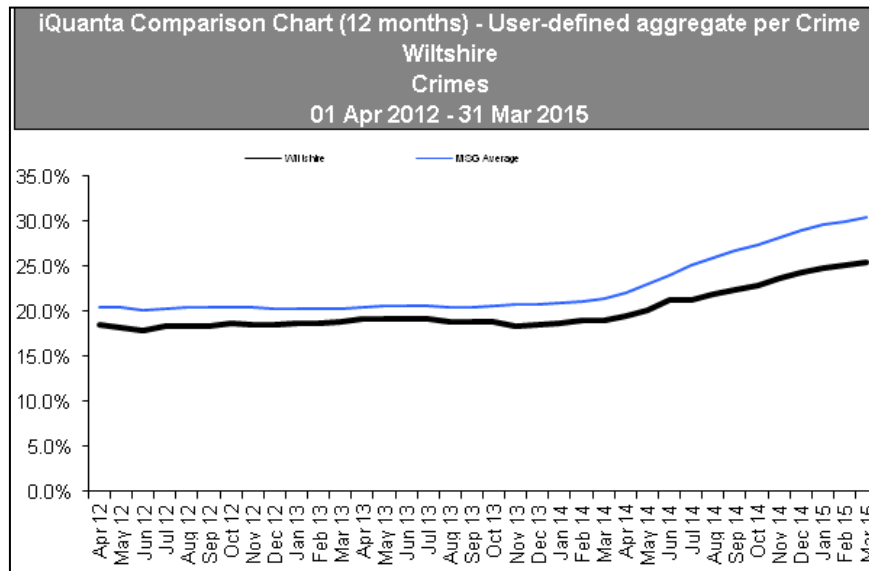
74. When comparing to other Forces within the region however, the outcome rate has a much closer distribution, albeit Wiltshire remains the lowest.



Areas	Recorded Crimes	Outcomes In Selected Type	Outcome Ratio
England & Wales	3,614,174	927,232	25.7%
South West Region	281,060	74,270	26.4%
	101,669	25,462	25.0%
	79,726	23,845	29.9%
	36,568	10,464	28.6%
	29,700	6,875	23.1%
Wiltshire	33,397	7,624	22.8%
Most Similar Group	381,807	112,327	29.4%
Wiltshire	33,397	7,624	22.8%
	79,726	23,845	29.9%
	28,981	6,244	21.5%
	40,613	12,640	31.1%
	35,921	12,317	34.3%
	64,718	16,787	25.9%
	45,798	16,399	35.8%
	52,653	16,471	31.3%

Wiltshire Outcome rate compared to the most similar group and South West Region

75. The below graph shows the trend of the total outcome rate for total crime. As can be seen, the rate has remained relatively stable, seeing an increase from the start of 2014/15. The increase is not as significant as other Forces, which has put Wiltshire further below similar peers as shown on the previous page.



Wiltshire Police outcomes trend

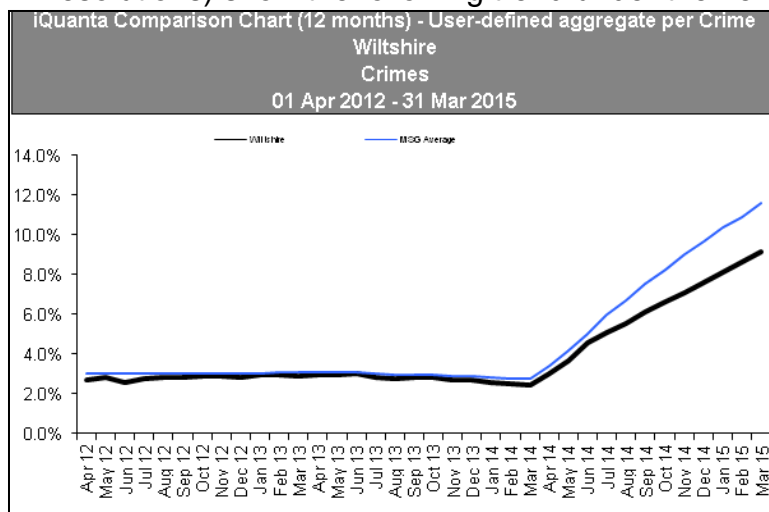
76. The framework in which Forces are assessed in this area has been subject to major revisions recently, with new categories being built to allow for unresolved crimes to be assessed and broken down. The additional breakdown includes:

77. Not in public interest (Police)
78. Not in public interest (CPS)
79. Offender died
80. Prosecution prevent suspect ill
81. Prosecution prevent victim ill
82. Prosecution prevent suspect age
83. Time limit expired
84. Evidential difficulties (suspect identified, victim supports action)
85. Evidential difficulties (suspect identified, victim does not support further action)
86. Evidential difficulties (suspect not identified, victim does not support further action)
87. Investigation complete - non suspect identified

*Unresolved categories*


88. As this new framework becomes embedded within Policing, I will be able to report any analysis which may materialise to understand the areas and trends of unresolved crimes.

89. Out of court disposals (of which a large proportion are Wiltshire's Community Resolutions) show the following trend under the new framework.



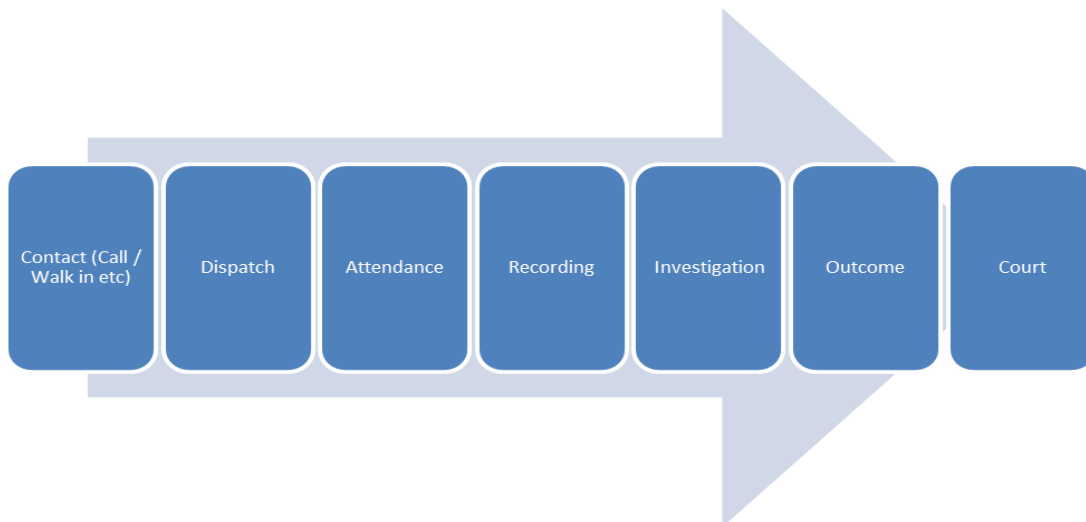
*Out of court outcomes trend*

90. With the work that has been put into this area over the last year to build the correct and ethical foundations, I will expect to see the compliance remain, and the volume of out of court disposals increase. This is also addressed within section 1.02 of the in-depth focus on priority one, Prevent Crime and ASB.

End to end time		


91. This is a measure in development through the Community Policing pilot, which is driven by the systems thinking philosophy. The operating model is designed to remove bureaucracy from the system and improve efficiency.

92. The measure assesses how long on average it takes a case to go through the system and can be broken down to particular pinch points within the process where we expect there to be improvements as a result of the new model.

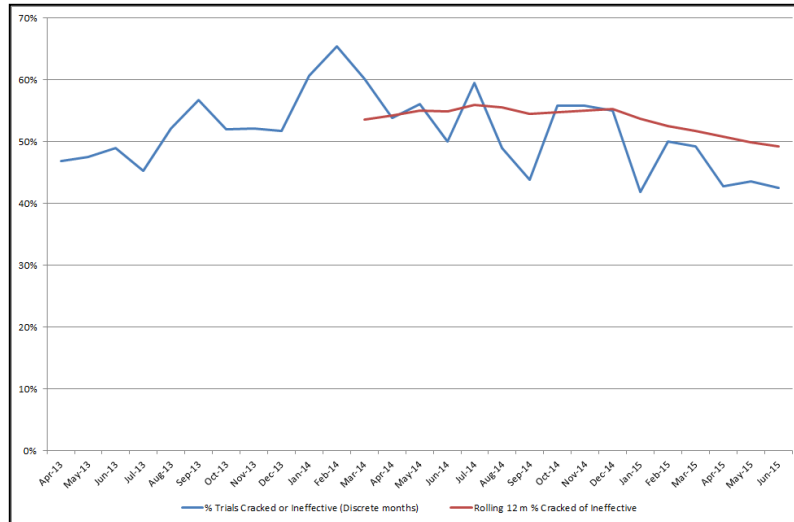


*Overview of the customer journey*

- 93. Whilst not all victims and witnesses will go through the whole journey, it is anticipated that with more ownership of the crime or incident there will be fewer hand-offs (passing to a colleague or different department), more timely recording of crimes, shorter investigations and more timely updates to victims and witnesses.
- 94. The focus of this measurement is not to rush the process or investigation because `quicker is better` but to reduce bureaucracy and unnecessary handing over of files to different departments which can cause delays in the process and a lack of ownership in some cases.
- 95. The primary objective is to improve the process for the victims and witnesses of which making it more efficient is one of the benefits. This measure helps inform that assessment of whether the overall system is becoming more efficient.
- 96. If the measure proves to be effective, then it will be applied to the Force level performance framework early in 2016.

Cracked and ineffective trials	43 per cent	
		Stable 3 months with a reducing 12 month trend.

- 97. 321 trials were listed during the first quarter 2015/16 of which 131 (43 per cent) were cracked or ineffective.
- 98. This figure remains stable against recent months but forms part of a reducing rolling 12 month trend.




*Total trials cracked or ineffective – discrete months and rolling 12 months*

99. It is useful for me to be able to monitor this high level measure as it enables me to hold to account members of the Wiltshire Criminal Justice Board for the part they play in providing a good service to the victims and witnesses within Wiltshire.

100. The table below shows Wiltshire in a positive position when compared to the South West Region and national picture especially with regards to crown court.

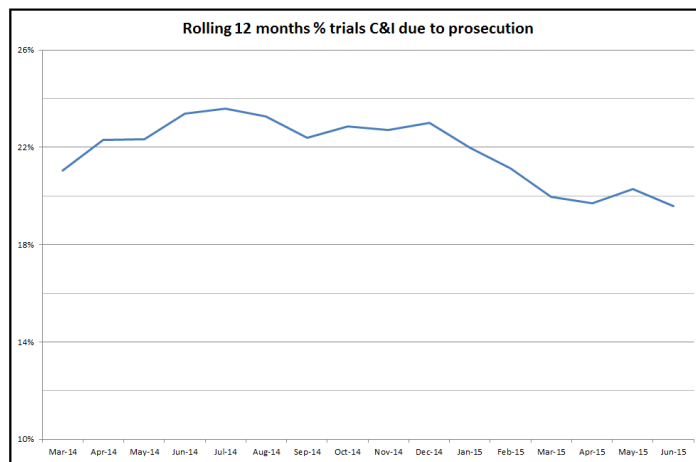
Magistrates			Crown		
Wiltshire	SW Region	National	Wiltshire	SW Region	National
51%	50%	56%	32%	43%	51%

*Q1 2015/16 regional and national C&I trial rate comparison*

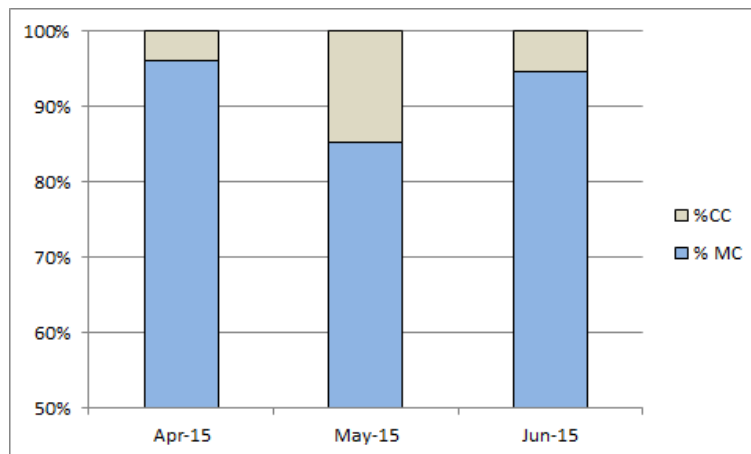
Cracked and ineffective trials due to prosecution	18 per cent	

101. There were 72 trials cracked and ineffective due to prosecution within the first quarter which equates to 18 per cent of the total trials listed (321).

102. 66 relate to trials listed at magistrates court (92 per cent) with the remaining six listed at crown court (eight per cent). These proportions remain consistent with the breakdown over the last two years.




*per cent of trials cracked & ineffective due to prosecution – rolling 12 months*



*Proportion of Magistrates / Crown Court cracked and ineffective trials*

103. Whilst there are no exceptions present with the overall measure, analysts are provided with information which enables them to see the reasons for trials being cracked and ineffective and also which court it relates to.
104. Of the magistrates cracked and effective trials, there are two issues that stand out from the first quarter.
- i. Nine out of the 11 trials C&I due to not being in the public interest were within Salisbury Magistrates Court.
  - ii. The predominant reason cited for C&I trial due to prosecution is witness absent/withdrawn followed by insufficient evidence.
105. The public interest trials were discussed at the Wiltshire Criminal Justice Board and it was suggested there are more agency / temporary staff fulfilling roles within Salisbury which brings with it less consistency when reviewing files.
106. Whilst the overall trend is improving, there is still more work to be done to support victims and witnesses through the justice system in order to reduce the number of ineffective trials and improve conviction rates.
107. May saw a slightly higher proportion of trials cracked and ineffective through crown court. This in fact relates to four trials, all listed at Swindon Crown Court. There are no clear patterns or trends within the four trials.
108. Managers within the justice department are now getting the unique reference number (URN) information from the cracked, ineffective and vacated trials which in recent months have been seen as the missing piece of the jigsaw puzzle. With this information now available, the Force's Criminal Justice Operations Manager Paul Oatway, in combination with his business intelligence analyst has developed a process surrounding this information.
109. On a month-by-month basis, a group including a member of my office meet and review each file, breaking the information down by a number of identifiable factors such as officer, location and reason for failing. Over the coming months, this build-up of data will allow for the identification of themes which need to be addressed.
110. This is a positive step forward and at the Quarter 2 Police and Crime Panel meeting I expect to be able to give an overview of some of the key learning points from this process and what the organisation has been able to do as a result.

#### 4. Secure, high quality, efficient and trusted services

Public confidence	84 per cent	
		Stable and high

115. Public confidence in policing is the headline measure from my public opinion survey which I commission and it occurs twice a year.

116. A sample of 2117 people responded to the Spring/Summer 2015 survey which is statistically significant with a confidence interval of  $\pm 2.1$  per cent. This means that if I asked the same questions of a different 2117 people, then I would expect the figure to fall within 2.1 per cent either side of 84 per cent i.e. 81.9 per cent and 86.1 per cent.

117. There is very little movement, survey to survey, and the current figure of 84 per cent public confidence in the police remains stable and high as shown within the table below.

	Number of Surveys	2067	2341	2112	2167	2149	2114	
	Confidence Interval	$\pm 2.2\%$	$\pm 2.0\%$	$\pm 2.1\%$	$\pm 2.1\%$	$\pm 2.1\%$	$\pm 2.1\%$	
Core Measures		Autumn 2012	Spring 2013	Autumn 2013	Spring 2014	Autumn 2014	Spring 2015	Average
<i>Anti-Social Behaviour is an issue</i>		33%	34%	34%	30%	35%	32%	33%
<i>Feel safe during the day</i>		92%	94%	95%	95%	95%	95%	94%
<i>Feel safe after dark</i>		62%	60%	59%	60%	56%	58%	59%
<i>Satisfaction with visibility</i>		60%	55%	57%	59%	58%	58%	58%
<i>Deal with the things that matter to the community</i>		78%	77%	79%	77%	77%	76%	77%
<i>Overall confidence in the police in this area</i>		85%	85%	84%	84%	83%	84%	84%
<i>Teenagers hanging around</i>		16%	16%	19%	16%	18%	16%	17%

*Public opinion survey core measures up to Spring/Summer 2015*

118. There are no high level exceptions to report on for the most recent survey, with all results in line with previous results.

119. On a yearly basis I review the questions the survey asks the public in order to make sure it remains fit for purpose and adds real value and insight. The picture below is from the Hub Policing Qlikview product which is a performance tool Sector Inspectors use to learn what the public are saying about their local police.






*Hub Policing Product – Public Opinion survey*

120. It is possible to break the data down in numerous ways such as respondent age, gender, location, MOSAIC profile etc. The bar chart at the top of the image above is broken down by age group of the respondent.

121. Due to the importance of the information this survey produces, I intend to review the breadth, scope and frequency in collecting this data. I am keen to ensure that the survey is robust enough to provide insight for more of the population to better understand public views on policing.

Wiltshire Police deal with things that matter to the community	76 per cent	 <p>Stable and consistent since Autumn 2012</p>
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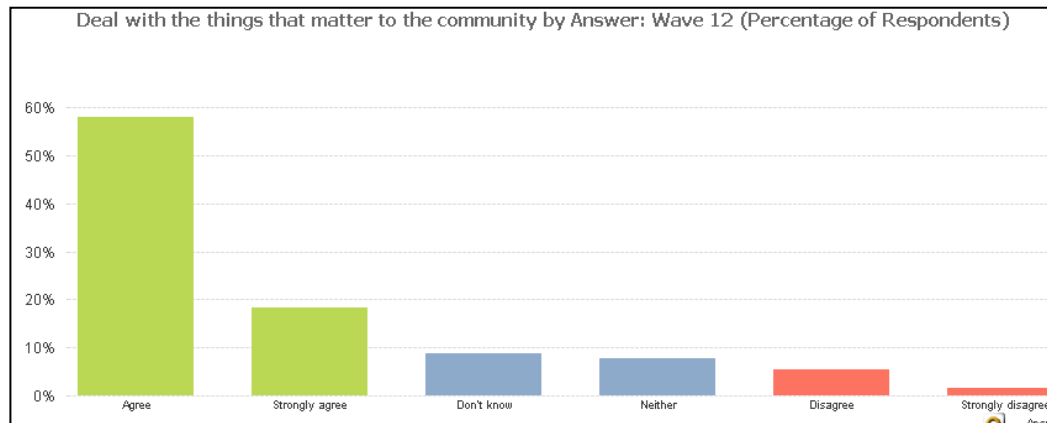
122. This measure has been monitored for some time, however this is the first time it has been used to inform the progress and success of my Police and Crime Plan.

123. This measure enables me to understand whether the Force is listening to its communities and dealing with things that matter to them.

124. 76 per cent ( $\pm 2.1$  per cent) of people believe that Wiltshire Police do deal with things that matter to the community. This figure remains stable and consistent across all surveys

dating back to Autumn 2012.

125. The dashboard above shows that only 7 per cent of people felt Wiltshire Police didn't deal with things that matter to the community. This leaves 16 per cent of people who either 'didn't know' or stated 'neither'. This breakdown can be seen on the chart below.



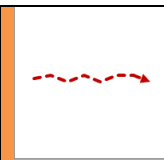
*Wiltshire Police deal with the things that matter to the community by answer*

126. Given the question that is asked, it is reasonable to expect that not all respondents will know what matters to the community nor will they feel they have adequate knowledge of what the police deal with. There are no verbatim comments associated with this question to learn from.

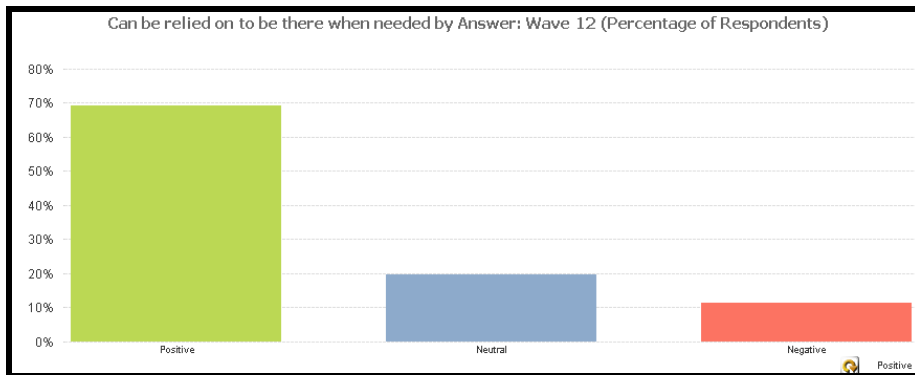
127. The majority of sectors are in line with the overall Force result with only Swindon Central showing as an outlier with 71 per cent of people believing the issues that matter to them are being dealt with.

128. The Swindon Central neighbourhood policing team (NPT) have been working on developing a town centre survey in conjunction with Swindon Borough Council (SBC) and in Swindon BID (Business Improvement District) company. It is aimed at the retailers and those who work in the town. Staff are working through the majority of businesses and the analysis will be done by SBC so that priorities for them and Wiltshire Police can be agreed and worked on jointly.

129. In relation to the residential areas, the central NPT attends numerous residents and community council meetings which take place at set times throughout the year.

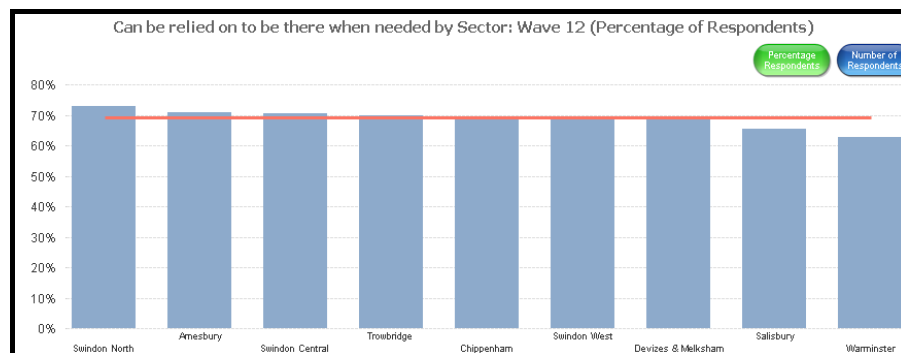
Wiltshire Police can be relied upon to be there when needed	69 per cent	 <p>Stable and consistent since Autumn 2012</p>
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130. This measure within the public opinion survey is again stable at 69 per cent and has seen very little movement since autumn 2012.



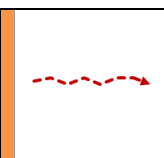
*Wiltshire Police can be relied upon to be there when needed*

131. The proportion of respondents that gave neutral answers was 20 per cent. This could be due to the fact that a very small proportion of society actually becomes victims or witnesses to crimes or anti-social behavior and would therefore not have a perception of whether the police would have been there for them.

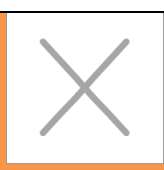


*Wiltshire Police can be relied upon to be there when needed – by Sector*

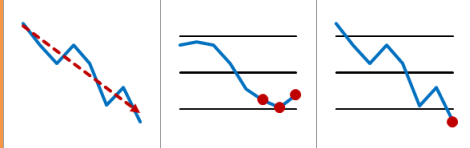
132. The chart above shows people within Warminster and Salisbury are less likely to think Wiltshire Police will be there when needed than other areas within the county.
133. The perception regarding Salisbury does not match reality as Salisbury sector (includes Salisbury, Southern Wiltshire and Wilton) has one of the highest response rates to immediate and priority incidents (86 per cent). This gap in perception may be driven by the prolonged media coverage surrounding the closure of the police station on Wilton Road.
134. The perception within Warminster seems to hold more weight with the sector having the lowest response rate within the county at 74 per cent. This is primarily reflected within the incidents requiring an immediate response.
135. This issue has not been resolved and the Force is conducting more analysis to understand the issue.

Wiltshire Police treat me with respect	90 per cent	 <p>Stable and high since Autumn 2012</p>
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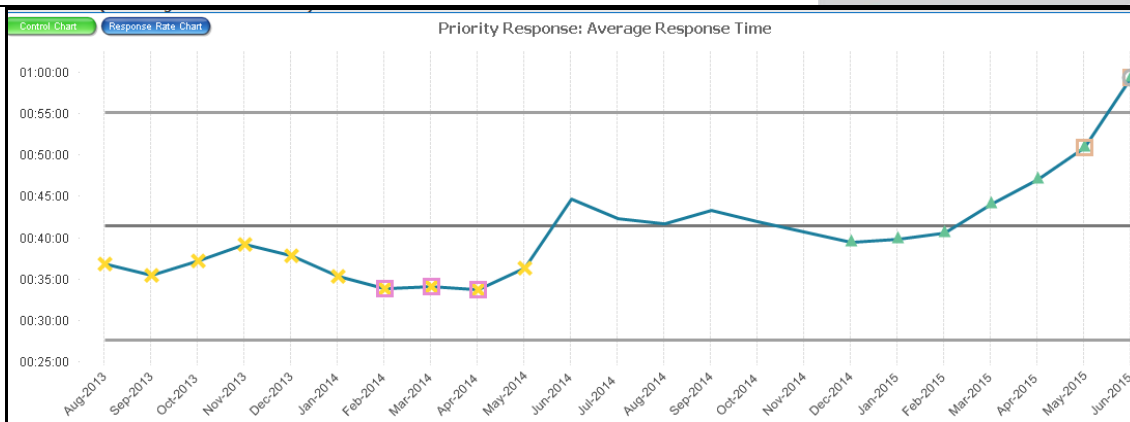
136. Responses to this question show that 90 per cent of people believe they are treated with respect by Wiltshire Police. Three per cent felt Wiltshire Police did not treat them with respect with the remaining seven per cent providing neutral answers.
137. 90 per cent is high and is stable across surveys dating back to autumn 2012.
138. There are no verbatim comments to learn from. All sectors are in line with the Force level and are no outliers to focus on.

Out of court disposal compliance rate		<ul style="list-style-type: none"> <li>No audit completed for Q1</li> <li>Most recent data end of 2014 was 95% compliant</li> </ul>
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- 139. This measure relates to how compliant the Force is with its use of Out of Court Disposals (OoCD). This is to ensure the quality of the method is at the forefront of focus rather than simply seeking to increase the use.
- 140. There has been no audit conducted for the first quarter of 2015/16. This is due to resourcing challenges which have faced the department where the administrator post has been vacant between January 2015 and July 2015.
- 141. There is a thorough process in place to ensure OoCD's are compliant but the department has not had the capacity to check this via an audit.
- 142. The last audit at the end of 2014 was 95 per cent compliant, which was classified as an 'excellent' grading.

<b>Response rate</b>	<b>85%</b>	
<ul style="list-style-type: none"> <li>Decreasing trend due to taking longer to get to priority incidents</li> <li>Responses to emergency incidents remains stable</li> </ul>		

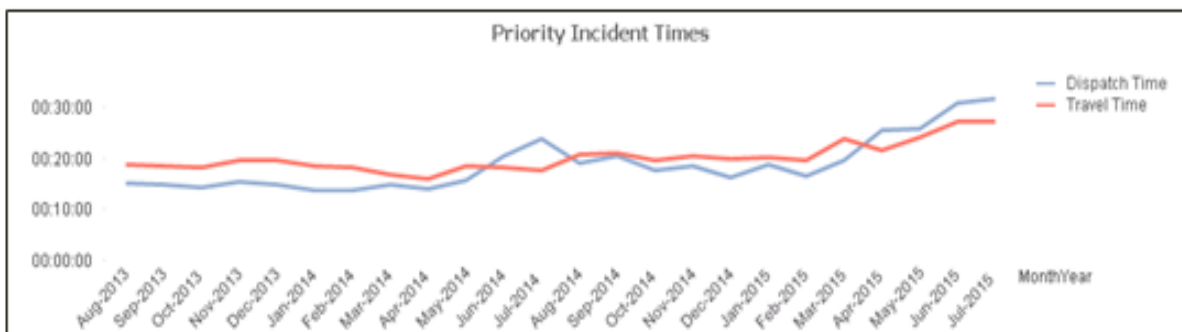
- 143. The response rate measure assesses how frequently Wiltshire Police arrives at emergency and priority incidents within a service level agreement (SLA) of 15 minutes for urban emergencies, 20 minutes for rural emergencies and one hour for priority incidents.
- 144. The Force attended 13,076 emergency and priority incidents within quarter one, of which 10,576 were within SLA (81 per cent). The chart below shows that the response rate is deteriorating.
- 145. There are no concerns with immediate response rates with over 95 per cent of all incidents attended within 11 minutes.
- 146. The deteriorating trend is being driven by priority incidents.



Average priority response time – by month

147. The chart above shows the average response time to priority incidents increasing since March 2015 culminating in an exceptional peak in June 2015.

148. Initial analysis has revealed that the time taken to dispatch incidents has increased, as has the time taken to travel to the scene.



Priority incident – average dispatch and travel times

149. Dispatch time refers to the length of time operators within the crime and communication centre (CCC) take to task a police resource to attend the incident.


150. Research shows that the longer it takes to assign a resource, the less likely they are to arrive at scene within SLA.

151. All late dispatch / arrivals require the operator to provide context behind why this happened. The apparent cause for delay in dispatching is due to no unit being available.

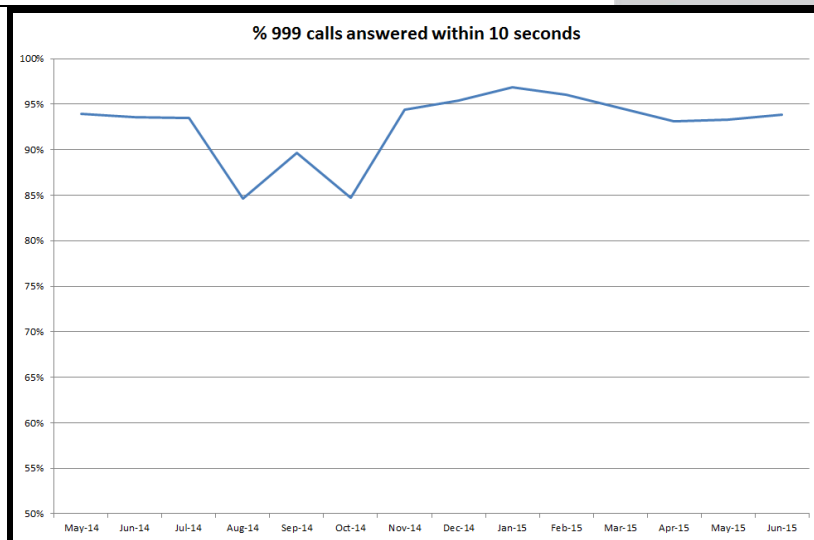


*Late priority incident – reason due to no unit available*

152. The combination of these drivers indicate resourcing issues. Further analysis is being conducted within the Force to understand this trend in greater detail.


999 calls answered within 10 seconds	93 per cent	 <ul style="list-style-type: none"> <li>Stable and high since November 2014</li> </ul>
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153. 93 per cent of all 999 calls received during quarter one were answered within ten seconds.



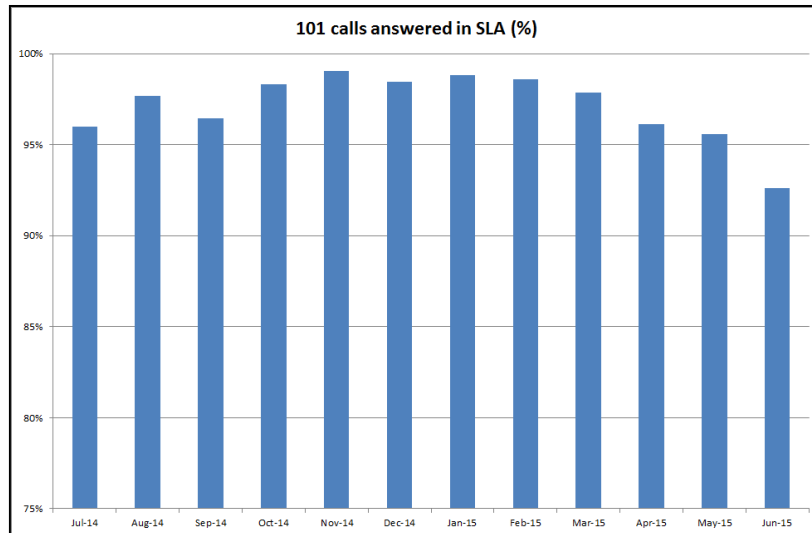
*% of 999 calls answered within 10 seconds – by month*

154. There are no concerns with Wiltshire’s capability to answer 999 calls.

101 calls answered within 30 seconds	95 per cent	 <ul style="list-style-type: none"> <li>Stable and consistently high</li> </ul>
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155. 95 per cent of 101 calls during quarter one were answered within 30 seconds. This figure remains stable and consistently high.





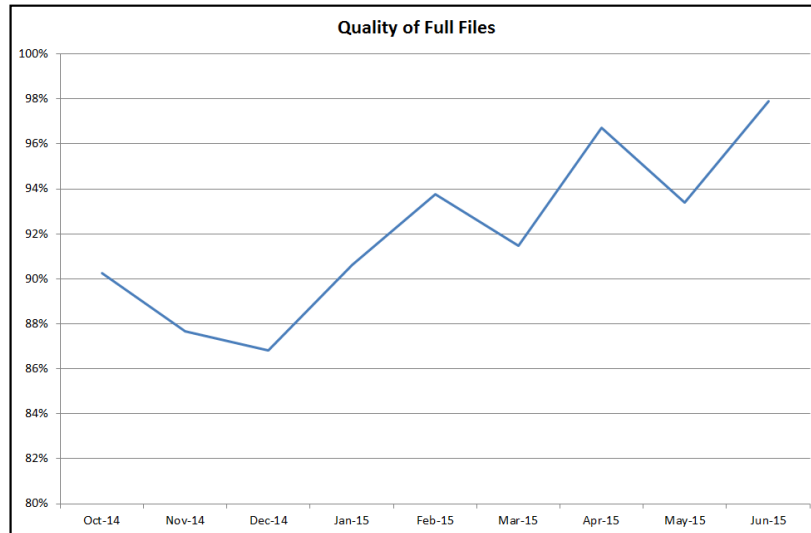
*% of 101 calls answered within 30 seconds*

156. June 2015 appears to have a low rate when compared to previous months, but at 93 per cent, this is still very high. The trend will continue to be monitored to see if this trend continues, or reverts back to a normal higher level of performance.

Quality of files	96%	 <ul style="list-style-type: none"> <li>Improving trend and high</li> </ul>
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157. This measure relates to an internal assessment of the quality of first files and full files which the Force submits to the crown prosecution service. The framework which supports this assessment enables managers to learn common errors and therefore can target training at individuals, teams or departments.

158. The quality of files during the first quarter was 96 per cent. This means that only four per cent (18 files) had a `quality` flag error against it. The flag indicates there is element within the file which is not up to standard in terms of timeliness, content or accuracy.

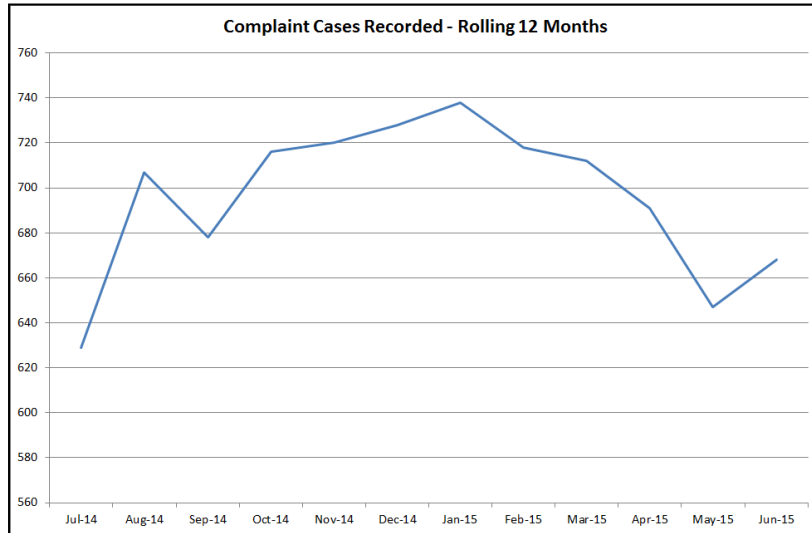


*Quality of full files – by month*

159. The framework which assesses the quality of files is the most comprehensive it has ever been and judging by the improvements seen, is adding value.

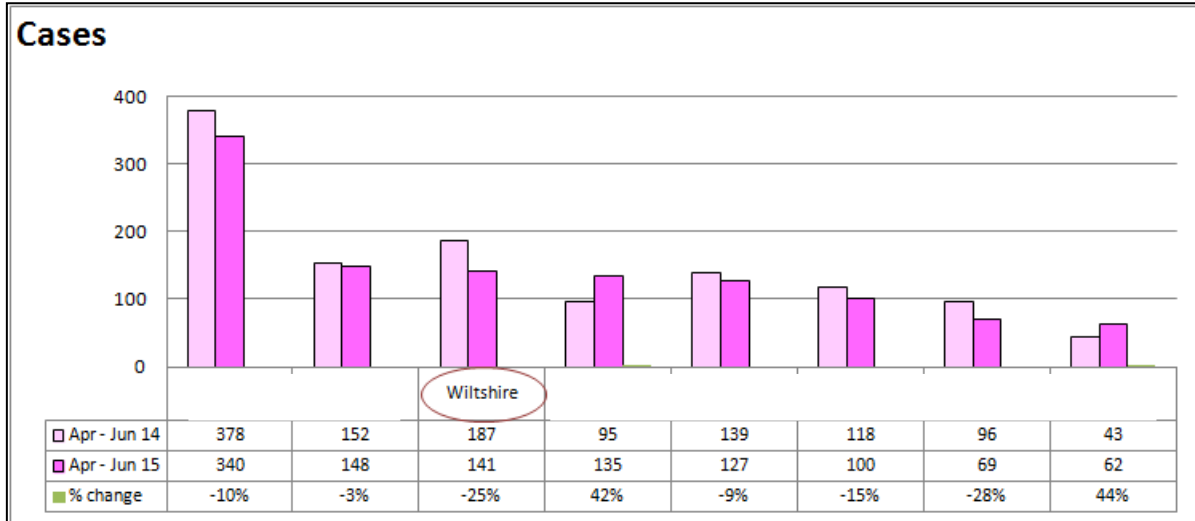
Volume of complaints	143	 <ul style="list-style-type: none"> <li>Stable following reducing trend</li> </ul>
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160. During the first quarter of this financial year, 143 complaints were recorded. This has meant the reducing 12 month trend since January 2015 has begun to stable.



*Volume of recorded complaint cases – rolling 12 months*

161. The table below shows how Wiltshire compared to its peers.




*Volume of complaints recorded – Q1 peer comparison*

162. It must be noted, the figure of 141 quoted within the table for Wiltshire was correct at the time it was prepared for an separate report. 143 remains the most up to date accurate figure.

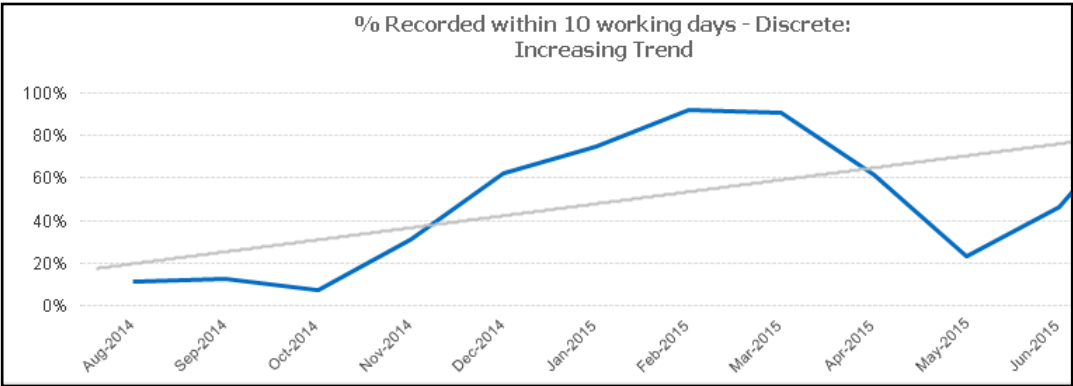
163. Wiltshire have seen a high percentage reduction of 25 per cent when compared to Q1 of

2014/15. This is due to the fact that volumes are low which can exaggerate percentages, the volumes for Q1 of 2014/15 were exceptionally high, and the improved processes which have been put in place since a review of the department in 2014/15, as reported in previous panel meetings.

per cent of complaints recorded within 10 days	45 per cent		
			<ul style="list-style-type: none"> <li>Long term increasing trend with temporary drop off in quarter one</li> </ul>

164. The performance in this area has been subject to previous panel reports, where it was shown that following a review and subsequent recommendations, performance significantly improved, back towards a required rating of 90 per cent recorded within ten working days.


165. The first three months of this financial year however have seen a deterioration in this performance, with the average number of days to record a complaint being 14 days instead of the required ten on average.



*Percentage of complaints recorded within 10 days*

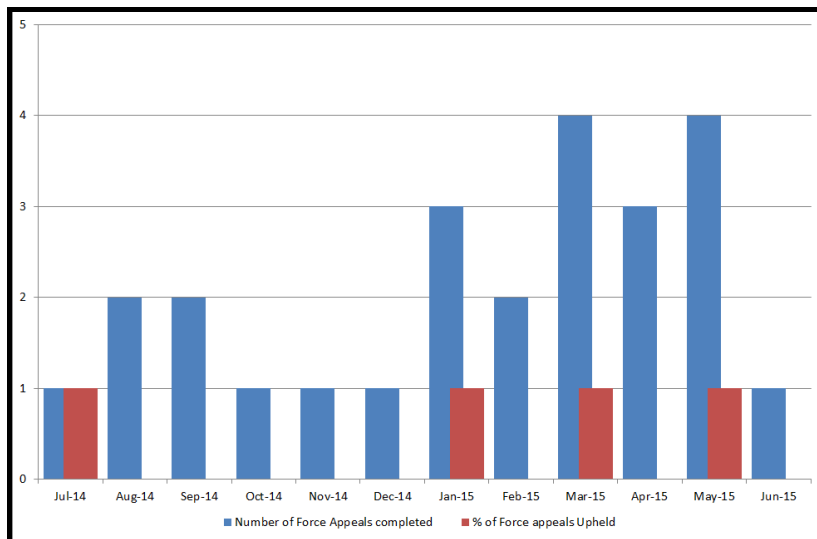
166. This is as a result of staffing changes within the department, specifically at the role of Authorising Officer, where complaints need to be validated and progressed. This has been addressed internally and performance in July has subsequently improved and I am therefore confident this has been resolved. I will continue to keep a close eye on this

area.

per cent of complaint appeals upheld	13 per cent	
		<ul style="list-style-type: none"> <li>Very low proportion with one upheld in the first quarter</li> </ul>

167. This is the first time this measure has been used as part of the assessment of my plan. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

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



*Force appeals and appeals upheld*

169. There were eight appeals received during the first quarter. Only one appeal was upheld (13 per cent). In the last 12 months, there have been 25 appeals with only eight being upheld (16 per cent). This is a low proportion and does not raise any concerns.

## Focus on particular Police and Crime Plan objective

### Introduction

Previously, every quarterly performance report received by the Panel provided an update on all seven objectives of my Police and Crime Plan. The Performance Working Group felt that a more detailed approach within specific areas at different times of the year would be more appropriate, to enable effective conversations and scrutiny within the time limits provided. This approach has been adopted by other Panels across the country and appears to be successful.

To avoid potentially missing anything significant from a priority, this report will include a section where these things can be raised by me if appropriate.

The new plan has four objectives which will be distributed throughout the year as follows:

Q1	Q2	Q3	Q4
1. Prevent crime and anti-social behaviour	2. Protect the most vulnerable in society	3. Put victims and witnesses at the heart of everything we do	Annual report where all priorities will be discussed
		4. Secure, high quality, efficient and trusted services	

*Figure X: Distribution of priority focus*

The more focused approach will include updates on relevant projects and initiatives seen since the beginning of the financial year. The annual report will include an overall assessment of all priorities within my plan.



## Prevent Crime and ASB

I want everyone in Wiltshire and Swindon to live without the fear of crime and anti-social behaviour. Everyone should be protected. I want to continue to work with communities to address the issues that affect them. If you are a victim you should have the confidence to report the crime to the police, knowing that you will be listened to, and that the crime will be properly investigated.

There are three objectives within this priority:

- Initiatives are undertaken with local communities and community safety partners to prevent and reduce crime and anti-social behaviour.
- Wiltshire Police is visible, approachable and trusted in all communities,
- Wiltshire Police has specialist teams to deal with organised crime, high tech crime, major incidents and national threats.

The detail of this priority and others can be found in my plan through this link: [Police and Crime Plan 2015 - 2017](#)

Within the priority 'Prevent Crime and ASB', there are 15 initiatives which will all be covered in this report, under their respective objective.

### Objective one

**Initiatives are undertaken with local communities and community safety partners to prevent and reduce crime and anti-social behaviour.**

#### **1.01 Working with partners to co-ordinate our approach and response in tackling ASB and utilise appropriate powers to prevent ASB in our communities**

Creating a consistent and well informed set of policies and procedures is essential when working with partners as this gives a consistent approach in how we manage and attempt to resolve ASB. The Wiltshire Police ASB procedure document was fully circulated to officers in April 2015. This incorporates the new Hate and Risk Assessment questions (HARA) with associated guidance (depending on level of vulnerability/risk). Both Swindon Borough Council and Wiltshire Council had input into the content of this procedure and have maintained contact with the Force lead, Insp Schorah, to review new ASB tools and powers which came into action from autumn 2014. In April 2015, the new ASB internal site launched for use by front-line practitioners with various guidance notes and links for Police Constables and PCSOs.

Meanwhile, ASBRACs (Wiltshire Council) and Local Taskings (Swindon Borough

Council) continue with joint monthly meetings attended by the Youth Offending Team, education, drug & alcohol workers, social services and police to discuss our most vulnerable victims and persistent young offenders.

Ongoing work relates to embedding new tools and powers such as Community Protection Notices and Criminal Behaviour Orders as these are rarely used, although guidance for police officers and staff is available on the internal site.

### **1.02 Working with partners to deliver community resolutions such as mediation, face-to-face meetings to provide early and swift justice that involve victims and the community in the justice process**

Wiltshire Police has an Out of Court Disposals (OOC) manager who is responsible for the effective and appropriate use of this form of disposal.

The OOC manager has provided training to all Response, neighbourhood policing teams and local crime teams across the force regarding the new community resolution and restorative justice force procedure guidance. Officers were given examples of how to use restorative justice and to ensure that they understood what mediation and restorative justice conferences were. Officers who attended training have been given 'restorative question cards' to help prompt them with their on-the-street restorative conversations between victims and offenders.

The OOC manager has helped to design a community remedy document with the opcc which lists the options available for victims in terms of community resolutions and restorative justice. This document will be printed in the form of leaflets for officers to hand out to victims and also in the form of posters around stations. There is a view to having some officers trained in restorative justice and it is apparent that there is an appetite for this amongst teams, with some officers approaching the OOC manager to make their interest known.

There has already been an improvement in the quality of community resolutions that are being delivered with officers thinking beyond the norm of financial reparation and letters of apology following the training. The training has also been given to new recruits and is now a permanent feature on future training schedules for new intakes and sergeant and inspector leadership programmes.

The OOC manager is working with the OPCC to shape "Restorative Wiltshire" which will be a model to bring together partner agencies and members of the community in order to deliver restorative justice consistently throughout the county and knit together services that are provided. The OPCC is currently in the process of employing a restorative justice co-ordinator to help develop this further.



**1.03 Encouraging the active participation of the public by increasing the prominence and diversity of volunteer roles within the police including 'watch' schemes; increasing the value and engagement of special constables, volunteers, and police cadets. In addition, recognising the valuable role volunteers play in supporting local communities and creating strong communities**

There has been significant development within this area in the first quarter of the year, including the establishment of a 'volunteer panel' (which is now part of the Constabulary's Resource Management Panel) to progress new volunteer roles. The Wiltshire Police volunteer policy has been reviewed resulting in changes to reflect the best practice championed by the College of Policing. The Force are now able to 'cost' the financial impact of volunteering and capture the hours donated by volunteers.

Community Speed Watch (CSW) has grown to 133 sites across the county. CSW will soon benefit from the deployment of a marked police volunteer vehicle (supplied by Volvo), dedicated to CSW teams, providing a visible presence and immediate impact towards reducing speed.

The currency of volunteering is value and recognition, and we have more work to do to achieve valuing the contribution our volunteers make. We are committed to providing 'authority to operate' cards, with lanyards identifying our volunteers as such, but have failed to deliver upon this due to the inability to secure funding. Our volunteers are now recorded on the 'rostering' system (GRS) and we have next of kin details (a requirement of our insurers) and up-to-date contact information. The volunteer recruitment section of the Wiltshire Police website has been developed and is attracting notifications of interest. As more roles are approved by the 'volunteers panel' and advertised on the site it is anticipated that role-specific opportunities will increase the volunteer application numbers.

In February 2014 Wiltshire Police established their first Volunteer Police Cadets (VPC) since 1981. Wiltshire Police now has three units (North Swindon, South Swindon and Trowbridge) with funding secured for a further two units. It is planned that Wiltshire Police will support five Volunteer Police Cadet units with an estimated 125 cadets. The VPCs have been used in a variety of community events/taskings:

- Leaflet drop giving crime prevention advice following an increase in burglaries in the Highworth area
- After witnessing a live ASB issue involving children and young people hanging around outside a local shop, cadets have conducted enquires including door to door enquiries and are currently developing a 'respect poster' with the idea that each

shop can signpost children and young people.

- Autumn 2015, cadets will be the lead in a planned county-wide operation to raise awareness of 'children and young people' cyber safety.

The Specials recruitment strategy is being developed with the expectation of going before the Senior Command Team in September 2015. A new training package is being developed in conjunction with regional forces and is likely to be utilised for the first intake of Specials in Jan/Feb 2016. Force-wide Op TIRA took place in May 2015 demonstrating the operational benefit of the Special Constabulary across the county with good publicity and media interest.

In May 2015, a substantive promotion process for the Special Constabulary took place, resulting in five promotions to Special Inspector and 12 to Special Sergeant, giving value and confidence to individuals who have been carrying out the role for several years in an acting capacity. Special Constabulary awareness evenings have been held during the period to encourage applications and to give guidance over the process.

Specials have been, and will continue to be used to support the summer events calendar, including Summer Solstice, Armed Forces Weekend, carnivals, and the Emergency Services Show.

There is a planned intake of a further 16 Special Constables in September 2015 which will add to the current establishment of 153. The value of Specials is essential as, if all were to complete the expected 16 hours per month, this would equate to 14.1 FTE. Unfortunately just under a quarter of all Specials have no hours recorded within the last six months. This shows that quality and duration of work is as important as the desired and actual volume of Specials Constables volunteering for Wiltshire Police.

#### **1.04 Working with Wiltshire Council, Swindon Borough Council, Youth Offending Boards and third sector partners to provide a range of engagement activities for young people to support those at greatest risk of being victims or offenders**

There is a range of activity going on within this area. As previously mentioned, the police now have three cadet units in the force - two in Swindon and one in Trowbridge. There is also funding for a further two. However, the challenge is finding the volunteers to be cadet leaders. This scheme is a great way to engage with young people, but also provide a positive example to the community.

the youth engagement officers (YEOs) are currently up and running. They have been getting to know young people in their areas and will "hit the ground running" when term starts in September.

Bluez n zuz discos are continuing to be of use as a tactical option to Neighbourhood Policing Teams. A new scheme in Amesbury section has been very well received.

The junior good citizen scheme has recently taken place in both Wiltshire and Swindon which is a large-scale engagement opportunity.

### **1.05 Working with the National Probation Service and Community Rehabilitation Company to improve the Integrated Offender Management service to reduce offending**

The Integrated Offender Management (IOM) service used by Wiltshire Police is the Swindon and Wiltshire Integrated Targets for Change programme (known as SWITCH). This is a partnership venture involving Wiltshire Police and the probation service which seeks to steer repeat offenders away from committing crime by offering them professional support and guidance.

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 used to encourage the response officers to target the most serious offenders. This has started to show some results, with a marked improvement in the amount of interaction between police and SWITCH offenders.

High risk individuals now being accepted on to the cohort. There is still more work to be done with the Community Rehabilitation Company around them taking greater ownership and engaging with the National Probation Service.

The 'Buddi' system of voluntary tagging, used to show where people are on a minute-by-minute basis, was approved and implemented in January 2015. This tagging system currently has three tags in use, but it is too early to provide any data at this stage. Anecdotally it seems to be having a positive impact on the service users who are trialling them.

### **1.06 Working with partners to fulfill their responsibilities to develop more effective support for offenders, including the provision of suitable housing to steer repeat offenders away from committing crime.**

This has been identified as a strategic challenge that will be raised by the PCC and Chief Constable at the next Crime Reduction Board with partners in November 2015.

This is a probation-led activity, and whilst police attend relevant meetings and can support such requests the provision and direction is a probation role.

### **1.07 Working with partners to improve the management of evening and night time economies in Swindon, Chippenham, and other larger market towns.**

The licensing department within Wiltshire Police has undergone a number of resourcing challenges in recent months, with vacancies and restricted officers influencing the productivity. During this time, the department has been led by an acting Licensing Manager who has worked hard to maintain the momentum built in this area over the last year.

The new licensing delivery plan has been reviewed and incorporates issues with late night hot food licences in relation to vulnerability and exploitation. This is the first delivery plan for licensing, and shows a strong desire for continuous improvement in this important area.

Joint licensing meetings between Swindon Borough Council, Wiltshire Council and Wiltshire Police have taken place to agree a common approach for events licensing, as well as consideration of wider licensing issues.

The safer community partnership in Salisbury is co-ordinating improvements to the night time economy including purple flag and developing a sustainable solution for staffing of Salisbury CCTV system. I am supporting the use of volunteers within the CCTV project and have provided £25,000 to support transitional arrangements for this to happen.

The Licensing Continuous Improvement plan is recording progress in a number of key areas including:

- Trialling intoxilisers in Swindon (September) – working towards getting premises to breathalyse individuals on entry to understand preloading and to benchmark levels of alcohol consumption
- Supporting neighbourhoods to plan for Christmas in relation to responsible drinking
- Meetings with key supermarkets to increase engagement and support the management of irresponsible drinking

- Recruitment of a Locations Manager to assist the resourcing of the department

### **1.08 Extending the community messaging scheme to increase the numbers signed up and include important messages from partners**

Within the last year, the Constabulary has implemented the new Community Messaging tool which allows those who have signed up to receive messages about policing and crime matters in their area (such as community policing news and events).

All Neighbourhood Policing Teams (NPTs) have had the Community Messaging system rolled out within their area, which has included a number of electronic, paper-based, and face to face meetings with staff, to enable them to promote the system to the public.

NPTs are continuing their work with local Neighbourhood Watch (NHW) Co-ordinators and the Force lead for NHW, Amanda Clarke, to get all scheme members on to the system. Each NPT has also nominated a Community Messaging 'champion' who will be the main contact for ensuring high quality messages and promotion of Community Messaging in their area as well as keeping in touch with their local NHW members. This 'champion' will help integrate Community Messaging promotion into everyday standard practice for officers, encouraging them to sign people up who they come across as part of their everyday roles. It is hoped this message will also be reinforced by senior officers. It is an ongoing process and the numbers are steadily increasing.

To mark the one year anniversary of Community Messaging, in the four initial areas, selected NPTs are holding two weeks of community engagement events. There will be 18 events in total and the main aim of them is to talk to the public about Community Messaging and sign them up to the system. This year's Emergency Services Show (13 September) will have the main police focus to push Community Messaging and sign up the public in attendance. Last year's show had an attendance of over 10,000 people.

### **1.09 Updating the Automatic Number Plate Recognition system across the Wiltshire and Swindon to enhance capabilities to respond to crime**

The Automatic Number Plate Recognition (ANPR) improvement project addresses mobile fleet, static cameras, more flexible ways of accessing the information and new ways of exploiting the data. Procurement is progressing to acquire new ANPR cameras to close the strategic infrastructure gaps identified. A new ANPR policy is in development and training is also in progress to ensure the enhanced data coverage is exploited more fully.

An ANPR researcher is being recruited to bolster the administrative support for the

ANPR manager and to provide quality assurance on evidential ANPR work. Discussions regarding how ANPR could be progressed more collaboratively are now in progress with Avon & Somerset and approaches are being made to Gloucestershire as well. New ways of capturing and measuring the output of ANPR (i.e. impact on crime and ASB) are being progressed through the Regional ANPR Working Group.

## **Objective two**

### **Wiltshire Police is visible, approachable and trusted in all communities**

#### **1.10 All communities have local policing teams with a named senior police officer who is known in their area, and responsible for local policing**

Working with the community, and keeping policing local is a really important element of the plan. There are currently nine sectors within the area served by Wiltshire Constabulary, each with an Inspector leading the police officers and staff which protect the communities. The inspectors or sergeants will attend Community Area Boards in Wiltshire and Localities in Swindon, which take place every two months, to provide an update to the public on policing and other work that has taken place.

Sector inspectors continue to have meetings with the local press to support the publication of news stories, and also communicate regularly with local councilors on significant items.

Wiltshire Police is currently undergoing a review and pilot of the operational policing structure which will put more control of resources with the sector inspector. I will continue to update the panel as this pilot develops.

#### **1.11 Mobile technology is used effectively, allowing officers and staff to work flexibly in our communities by December 2015**

The majority of staff now have personal issue laptops or tablets depending on their role. This rollout is due to be completed by the end of September 2015, and has been positively received so far. An internal newsletter is produced to provide updates to the organisation on how well this rollout is going. This is provided as an attachment to



TransformingTim  
es\_issue13.pdf

inform the panel.

New smartphones are currently being tested for rollout to be completed by December 2015.

### **1.12 Communities can trust that crimes that are reported are recorded appropriately**

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

Compliance within the MASH has significantly improved since the department took responsibility for classifying their own crime reported through referrals. Improvements have been made within the Crime and Communication Centre. However there is still work to be done in relation to ensuring reports of assault and public order are recognised as crimes and recorded effectively.

NCRS compliance for the areas audited to date is 86 per cent. One hundred per cent compliance is the aspiration.

Monthly meetings are held with the Chief Constable to discuss the audit results and this is followed by a crime recording meeting in which tactical leads take action to improve compliance based upon the audit results.

Training sessions have been provided to the Crime Communication Centre (CCC) and MASH staff by the Force Crime Registrar and further law training is scheduled to be delivered to the CCC by People Development throughout September and October. An action plan is being created to identify sustainable methods to improve the accuracy and timeliness of recording crime.

## **Objective three**

**Wiltshire Police has specialist teams to deal with organised crime, high tech crime, major incidents and national threats**

### **1.13 The South West Regional Organised Crime Unit which covers Wiltshire and Swindon**

The Regional Organised Crime Unit (ROCU) known as Zephyr was established in 2010 involving all five regional forces, each paying a contribution. Its aim is to identify, disrupt and dismantle organised crime groups impacting on the South West of England and it encompasses specialist departments including the Regional Cyber Crime Unit, Fraud Team and Asset Recovery Team. Phase 2 of ROCU is in development which will include the regionalisation of additional specialist covert policing capabilities.

### **1.14 The Major Crime Investigation Team which covers Wiltshire, Avon and Somerset and in the future Gloucestershire police forces**

The Major Crime Investigation Team (MCIT) currently covers Wiltshire and Avon and Somerset Police Force areas. Discussions are ongoing with Gloucestershire to be part of this partnership.

Formal consultations with teams and staff associations have now taken place in respect of this expansion of the existing collaboration (currently called the Brunel Collaboration). It is anticipated the three Force model will be in place with effect from December 2015, after which staff can be deployed across the Force areas in response to homicide or other major crime necessitating a significant policing response.

A project board has been set up to oversee the delivery of this change – this is chaired by ACC Berry from Gloucestershire Police. All Forces are suitably represented.

### **1.15 Tri-force services for firearms, roads policing and dog teams**

In Tri Force there are three proactive strands that have the capability to target organised crime, high tech crime, major incidents and national threats.

Wiltshire-based dogs have been deployed at 226 incidents/operations in the current financial year. The top five types of deployment have been:

- Burglaries – 45 (20 per cent)
- Offences involving violence – 41 (18 per cent)



- Suspicious incidents – 37 (16 per cent)
- ASB (inc criminal damage and dangerous dogs) - 26 (11.5 per cent)
- Proactive drugs searches – 26 (11.5 per cent)

In total there have been 28 arrests as a direct result of police dogs attending these incidents since the 1 April 2015.

Roads Policing officers continue to patrol the strategic route network, giving specific attention to the arterial routes with the highest traffic flow. ANPR assets have been deployed to provide continuous screening of any Police National Computer markers, including those of national interest.

Roads Policing assets operate in line with the national calendar of events, and during this review period a number of operations have taken place including some aimed at organised crime group (OCG) and terrorist activity. Ongoing development of counter terrorism intervention activity is being progressed with the South West Counter Terrorism Intelligence Unit (SWCTIU) and Special Branch as part of some national work (being led by the Roads Policing Operations (RPO) team within Tri Force). With regard to major incident planning, the RPO team have conducted detailed research and liaison with Wiltshire Fire & Rescue Service (F & R S) and Devon & Somerset F & R S which has resulted in some joint training being planned for late 2015.

Firearms operations are supported through the Authorised Firearms Officers (AFO) and Specialist Firearms Officers (SFO) deployed across Wiltshire. With the raising of the national threat assessment, work is currently underway linking in with the national portfolio holder for preparation of any national threats or counter terrorism incidents and ensuring the preparedness of the policing response should there be any repetition on the mainland of a Paris, Copenhagen or Tunisia-style attack. This work is being managed for Wiltshire through the Tri Force portfolio holder for firearms and plans are in place through the policing plan.



## **Raising awareness of significant topics**

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

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

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

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

## **IPCC investigation into Wiltshire Police**

I was made aware on Monday 3 August of the IPCC's intention to announce an investigation into Wiltshire Police's handling of allegations of offending in the 1990s. As you will all now be aware, this announcement featured Sir Edward Heath and suggested that he may have been involved in offending that Wiltshire Police failed to investigate properly at the time

I have been aware of the matter for some months and investigations are continuing. I understand that the Force had conversations with the IPCC in relation to the announcement and the management of all the stakeholders involved. However, the IPCC made it clear that they were naming Sir Edward Heath in their statement.

The IPCC's decision to release the name is within their scope and they wouldn't seek the Force's approval for this decision. It was right that the Force appealed for any victims to come and speak to us; giving the right advice and ensuring any vulnerable people are supported is key to getting this right.

## **Her Majesty's Inspectorate of Constabulary (HMIC)**

HMIC's core role is to inspect and monitor police forces, provide advice and promote improvements to police efficiency and effectiveness. This fits in with Wiltshire Police's commitment to ensuring continual review and improvement of its business areas to maximise effectiveness.



Within the last quarter, an inspection of vulnerability has taken place which will look to publish its findings in February 2016. This was an important inspection which aimed to answer the following questions of Wiltshire Police:

- How well does the Force identify vulnerability and assess levels of risk?
- How well does the Force response to vulnerable victims?
- How well does the subsequent police action, and work with partners, keep victims safe?
- How well does the Force respond to, and safeguard, specific vulnerable groups and how well prepared is it to tackle CSE?

In October, the HMIC will conduct the Effectiveness and Legitimacy part of PEEL which will include assessing how effective the force is at preventing and investigating crime. They will also examine how well the force understands, engages and treats the people it serves.

As previously reported to the panel, all national and local reports can be found on the HMIC website ([www.justiceinspectorates.gov.uk/hmic](http://www.justiceinspectorates.gov.uk/hmic))

### **Reviewed performance and delivery governance**

Finally I would like to highlight the significant progress Wiltshire Police, my office and the PCP have made to move away from a target driven culture and to deliver my revised police and crime plan.

This review demonstrates our desire to create an approach to performance, accountability and scrutiny that is transparent and effective. I anticipate that over the coming months this process will continue to be refined but I would like to thank panel members and officer involved in developing this report.

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# TRANSFORMING Times

Issue 13

June 2015

**Welcome to the thirteenth edition of Transforming Times – a mini-mag to keep you updated about all change related news that’s happening across the Force.**

Previously, we’ve issued pockets of information relating to projects that fall under Vision►2020 – the Force change and savings programme. This edition is focussing on a single topic - New Ways of Working (NWoW) – one of the biggest change related programmes currently rolling out across the organisation.

The publication provides you with feedback ( both on areas for review and positive) that the NWoW team have received from police officers and staff across the Force who are trialing new kit (3G enabled laptops, e-signature pads, tablets etc.) to carry out their work.

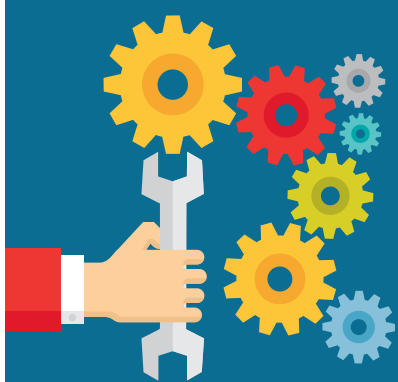
The feedback reflects feedback from operational roles and non-operational roles from various departments including Tri-Force and the Resource Management Unit.

We hope you enjoy the read! If you have any feedback or suggestions about articles for future editions, please email [internalcommunications@wiltshire.pnn.police.uk](mailto:internalcommunications@wiltshire.pnn.police.uk) putting ‘Transforming Times’ as the title.

Contributors: Transformation Team  
Editor: Lisa Ottaviano

### Have you say on NWoW

A new dedicated email address has been set up for you to share your feedback on the NWoW programme, access via email Outlook at: [NWOW@wiltshire.pnn.police.uk](mailto:NWOW@wiltshire.pnn.police.uk).

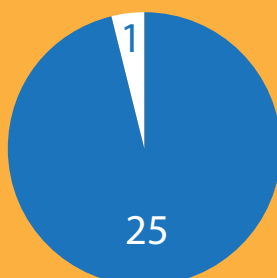


“The on call RMU team no longer have to go to a police station when called out. With the use of 3G laptops and mobile phones, they can operate anywhere saving valuable time. For example: Whilst setting up the emergency services charity show in the middle of Hullavington Airfield, the on call RMU staff member received a call out to mobilise staff for an incident. He was able to Lync the Duty Superintendent and agree what the requirements were, then access GRS to call out the required officers, brief them and put them on duty within GRS and Storm - all without having to leave his vehicle.”

Feedback from Resource Management Unit (RMU)

## Tri Force 3G laptop questionnaire summary

**96%** of the 26 people asked said **YES** the use of a laptop had improved their way of working



### How has/hasn't the laptop helped?

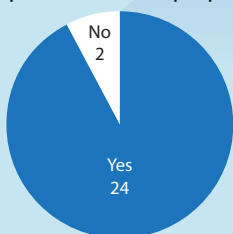
I am able to access all systems that allow me to be as effective as I can be whilst out on the road. Covering ANPR Cleartone live camera monitoring, checking of emails on the go to keep up to date with circulations. Interrogation of PNC and Niche for on the spot intel.

No benefit or improvement over old systems.

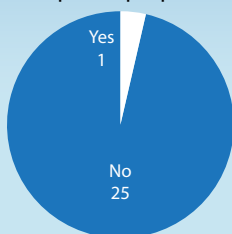
## Tri Force 3G laptop questionnaire summary



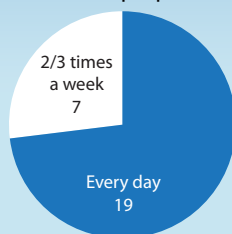
Do you have a personal issue laptop?



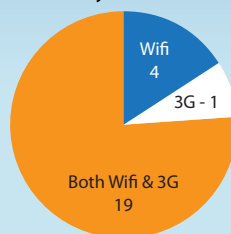
Do you have a pool laptop?



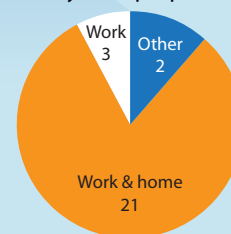
Do you use the laptop?



Which connectivity do you use?

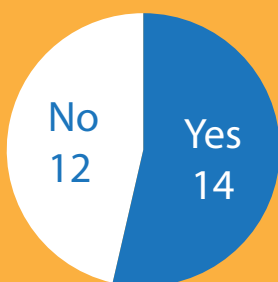


Where do you use your laptop?



Would you consider changing your laptop for a tablet?

**54%** of people asked said **YES** they would consider changing their laptop for a tablet



Can you think of anything which could improve your use of the laptop/tablet?

A CF memory card reader to enable me to download VE photographs to my B drive files. This would enable me to complete reports without seeking out one of the few locations available to facilitate the downloads.

Other suggestions included: illuminated keys, in-car charger, use of signature pad, mouse, portable printer

Has the use of a laptop increased the time you spend out of the office, being more visible to members of the public?

**YES - 78%**

of the 23 people asked, 18 said they felt using a laptop had increased the amount of time they spent out of the office - making them more visible to members of the public.



Of the 23 people asked, five said they didn't feel using a laptop had increased the amount of time they spent out of the office.

**NO - 22%**

## Tri Force 3G laptop questionnaire summary

Can you give an example of where you have used a laptop without having to contact the control room?

"All the time. Briefing, reviewing logs, emails, niche etc."

"Yes by checking logs I'm able to attend jobs in anticipation of being despatched."

"Update logs and vehicle PNC's."

"Monitoring ANPR I intercepted the vehicle, did a PNC check via the laptop and called MIB via the phone function. No insurance was confirmed. The only call to the control room was to arrange recovery. I then updated the log via the laptop."

"On Tri Force firearm operations, laptop used for briefings and the like."

"Monitoring logs and extracting information directly from storm logs."

"Any viewing of emails, logs and any of the police indices. Use of maps for recces."

"DVS checks."

Do you have any other comments regarding the use of laptops/tablets?

"All good so far."

"I have asked if the laptop is durable enough to carry in a motorcycle pannier, as the current carrying bag does not fit in. I was told that it probably isn't robust enough to withstand the vibrations and harsher environment."

"Chargers/docking stations in vehicles would be useful so it can be on all the time, accessible and more comfortable to use."

"I think if we link this system with body worn cameras and mobile fingerprint we will truly have a mobile police suite which will lead to cutting down on estate space, as well as time spent using desks. Our office becomes mobile and gives the ability to spend more time in our communities."

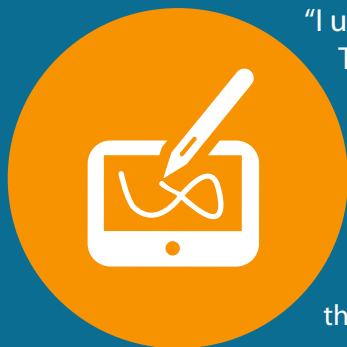
"A good idea but as yet I have not been issued with an in-car charging unit which would make things easier for me during longer tours of duty."

"Best bit of kit I have ever been issued within my 25 year service."

"Would be better if it had PNC access (replace NPR)."



## Police device feedback



"I used the signature Epad to take a statement from an injured party at their home. There were no issues with connectivity, and the Epad worked really well. Although we now have the capability of printing when away from the station, this does require carrying a bulky piece of equipment. The tablet overcame this and saved time.

"I was shown how to use the Epad which took roughly half an hour to set up and was very thorough. I would not have been able to set this up without assistance, but once the hardware is installed the software is fairly intuitive and easy to use.

"In all I would say this is a very beneficial piece of equipment and should aid officers with investigations. I think this would really prove its worth in the early stages of any investigation as it would enable officers to take and upload statements from victims and witnesses locations, whilst allowing officers at the station to read them straight away and begin to plan for interviewing suspects."

"Last week my laptop was replaced with a 3G model - I wish I could describe to you how revolutionary it was to be able to do my work whilst mobile.

"Much of my role as 24/7 shift Inspector is managing incidents from afar and monitoring logs, as well as updating custody records, email chains and NICHE entries. This necessarily means I am computer bound for much of my time. Last week I was able to spend the majority of my shift 'out and about' ready to respond and to back up. Admittedly, I spent a lot of time sitting up in prominent positions in my marked vehicle working on the laptop, but I was out, adding a visible presence and in a position to help the team far more easily than responding from the station. I was even able to do a full prisoner review whilst they were asleep, by calling custody from the car, checking the custody record, NICHE and writing up my review findings."



"As a Force, it is a big confidence boost and gives a professional look when an officer can use a laptop or tablet bringing them into the 21st century."

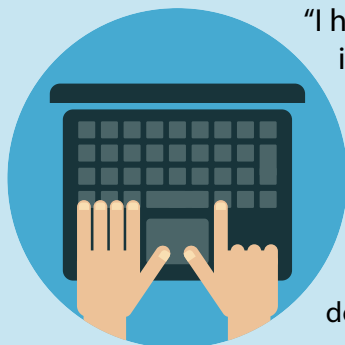


"Before using a laptop I worked many extra hours typing up notes and undertaking work from my pocket book. By having access to a laptop I now work, on average, 10 hours per week less (outside of my standard hours). I no longer need to spend 12-13 hours a day in the office but can work remotely and access systems and update on the go.

"A builder working at my home complained that no progress had been made on a recent theft where £6,000 worth of kit was stolen from his van. I was able to access Niche through my laptop and find out where in the system the theft was and give the builder an update. This strengthens the public perception and confidence of the police tackling crime."



## Police device feedback



"I have been doing this job for the past 24 years and in that time I have been issued with numerous gadgets to enable me to do the job quicker and easier, however most of them have been a bit of a flop. This laptop is by far the best piece of equipment to date.

"I am on traffic on Tri Force and used to utilise the in car ANPR system to capture 'No Insurance' markers. I initially had a very high, if not the highest, seizure rate for vehicles committing this offence in Wiltshire. Mid year the ANPR in the cars went downhill and my seizure rate fell with it.

"Since the issue of the laptop, my seizure rate has now risen to a high level. With the laptop I am also able to PNC check vehicles and persons at the roadside without bothering control room enabling them to be able to deal with other matters.

"I can also roadside check vehicles for Tax and MOT again, freeing up the control room. To date, I have found the speed to be very good but as this is Wiltshire there are obviously some areas of poor cover, although most of the areas I patrol in have good reception."

"When on patrol the tablet is my preferred device to use and I will have the tablet out of the bag and ready to go.

"My main use of the tablet is to carry out checks and check emails quickly without the need to start up the larger and more awkward laptop. This can be evidenced by a duty which I carried out when PNC was down and vehicle checks were difficult to carry out. I was able to use the tablet to carry out MOT and tax checks on vehicles quickly. I will also use the device when on patrol if I need to make any Microsoft Lync calls.



"The Bluetooth earpiece has only been used with the tablet and still is my preferred device when using Microsoft Lync. This is down to the reliability of the earpiece - I know that when I make a call I can be heard clearly and I can hear clearly without others listening.

"The tablet device has recently lost all Bluetooth connections, which has made it unusable. I appreciate that the tablet has an on screen keyboard, however this cannot be used when connected to the police servers. The tablet is far more mobile and easier to use when in a vehicle."



"I have used the wifi camera to photograph road traffic collisions and motoring offences (vehicle defects). I have then been able to send the images to officers directly via email. I can see that the camera would be used by officers for a variety of offences.

"The camera works very well at night and produces very clear images. It would be useful for the camera to be set to connect to the Wilts Wifi connection as this would save time. I have been using the in car Wifi and my home Wifi. I have tried to connect the camera to the wiltsonline site but it will not connect."



## Police device feedback

"I was away from the station when a report came in of a domestic and a male who had access to firearms, I was able to use the tablet to see where my resources were in the county and contact colleagues out of Force to help assist. Without the tablet I would have needed to go to a station.



"I was able to use the laptop at home to write up policy books for a fatal collision I was dealing with this avoided me staying on at work and I was able to work unhindered at home to complete my enquiries ready for the next shift in the morning."

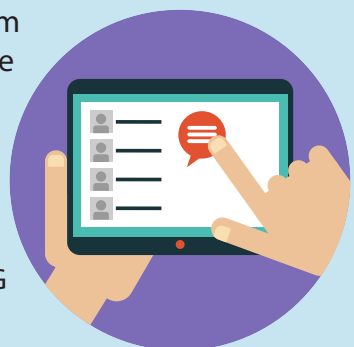
"I have been using one of the issued laptops for the past few months and I have to say it is the best bit of kit I have ever been issued.



"IT are currently trying to resolve the Citric issues with accessing other networks but once sorted, the laptop will get you onto every police system from one device. We are not new to issuing laptops in Wiltshire, however the difference is that we have gone into a strategic partnership with Wiltshire Council which is rolling out a valuable joint IST infrastructure. My old work laptop was unreliable, out dated and not fit for purpose, the new ones are excellent. Therefore if you hear any moans about laptops, please be reassured it will be in relation to the older ones that are being replaced.

We use Lync a lot internally now for phone and video conferencing. This may remove the need for lots of travelling for meetings etc."

"The ability to 'agile' work has transformed my role as Chief Officer because I am able to access any police system whenever and wherever I want. The tablet size and weight makes it a compact and mobile device which improves daily movements, as everything I need to work is in your pocket.



"I was able to spend all day working remotely on a single battery during an out of Force meeting and access to the police systems worked seamlessly over the 3G connection. Whilst on call, I was able to take part in a Lync conference call over the 3G connection, this time in my car, to discuss the day's Force critical incidents."

"Financially , this must be making a great saving on officers 'wasted time'.



"At present the only teams within my command that have the laptops are CID and LCT. They are really pleased with them and are using them to ensure they can take statements remotely at the time, use video to show scenes of crime to others in the office, use the mi-fi to make the best of the technology out and about."

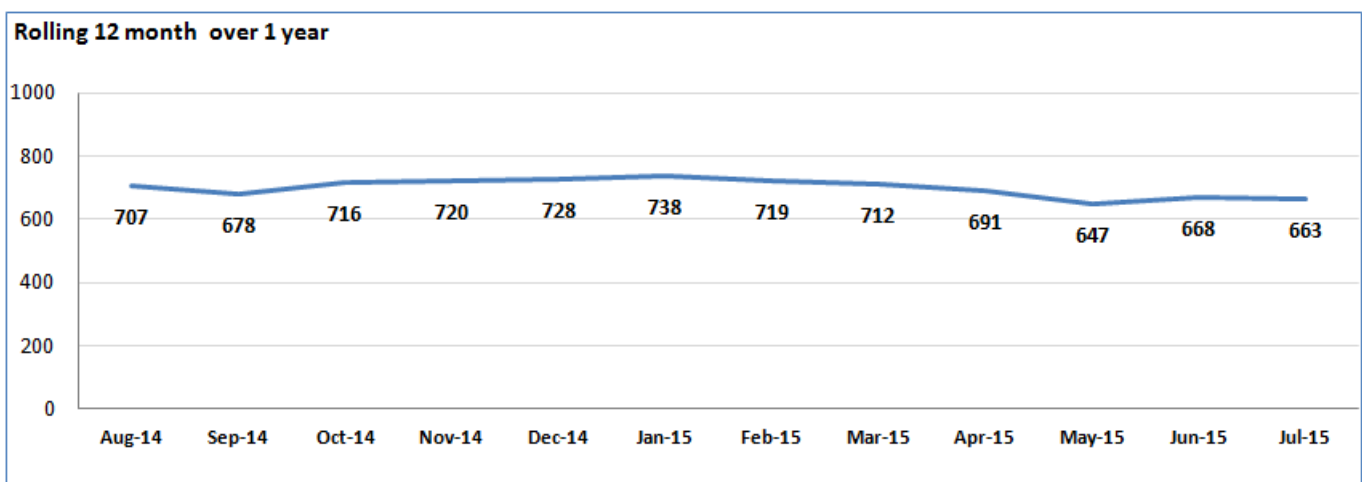
# COMPLAINTS REVIEW August 2014 to July 2015

## Number of Complaint and Conduct cases recorded during the past 12 months.

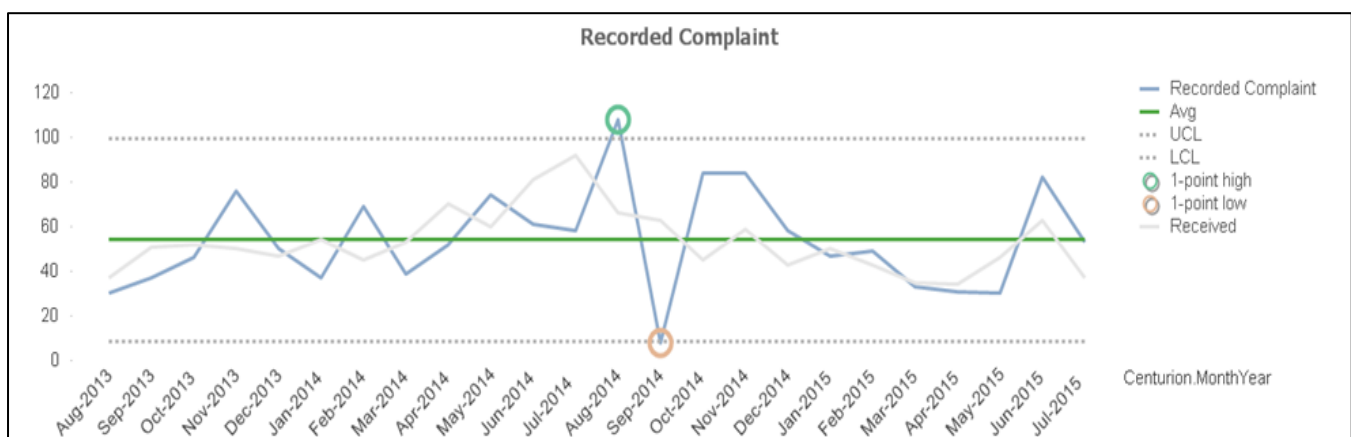
- The table below shows the number of cases recorded in July is down on the previous month and I am pleased to say that the number of complaints recorded in the year to date (compared to the previous year) shows a decrease of 20%: down to 196 from 245.

Case Type	Aug-2014	Sep-2014	Oct-2014	Nov-2014	Dec-2014	Jan-2015	Feb-2015	Mar-2015	Apr-2015	May-2015	Jun-2015	Jul-2015
Complaint	108	8	84	84	58	47	49	33	31	30	82	53
Conduct	5	12	6	7	4	3	7	4	7	7	8	11

- 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. This clearly shows that the number of complaints recorded since the beginning of this year has continued to fall, since the introduction of new recording measures within the department and additional staff.

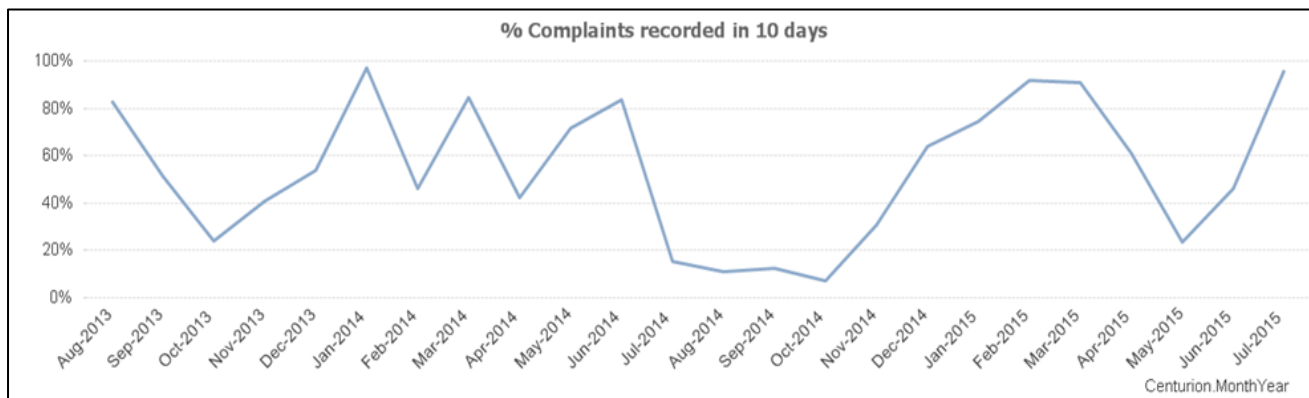


- The chart below shows the plotted number of complaint cases recorded each month, identified by the blue line and the grey line indicates the number of complaints received each month. The two lines above and below the green centre-line (average) are called the upper control limit (UCL) and lower control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



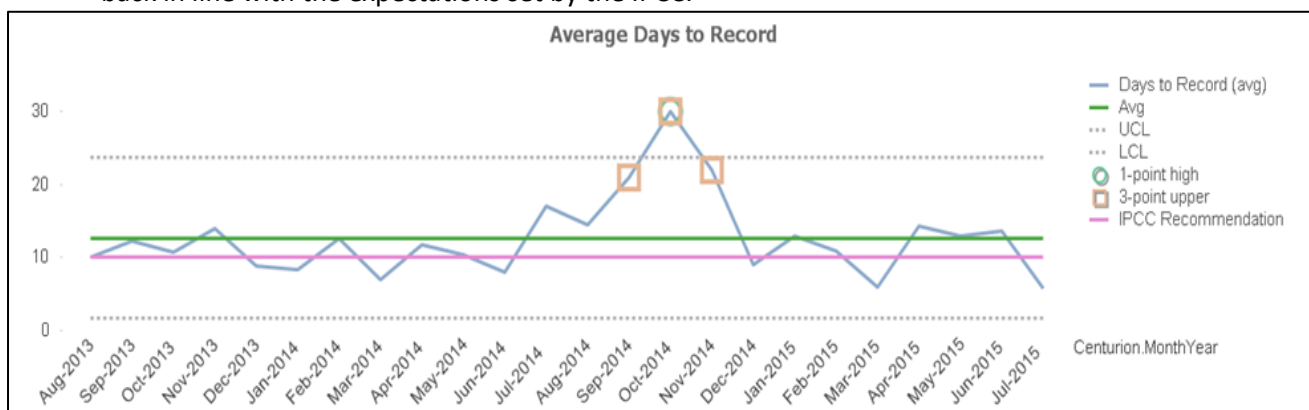
## Percentage of Complaint Cases recorded within 10 working days

- The percentage of complaints recorded within 10 working days has continued to rise over the past two months and is now above the IPCC recommended level.



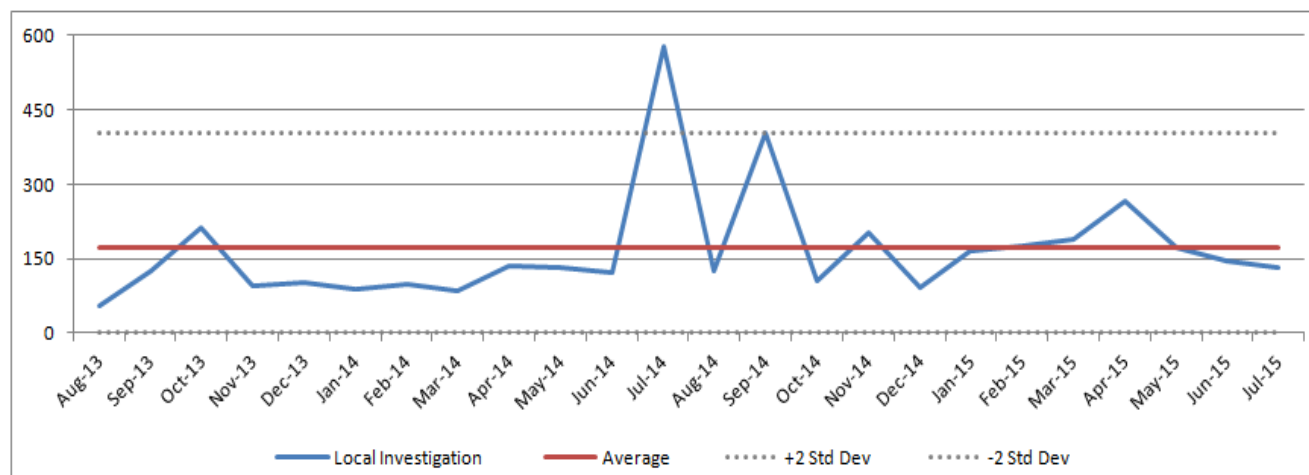
#### Average number of days to record Complaints

- The average number of days to record a complaint is no longer perceived as significant and since April 2015 has seen an improvement in the recording of complaints within 10 working days, bringing the force more back in line with the expectations set by the IPCC.



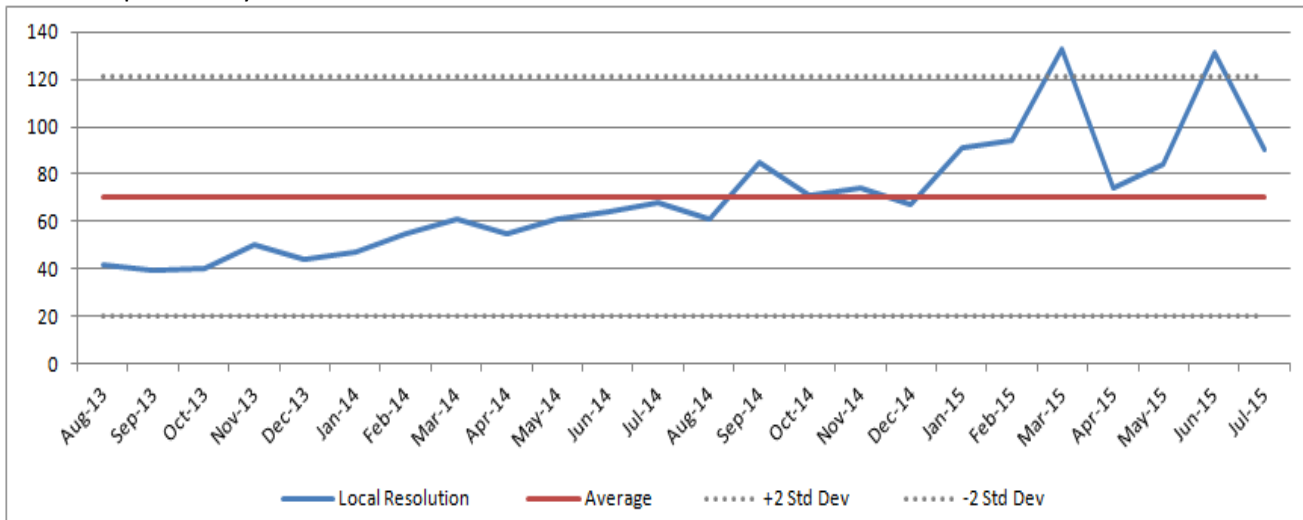
#### Average number of days to finalise Allegations by Local Investigation and Local Resolution

- The two control charts below shows the average number of days (blue line) to finalise allegations by Local Investigation and Local Resolution; the two dotted lines above and below the red line (average) are the upper and lower control limit.
- The IPCC reported that in 2014/15 this force took on average 184 days to locally investigate allegations, compared to the MSF average of 147 days.
- Since January this year (with the exception of April) the force has continued to locally investigate allegations in line with the average (174 days) or just below it.



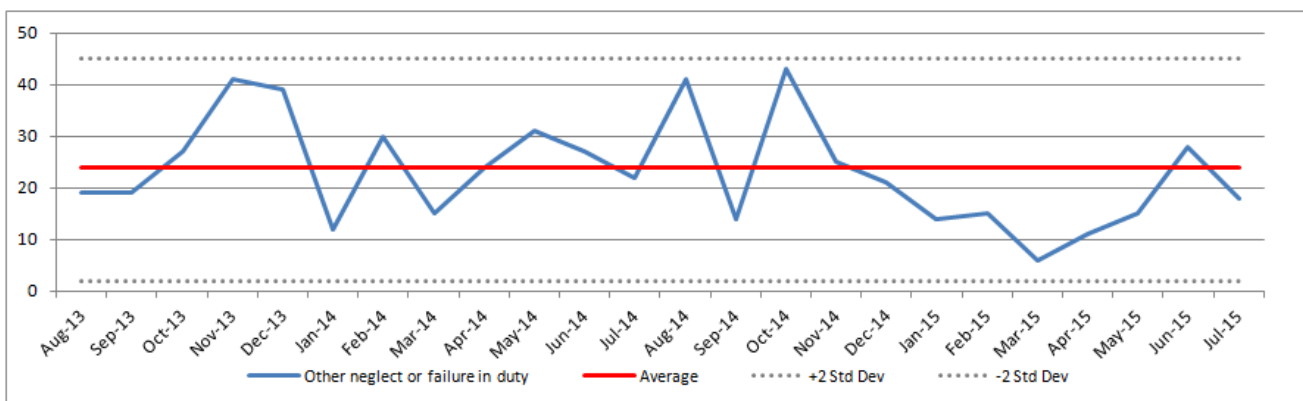
9. The IPCC reported that in 2014/15 this force took on average 78 days to locally resolve allegations, compared to the MSF average of 69 days.

10. Since the start of this financial year April 2015/16 (with the exception of June) the Force has continued to locally resolve allegations within the control chart. The high exceptions in March and June were subject to special investigation and found to be largely due to 4 allegations in which some resolving officers failed to update PSD in a timely manner and some delays were caused by changes in personnel appointed to resolve complaints; some revision to the complaint review process is now in place to ensure matters are dealt with expeditiously.



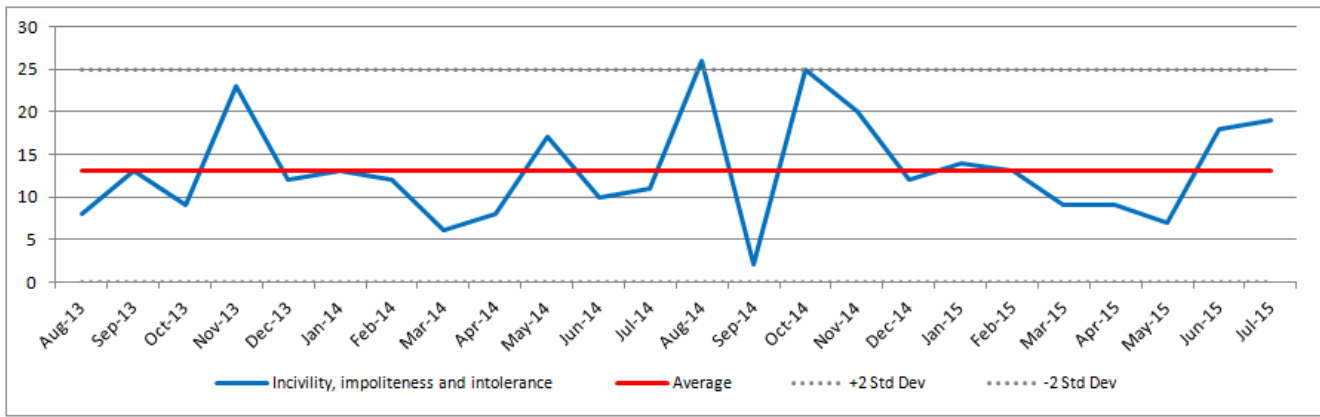
**Top three allegation types.**

**Other Neglect or Failure in Duty**

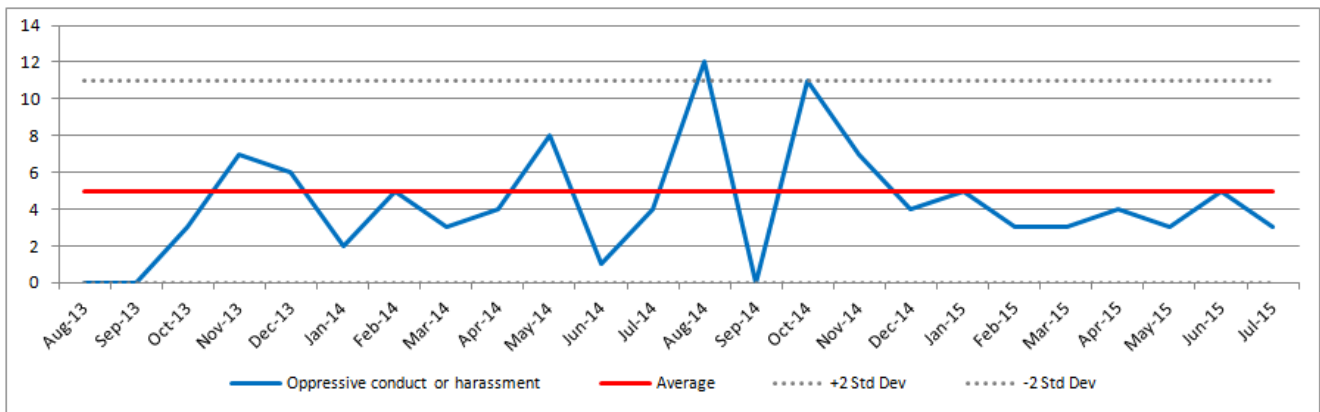


**Incivility, impoliteness and Intolerance**

11. Although the number of incivility allegations is slightly up on the previous month, they are within the control chart and are from across the force area (7 allegations in the Swindon area, 2 allegations in 5 different sectors and 1 in 2 other sectors)..

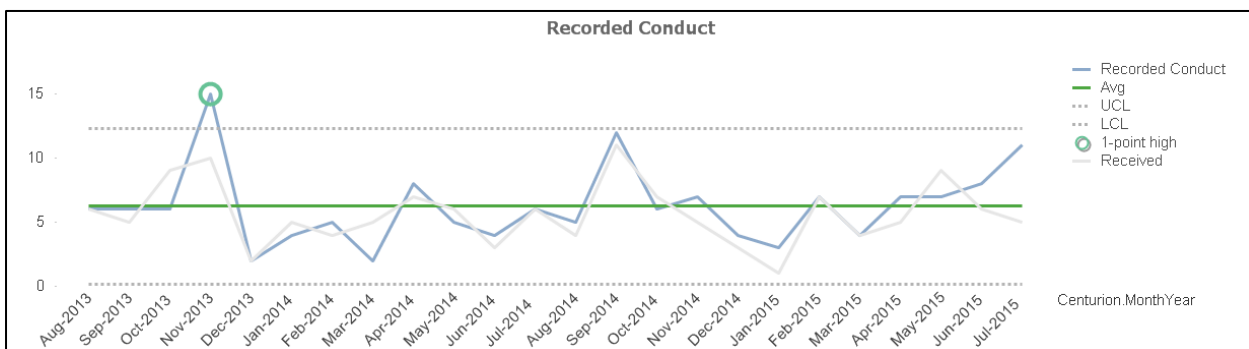


### Oppressive Conduct or Harassment



### Conduct Cases

12. 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

13. Attached as further information for members is a redacted version of my annual report to the Commissioner for the period April 2014 to March 2015.

**Allan T Johns.**

**August 2015**



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

## **Innovation Fund Evaluation Report**

**June 2015**

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## **EXECUTIVE SUMMARY**

- The Innovation Fund enabled a diverse range of new approaches to be tested, 68% of which will continue beyond the life of their grant
- Although the evidence of impact was limited at the time of this report, the short term financial return for the fund is £3 for every £1 of funding awarded. This could be as high as £21 by the time all projects have concluded, and higher still if behavioural changes are sustained over a longer period
- There were some issues in inter-agency working which meant that one project could not happen at all, and two will not have achieved the level of impact which was possible
- Two services created through the fund have been recognised as models of good practice beyond Wiltshire
- 35 projects collectively received £1,030,290 through the programme with fairly even geographical spread. In excess of 24,000 people will have benefits directly from these funded projects as well as the wider community benefiting from reduced crime and antisocial behaviour
- Impact measurement was an issue for many of the organisations involved

## **Recommendations**

- For projects seeking to work between statutory and non-statutory agencies, agreements on information sharing, referrals and other protocols are in place at the time of application
- For projects seeking to work within larger statutory organisations such as Wiltshire Police and the Wiltshire Probation Trust, engagement with front line staff needs to be assured at a senior level and support given to projects which seek to address any issues which arise through the life of the project
- If such a Fund was to be repeated in the future, impact reporting for projects should be required from all applicants. Funders should provide additional funding to assist with the cost of developing / buying-in impact systems, and offer non-funding support where possible particularly for smaller groups
- Non statutory groups should be encouraged to apply to the Ministry of Justice for assistance with tracking the impact of their services over the longer term

## **METHODOLOGY**

The Wiltshire Community Foundation was engaged by the Office of the Police and Crime Commissioner for Wiltshire and Swindon to undertake the assessment and due diligence process for all applications to the newly created Innovation Fund. The Community Foundation was then commissioned to undertake an evaluation of the programme.

The brief for the evaluation was to:

- evaluate the process of the Innovation Fund Grants programme, highlighting issues from applicants and key learning points
- ensure the validity of the outcomes of funded projects against available data
- collate responses from all funded projects and analyse to identify themes and highlight findings
- draw conclusions as to the impact of the Innovation Fund Grants against the priorities of the Police and Crime Plan

The process of the evaluation included groups identifying targets, milestones, outcomes and the methods they would use to measure them where possible. A final meeting was then held to tease out the outcomes and learning points with each group; ideally these meetings were held face to face although on two occasions these needed to be conducted by telephone due to the distances involved.

### **Limitations of this report**

There were a number of factors which limit the findings of this report and therefore the conclusions it is able to draw.

The first is the ability of small third sector organisations to be able to measure their impact. Many small organisations are stretched in delivering their services and lack the capacity, and sometimes the skills, to properly measure the outcomes and impact of their work. There are tools and standards emerging within the sector to help groups to do this but some are in their infancy, and the cost of some of the tools themselves, or the time required to implement them can be prohibitive for small organisations. Generally speaking the larger organisations were better able to track participants and measure outcomes, although there were exceptions to this also.

It had been hoped to investigate the potential cost savings to the public purse of the funded projects, but where it was not possible to clearly identify the outcomes of the delivery with confidence, then it was not possible to calculate the outcomes in fiscal terms.

For projects which sought to reduce re-offending the timescales for this report were too short to be able to measure a reduction with any fidelity, and most groups working in this field felt that they would be unable to demonstrate their effectiveness for up to 18 months after the end of the intervention. Non-statutory groups who aimed to reduce re-offending were unable to measure their impact as they could not

access data on re-offending. It has been subsequently discovered that the Ministry of Justice is able to do this on behalf of groups providing that they are working with a cohort of more than 60 clients and all funded groups will be encouraged to access this service to assist their own evaluations.

Projects which sought to bring about behavioural change such as those working with young people around Domestic Violence, and universal services such as the Zee Tee Project might not expect to see the impact of their work in preventing young people from becoming the victim of particular crimes for many years, and were only able to measure their impact by a reported change in understanding or attitude, although this is still very relevant.

As with any project delivery there were the inevitable delays, changes etc, additionally some of the grants were made for projects running for more than 12 months, which means that they were not at an appropriate stage to participate in an end of programme evaluation. Some of the grants were so small that it was felt onerous to ask them to participate in this evaluation, but the monitoring which they returned to the Office of the Police and Crime Commissioner has been taken into account. Four projects also did not respond to requests for information and meetings.

## **BACKGROUND TO THE INNOVATION FUND**

In support of his Police and Crime Plan, the Police and Crime Commissioner for Wiltshire and Swindon created the Innovation Fund. Funded through reserves, the programme had a budget of £1m for distribution to support initiatives which helped him to achieve the 6 main priorities of his Police and Crime Plan which were:

- reduce crime and anti-social behaviour
- protect the most vulnerable in society
- put victims and witnesses first
- reduce offending and re-offending
- drive up standards of customer service
- ensure unfailing and timely response to calls for assistance

Through the programme the Police and Crime Commissioner was seeking to fund projects which offered a new or innovative way to tackle community safety issues, as well as approaches which had a proven track record in breaking the cycle of offending and antisocial behaviour.

The panel consisting of representatives from Wiltshire Police, Wiltshire Council, Swindon Borough Council, and the Wiltshire Community Foundation, met three times to award grants. The planned distribution was £400,000 in July 2013, £300,000 in November 2013 and £300,000 in March 2014.

The Programme attracted a great deal of interest and a large number of applications were received, requesting in excess of four times the amount of funding which was available.

Programme Round	Applications Received	Amount requested	Applications Funded	Amount Awarded
1 - July 2013	27	£1,373,685	12	£384,644
2 - November 2013	47	£1,460,462	11	£332,432
3 - March 2014	51	£1,641,159	12	£313,214
<b>Total</b>	<b>125</b>	<b>£4,475,306</b>	<b>35</b>	<b>£1,030,290</b>

The Fund was kept deliberately open and few restrictions were placed upon the programme meaning that a diverse range of organisations were able to bid for funding. Ninety one applications (73%) came from third sector organisations, but 19 (15%) came from Statutory agencies, with others received from businesses (6%) and local partnerships such as Forums and Community Safety Partnerships (6%)

The size of groups also varied from new groups and those with a turnover of just a few thousand pounds to those with a turnover of tens of millions.

### Applications against Fund criteria

The Fund required that applications met at least one of the six main priorities to be considered however many applications sought to work across a number of the priority areas.

The number of beneficiaries stated below relates to people would be directly engaged or involved in the project, although there were of course much wider benefits to local communities as a result of this work.

The greatest amount of funding was awarded to projects which sought to reduce offending and re-offending, but this was not the category with the highest number of beneficiaries. This reflects the very intensive and targeted nature of these projects focussing on the relatively small number of individuals whose activities have a considerable impact on the victims of their crimes and local communities.

Analysis against Programme criteria	Grants awarded	No service Users	Value of grants	Cost per head
Reduce crime and antisocial behaviour	14	21,286	£289,532	£13.60
Protecting the most vulnerable in society	9	2,320	£167,229	£72.08

Putting victims and witnesses first	1	100	£72,600	£726.00
Reducing offending and re-offending	11	894	£500,929	£560.32
Driving up standards of customer service	0	-	£ -	£ -
Ensuring unfailing and timely response	0	-	£ -	£ -
	35	24,600	£1,030,290	£41.88

### Location of projects

The spread of applications was reasonably even across Wiltshire and Swindon with many projects working across both unitary authorities. Where organisations were working in only one unitary authority area, there was a weighting towards Swindon organisations, which may be a reflection of the size of the third sector in Swindon, and the high levels of need in the town.

Area of benefit	Number of grants made
Swindon	16
Swindon and Wiltshire	7
Wiltshire	12
Total	35

### Schedule of funded projects

Round 1	Grant awarded
SPLASH	£38,448
Centre for Justice Innovation	£72,600
Wiltshire Police Outbox Scheme	£22,200
Unchosen Swindon	£660
BIOS Project	£63,500
Wiltshire Probation Trust	£92,805
Trowbridge Community Area Partnership	£7,500
Doorway Wiltshire	£9,000
Swindon Advocacy Movement	£25,598
Swindon Women's Aid	£35,000
Victim Support	£7,333
Salisbury Street Pastors	£1,000

Round 2	Grants awarded
C-Change Empowerment	£28,410
Circles South West	£78,739
Friends of Biss Meadows	£1,200

SBC Our Place Café	£11,000
SEQOL	£29,500
Sixth Sense Theatre Company	£17,500
Swindon 105.5 FM	£11,790
Threshold Housing	£20,865
Warminster Street Pastors	£600
Wiltshire Wildlife Trust	£97,958
Youth Adventure Trust	£34,870

<b>Round 3</b>	<b>Grants awarded</b>
Alabare	£20,228
DASH	£11,500
National Ugly Mugs	£3,000
SCA Group	£29,600
SPLITZ	£35,000
St Joseph's College	£1,000
Swindon Youth Offending Team	£78,000
Nelson Trust	£34,382
Wiltshire Fire and Rescue Service	£2,175
Wiltshire Mind	£27,405
Wiltshire Wildlife Trust	£58,149
Zee Tee Project	£11,775

## **OVERALL PROGRAMME FINDINGS**

### **Impact measurement**

As has already been stated many of the smaller groups struggled to measure the impact of their work in a meaningful way, and this has to a certain extent limited the findings of this report. Even some of the larger projects did not have processes in place to measure the outcomes of the projects or were at a stage in their development where the focus of any evaluation activity was on the implementation of the initiative rather than the long term impact.

It might be of note for Funders when developing programmes seeking new or innovative approaches to issues, to require impact reporting for any project, provide additional funding to assist with the cost of developing / buying in impact systems, and offer non funding support where possible particularly for smaller groups. The creation of a body of learning on which approaches are evidence based and capable of replication or scaling is essential.

### **Applications against the fund criteria**

### ***Reduce crime and anti-social behaviour***

Forty percent of successful applications, who had identified reducing crime and antisocial behaviour as their primary aim, received 28% of the available funding. The majority of these initiatives were universal provision, open to all although perhaps targeted at particular communities where there were recognised issues with crime and antisocial behaviour.

A huge range of diverse provision was supported including detached youth work, targeted holiday activity programmes, creative performances and projects, street pastors projects, recycling projects and whole school assemblies. Because of the very open nature of these projects, by far the greatest number of direct beneficiaries was expected with in excess of 21,000 taking part in these activities.

It might possibly have been erroneous to attribute detached work, which has increasingly been seen as a control or enforcement tool, to reduce antisocial behaviour in a specific area. It is however likely that by these projects working in a neighbourhood it would have resulted in a reduction in antisocial behaviour for the time they were present, but it would not be possible to evidence this as no neighbourhood surveys were conducted. The commonly recognised aim of detached work is more about developing trusting and positive relationships with young people over time to be able to influence their behaviours and attitudes and this can be at odds with the expectation that workers will take a more directly controlling role.

It is more likely that the longer term impact of projects such as BIOS, SPLASH, and the Youth Adventure Trust, although the latter two were not detached projects, would have been to reduce offending by supporting young people to address their immediate issues, raising their aspirations and re-engaging them with education, training or employment.

Activities funded under this programme included:

- activities to divert in excess of 1,000 young people away from anti-social behaviour
- a mural project to improve an area and reduce crime
- support for people who were vulnerable through drink or drugs
- translation services for the Polish community
- workshops and performance for over 15,000 young people to prevent them becoming victims of domestic violence or homophobic bullying in the future
- activities that increase the confidence and self-esteem of 600 young people with a view to reducing the potential for them offending

### ***Protect the most vulnerable in society***

Applications seeking to address this theme of the fund were much more targeted at specific groups of people who were recognised as being vulnerable, such as people

with learning disabilities and older people. Only one project, the roll out of the Safe Places initiative could be described as universal with the rest being closed provision.

Three of the projects sought to work with people with Learning Disabilities, or those with Autism and Aspergers. These grants were made in recognition that people with these conditions are both more likely to become the victim of a crime, but also to come into contact with the criminal justice system as offenders.

All three projects, whilst providing services directly to vulnerable people, also included an element of working with professionals to raise their awareness of the condition and help them to understand why these clients would react differently to the general public. Some training was delivered by an organisation to its own staff, such as in the case of SEQOL who could mandate attendance, which made the uptake of the offer much higher than for those at which attendance was voluntary.

Other programmes such as that of DASH aimed at working with people within the Police Service and also Solicitors. There had been a positive response to the offer from Solicitors, however a much poorer take up from the Police. DASH considered this to be an ongoing training issue as they could not gauge the Police's commitment to the Autism Alert Card. Anecdotal evidence suggested that Police Officers sometimes disregarded the Card as they felt it was used by people trying to mitigate their offences, and that offenders have also been known to get hold of the card fraudulently.

Activities funded under this programme included :

- raising awareness about human trafficking
- providing specialist support to victims of domestic violence
- support for people with learning disabilities, including training and the promotion of the autism awareness card
- the setup of 4 safe place projects for the benefit of any person in the local area who felt vulnerable or afraid
- Autism Awareness Training for 150 professional workers
- A specialist bed for up to 250 young people who had runaway to avoid them spending unnecessary time in Police custody suites

***Put victims and witnesses first***

The only project which sought to make a primary impact against this theme was the Neighbourhood Justice Panels through their restorative justice approach which brings the offender directly face to face with those who have been affected by their offending.

It should be recognised that a number of projects would have addressed this as their secondary aim, such as the National Ugly Mugs scheme which sought to give an



anonymous and supportive system through which sex workers could report offences against them, and the Swindon Youth Offending Team Project which sought to improve the communication skills of Young Offenders to enable them to participate more successfully in restorative justice approaches.

### ***Reduce offending and re-offending***

The majority of projects under this category sought to provide a range of support to individual offenders to reduce the likelihood of them re-offending in the future. Many projects aimed to work with offenders in a holistic way, identifying the underlying issues which might have resulted in their offending behaviour and address the root cause. One example of this was the Wiltshire Mind Project which worked with people whose mental health problems were thought to have been a factor in their offending, providing them with counselling support. The organisation reported a high incidence of offenders who had themselves been the victim of abuse or trauma which had not been previously addressed resulting in anxiety and anger issues. The level of severity of mental health problems was also much higher than expected.

Projects delivered by the Wiltshire Probation Trust, SCA Group and Wiltshire Wildlife Trust project targeted Offenders who had received short term sentences of less than 12 months, as historically these individuals would have had minimal or no contact with the Probation Service and had a very high probability of further offending, the so called 'revolving door'.

Not surprisingly given the very intensive nature of these interventions, this theme of the programme received 49% of the available funding. This funding might be perceived to target a relatively small number of individual beneficiaries; however the benefits to the wider community in reducing offending and re-offending are huge when considering the cost of theft of property, time off work for victims, increased insurance and security measures etc.

Activities funded under this programme included :

- specialist support and mentoring for ex-offenders to address issues and reduce their offending
- direct support for people who were homeless, at risk of homelessness or who had been newly housed to help them to gain and keep their tenancy
- training for offenders to increase their skills and confidence
- specialist support for sex workers, and also the ability to anonymously report crimes against them
- driver safety training

The final two priorities of the fund, ***Drive up standards of customer service*** and ***Ensure unfailing and timely response to calls for assistance*** received no applications which sought to address this priority as their primary aim.

## **Cross cutting themes**

### ***Partnerships***

Many of the projects seeking to reduce re-offending, which were delivered by third sector partners, naturally relied upon partnership with agencies such as the Police or Probation Service to provide them with direct access to potential clients. Their experience of delivering projects successfully often hinged on the strength of the partnership and the engagement from the partner agency at all levels within their organisation.

It was often reported that although there was engagement at a quite senior level, that this often did not filter down to front line staff whose responsibility it would be to actually make the referrals or signpost to the services, or that when awareness raising had taken place amongst front line staff, subsequent change over in staff had meant that much of this work had been lost. It was also felt that although they had buy in at a Senior Management level front line staff might not have felt that this was a part of their core delivery and possibly placing additional duties upon an already pressured environment. This had particularly impacted upon the Short Term Custody Project, the Neighbourhood Justice Panels and the Wiltshire Mind Counselling Project who saw a dramatic decrease in referrals over the life of the project, in spite of the benefit to the referring agency being recognised but perhaps in different areas.

Most notable perhaps was the inability of the project proposed by Alabare, to provide a bed space for a vulnerable young people who have runaway, to proceed. In returning the grant the organisation reported "We not been able to deliver this project due to neither the police or social care being able to agree on a process/procedure to access this bed".

As well as the perhaps understandable difficulties experienced in bedding down such new initiatives within a large and complex organisational structure, there were also many positive findings to suggest that agencies were open to learning, development and cultural change. The Wiltshire Probation Officers particularly fed back on the speed of the service, whereas previously they might have made a referral and in some instances waited up to 12 months for the clients to access services, through this funded project their clients were now receiving support within two weeks.

Many of the projects funded to deliver in the Swindon area worked in partnership with each other either by loose association or by developing more formal referrals processes between services.

### ***Volunteering***

Perhaps in recognition that as a result of austerity measures it is not possible to sustain services using paid members of staff, and many statutory agencies are struggling to maintain their core delivery of services, many of the funded projects

relied heavily on volunteers, sometimes specialist but more often than not local people, to deliver these initiatives. Throughout Wiltshire and Swindon 397 volunteers came forward to contribute their time and benefit from personal development.

Some issues arose with achieving the appropriate vetting for volunteers, particularly where they were required to work with vulnerable people, or in sensitive areas such as Police Custody Suites. The STC project initially lost a number of volunteers, who felt it was too onerous to undertake a 50 page Police vetting form. A shorter version of the form was eventually negotiated which allowed the project to move forward.

### ***Monetary value***

As already referenced in this report, many of the funded groups were unable to demonstrate the impact of their work, either because they lacked the skills and capacity, or in many cases because it was too early to be able to collect robust evidence data.

The longer term savings of projects to reduce offending and re-offending, when data is available, are expected to be substantial. If the impact for the Wiltshire Mind Project was to continue as initially indicated and 40 of the individuals did not re-offend, the fiscal savings to the Police and CJS would have ranged from £319,704 should they have received a non-custodial sentence to £1.8m should they have received a 1 year custodial sentence.

If just 10% of the audience of the Sixth Sense and SPLITZ Domestic Violence workshops were to avoid becoming a victim as a result of their increased confidence and knowledge then the fiscal saving of this prevention would be in excess of £5.6m let alone human and emotional cost to the victim and their families.

A fairly simplistic exercise in calculating the cost saving for the projected number of beneficiaries indicates that these activities would have contributed towards an overall cost saving of £21,880,612, most notably £11,181,810 in preventing the occurrence or recurrence of domestic violence, and £8,221,122 in preventing re-offending, but evidence was not available to confirm this figure. Whilst some work would need to be done about the degree of impact which could be attributed to each initiative, the financial returns are high.

It was possible to undertake this exercise with a degree of confidence for the 9 projects where impact measurement data was available. The data below is based on the monitoring returns from Swindon Women's Aid, Salisbury Street Pastors, C-Change Empowerment, Circles South West, Threshold Housing, SCA Group, The Nelson Trust, Wiltshire Mind and the Repair Academy.

The number of impacts reported was 215 but this represented 196 individuals where some of whom had benefits from a number of outcomes. For example beneficiaries of the Wiltshire Mind Project would have reduced their offending behaviour but also

enjoyed improved mental health. Given the referrals between projects, it is also possible that individuals would have benefits from more than one funded project, and hence may have been recorded on more than one occasion.

Based on the table below, and utilising data from the Troubled Families Cost Database, New Economy Unit Cost Database, The Association of British Insurers and the Ministry of Justice, the actual fiscal savings of 9 projects have been £3,081,186 as a result of preventing domestic violence; improving mental health; reducing offending and re-offending; avoiding hospital admissions; re-engaging young people with education employment and training; and preventing evictions.

<b>Outcome</b>	<b>No of impacts</b>	<b>Estimated Cost £'s</b>	<b>Total cost £'s</b>
Domestic violence	122	18,730	2,285,060
Mental Health	53	942	49,926
Adult re-offending assuming custodial sentence	14	45,171	632,394
Re-offending assuming non-custodial sentence	13	7,266	94,458
Hospital admission - no investigations / treatment	8	53	424
NEET	3	562	1,686
Eviction	2	8,619	17,238
<b>Total</b>	<b>215</b>		<b>3,081,186</b>

## **OUTCOMES FROM INDIVIDUAL PROJECTS**

The following information is a summary of each funded project, its desired aims, and the progress and outcomes which had been achieved at the time of writing this report.

Where it was not possible to meet with projects then information from any monitoring reports have been taken into account, or if no information was available then this is stated.

Group: <b>SPLASH - Wiltshire</b>	Amount awarded : £38,448
Project summary:	
SPLASH delivers an activities programme targeted at young people who might be at risk of anti-social behaviour or offending. The organisation was able to employ a Fundraiser for the first time to investigate new sources of funding, and to diversify their funding base. The new role of Volunteer Co-ordinator was also created to	

improve the effectiveness of its delivery through recruitment and better management of the large number of volunteers who approach to the scheme. A small amount of funding was also given for SPLASH to be able to bring in specialist support to review its Governance arrangements.

Outcomes:

- Both posts were successfully and quickly recruited once the grant was confirmed, as well as the external facilitator being identified
- A new website was launched and the organisation improved its use of social media
- A number of volunteers were recruited to work across the organisation including back office functions, running fundraising events and delivery of activities for young people
- Funding was secured and a wide range of activities continued to be delivered
- The organisation was not able to evidence a statistic impact upon the behaviour of young people; however there was a wealth of qualitative information (including case studies and feedback from parents and observations from activity providers) which demonstrated positive outcomes and behavioural changes for the young people who took part
- Subsequent to receiving the grant SPLASH entered into discussion with Community First about the potential for a merger, this process was successful and the merger was completed in March 2015. This means that the delivery of the activity programme can be guaranteed in a more sustainable manner in the future

Group: <b>Centre for Justice Innovation</b>	Amount awarded : £72,600
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Project Summary:

The Centre for Justice Innovation was funded to further develop the Neighbourhood Justice Programme throughout Swindon and Wiltshire. The panels are intended to bring local respondents and perpetrators together to agree what action should be taken to deal with an offence, using restorative and reparative approaches

Outcomes:

- System for monitoring for the long term impact were not in place for the project, but discussion were taking place about how this might be done. Even with this in mind there is strong qualitative evidence that the Panels provided a meaningful form of dispute resolution
- 4 new panels were set up in Trowbridge, Chippenham, Salisbury and Devizes
- 50 volunteers were recruited and trained
- 33 referrals were received to the panels, but not all of these progressed to a hearing. 61% were for neighbourhood disputes, 21% for antisocial behaviour, 9% for criminal damage and 3% for environmental damage
- The programme had the target of hearing 78 cases across Wiltshire, but only 21

cases during the duration. It was agreed that there had been an over estimation of what could be achieved

- Of the 22 panels at which contracts were signed, the perpetrator apologised for the harm that was caused. In 63% of these cases, the perpetrator agreed to perform an act of direct reparation, in 41%, an act of indirect reparation (respondents can agree to do both). In 14% of cases, perpetrators agreed to make monetary payments to victims
- The project has now been taken 'in-house' by the Wiltshire Police

*Information on outcomes was taken from the final report produced by the applicant, as they did not respond to requests to participate in a final evaluation meeting.*

Group: <b>Wiltshire Police Outbox Scheme</b>	Amount awarded : £22,200
<p>Project Summary:</p> <p>This initiative sought to combine the discipline of boxing with mentoring and support to encourage young people to adopt healthier lifestyles and make positive life choices. By using the existing network of gyms and clubs throughout the county to project sought to work with agencies to refer young people to the project, provide equipment and subsidise the fees at sessions. The grant supported the purchase of equipment and subsidise gym fees.</p>	
<p>Outcomes:</p> <p>Results are unknown as the group did not participate in this evaluation.</p>	

Group: <b>Unchosen Swindon</b>	Amount awarded : £600
<p>Project Summary:</p> <p>This was a new group who came together to increase understanding of the issue of human trafficking by running an event which included the screening of a film at St Joseph's School in Swindon.</p>	
<p>Outcomes:</p> <p>The event screened three films about human trafficking, and exhibitions from Amnesty International, Stop The Traffik / ACT Swindon, Swindon Fairtrade Coalition, Harbour Project, CAFOD, Salvation Army, Christian Aid, Hope For Justice and Swindon Borough Council Safeguarding Department.</p> <ul style="list-style-type: none"> <li>• 180 people attended the event</li> <li>• In a post event survey 46% of respondents reported that they had an increased understanding of what human trafficking is, 45% had a greater understanding of the scale of human trafficking and 53% had a greater understanding of what</li> </ul>	

human trafficking looks like in the UK

- 90% of respondents said that they would tell other people about human trafficking, and 89% said that they would look out for it in their area
- This was a one off event so there was no expectation that it would be sustained

Group: <b>BIOS Project</b>	Amount awarded : £63,500
Project Summary:  Swindon BIOS Project delivers detached youth work and positive youth activities at locations in Swindon where young people congregate, to reduce the incidence of nuisance and antisocial behaviour. The funding was for the purchase of a bespoke mobile youth work vehicle, and associated running costs.	
Outcomes: <ul style="list-style-type: none"><li>• The vehicle was commissioned and delivered on time and on budget</li><li>• The vehicle now works in 12 different locations each week with 350 different young people</li><li>• 401 sessions were delivered with 10,293 attendances by young people</li><li>• 79 detached sessions were delivered in the first 12 months of the project</li><li>• The group were not able to evaluate their long term impact but did record the issues discussed with young people. The three issues which were brought up at every session were self esteem / self worth, relationships, family and home life.</li><li>• After the initial start-up cost, ongoing running costs are low. Full funding has been secure for the second year of the project including a large amount of support in kind related to the maintenance of the vehicle</li></ul>	

Group: <b>Wiltshire Probation Trust</b>	Amount awarded : £92,805
Project Summary:  Wiltshire Probation Trust assess, risk manage and supervise offenders released from prison on licence and those on community sentences ordered by the Courts. A pilot project provided a package of support to people who have received short term custodial sentences to reduce their rates of re-offending. Each Prisoner would be visited in prison by a volunteer who would meet them at the gates upon release and provide support for up to 3 months helping to address issues such as debt, benefits advice, education and training.	
Outcomes: <ul style="list-style-type: none"><li>• The project was initially delayed as a result of prisoners being sent to a different prison which the staff did not have access to. The estimated 250 offenders had been based on national projections but in reality had been lower than expected</li></ul>	

- 68 Offenders were worked with. 111 were considered to be outside of the criteria for the programme due to them being either high risk of harm, working with core Offender Management in Probation and or not resident in Wiltshire
- A network of service providers has been brought together to work with Offenders, including referrals to the Wiltshire Mind Counselling project for those with mental health problems
- It was not possible to measure the impact of the project in the timescales of this evaluation as it would be a minimum of 15 months to be able to identify a reduction in offending. It was felt unrealistic to expect a complete reduction in offending in some cases, but perhaps that the severity or frequency of offending had reduced
- In February 2015 Through the Gate legislation was introduced which made it a statutory responsibility for Offenders to engage with this services and it will be funded in the future by the Probation Service directly

Group: <b>Trowbridge Community Area Future</b>	Amount awarded : £7,500
<p>Project Summary:</p> <p>Trowbridge Community Area Future works together to support the priorities of the local area. The grant was given to run a series of event to engage with the local Polish population to ensure that they were aware of the services available to them, to update and translate an online information directory, and to recruit volunteer translators to work with schools and other agencies.</p>	
<p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Two events were held which were attended by 100 people. As a result of these events 12 volunteers came forward, of which 8 went on to undertake training from EMAS to become a volunteer translator with schools. Further volunteers were still required to work with the colleges</li> <li>• Other organisations working with the Polish community had expressed an interest on the project to help with their translation needs</li> <li>• The CAB directory was updated and translated</li> </ul>	

Group: <b>Doorway Wiltshire</b>	Amount awarded : £9,000
<p>Project Summary:</p> <p>Doorway runs a twice weekly drop in service for people who are homeless or at risk of homelessness. The funding enabled the employment costs of a Support Services Manager who ensure that clients receive the support which they need.</p>	
<p>Outcomes:</p>	



- Homeless people are able to access computers through Doorway to access online processes such as claiming benefits and bidding for accommodation
- Other agencies such as Wiltshire Substance Misuse Service attend the drop in sessions to be able to contact clients
- During the period of the grant 14 new volunteers were recruited bringing the total number to 57
- 277 individuals attended one or more of the 100 sessions which the organisation delivered, serving 4,609 meals. The average age of guests was 33, although 30% were under 25
- In excess of 1,000 referrals were made including for drug and alcohol treatment, to mental health services and for education, employment or training. The greatest number of referrals was understandably related to housing, with physical health being the second most referred issue

Group: <b>Swindon Advocacy Movement</b>	Amount awarded : £25,598
<p>Project Summary:</p> <p>Swindon Advocacy Movement provide one to one Advocacy Support for people with Learning Disabilities to ensure that they can speak up for their rights and access the services which they need. Funding supported the costs of a project to provide training for vulnerable adults to make them less susceptible to crime.</p>	
<p>Outcomes:</p> <ul style="list-style-type: none"> <li>• 35 people received training on Staying Safe over Christmas. 100 training packs were sent out to people who were unable to attend</li> <li>• 80 people received training “When a Friend Really Isn’t A Friend”. The course was delivered in Devizes, Trowbridge, Warminster and Swindon</li> <li>• The Safe Place Scheme was promoted to people with Learning Disabilities, Autism and Aspergers</li> <li>• A number of individuals were also given direct support, including one who disclosed abuse</li> </ul>	

Group: <b>Swindon Women’s Aid</b>	Amount awarded : £35,000
<p>Project Summary:</p> <p>Swindon Women’s Aid provides refuge and domestic violence services to the Swindon area. Young people at most at risk from Domestic Violence in the UK and the grant was awarded to create a new Independent Domestic Violence Advocate (IDVA) post to work with young people challenging their perceptions of domestic violence, and provide specialist services to those affected.</p>	

Outcomes:

- Many young people don't recognise that a relationship is abusive and Media influences have normalised sexual violence for young people
- Police, Children's Services and Youth Offending Team all made referrals to the service. The Worker held drop in sessions at both of the Swindon Colleges.
- Between November 2013 and September 2014 the IDVA had case managed a total of 161 young people
- Awareness training was provided into 4 local secondary schools on healthy relationships to 600 students from year 9 and above
- Funding for continuation of the post was uncertain at the time of the visit

Group: **Victim Support**

Amount awarded : £7,333

Project Summary:

Victim Support helps people affected by crime and co-ordinated the roll out of the Safe Places initiative which engages establishments in the local community to provide an initial point of contact for people who might feel vulnerable or threatened.

Outcomes:

- The scheme was piloted in Salisbury and is being rolled out to other towns across Wiltshire
- Victim Support created interest in a new area and then local steering groups were established in each location to take over delivery. Each area was provided with a suite of materials to launch the scheme which was funded by the Innovation Fund
- Specific training such as Dementia Awareness was delivered by specialist organisations such as Wiltshire Mind. Victim Support provided ongoing support and mentoring as required
- Once established the oversight of the scheme was transferred to the Wiltshire Community Safety Partnership without the need for ongoing funding

Group: **Salisbury Street Pastors**

Amount awarded : £10,000

Project Summary:

Salisbury Street Pastors use teams of specially trained volunteers to provide patrols on weekend evenings supporting people affected by drink or drugs to prevent accident, injury or the potential for becoming a victim of crime.

Outcomes:

- 12 new volunteers were recruited
- Given the transient nature of contact it is not possible to record the long term

impact of the initiative. It had been hope that some data might have been obtained from the Salisbury Hospital about the potential reduction in admissions on the nights where the Street Pastors patrolled but this was not forthcoming.

- The organisation ran a triage centre on new years eve which resulted in 8 people not having to attend hospital
- During 2013 the organisation responded to 70 drink related incident, 34 incidents of antisocial behaviour and 22 other incidents. They collected 1527 bottles from the streets preventing these from potentially being used as weapons or causing accidents
- The scheme has been extended to a Thursday night as this is becoming a more popular night out with local students
- An unexpected outcome of the grant was the introduction of the service to Amesbury following a request from the local Inspector
- It is the intention of the organisation to continue to delivery its services and fundraising efforts will support this

Group: <b>C-Change Empowerment</b>	Amount awarded : £28,410
Project Summary:	
C-Change used a grant of £28,410 to work directly with young people living in the Foyer who were at risk of exclusion or offending. The project encouraged them to adopt positive behaviours and attitudes and re-engage with education employment or training.	
Outcomes:	
<ul style="list-style-type: none"> <li>• 49 out of the 50 young people at the Foyer took part in the project, and 46 completed the course, which is an extremely high rate of participation for this target group</li> <li>• 22 young people went on to be involved in voluntary community activity including fundraising for a charity, performing at a local nursing home, involvement with a local community radio station and producing an anti-bullying video</li> <li>• One young woman re-engaged with College</li> <li>• A change in the culture of the Foyer itself was noted as young people developed more positive behaviours and attitudes</li> <li>• Staff who took part of the course were also able to see young people in a more positive light and develop improved relationships with them</li> </ul>	

Group: <b>Circles South West</b>	Amount awarded : £78,739
Project Summary:	

Circles South West works with Convicted Sex Offenders upon their release from prison using volunteers to support them to settle into their communities and prevent any further offending. The grant of £78,739 enabled the creation of 4 'Circles' over a two year period.

Outcomes:

- A dedicated Wiltshire Circles Co-ordinator was appointed. 20 volunteers were recruited and received specialist training. 4 new Wiltshire Circles were established
- 7 referrals were made to the programme of which 3 have been allocated to a new Circle, 1 is on the waiting list, 1 was assessed as unsuitable, and 2 are awaiting assessment
- No Offender has gone on to re-offend whilst participating in the project, although tracking in the longer term is difficult as they cannot access PNC data through the Ministry of Justice.
- One unexpected outcome was that the need of specialist Circles for a younger group was identified

Group: **Friends of Biss Meadows**

Amount awarded : £1,200

Project Summary:

Friends of Biss Meadows seek to protect the country park in Trowbridge. And applied for support towards a mural project, working with young people, in an area where problems have been experienced with graffiti.

Outcomes:

The mural successfully project took place but the group were not required to participate in this evaluation.

Group: **Swindon Borough Council**

Amount awarded : £11,000

Project Summary:

Swindon Borough Council developed a project to open a Youth Café in an area experiencing problems with anti-social behaviour.

Outcomes:

- The project identified and refurbished a shop in Sussex Square turning it into a Youth Café which was to open twice per week
- The project was suspended as it led to an increase in antisocial behaviour in the

local area. It was not possible to gain any further information for inclusion in this report

Group: <b>SEQOL</b>	Amount awarded : £29,500
Project Summary: SEQOL provide health and community care services in Swindon. The grant of £29,500 was awarded to enable them to provide training for their staff and direct services to people with Autism and Aspergers.	
Outcomes: <ul style="list-style-type: none"><li>• 10 Awareness sessions were delivered to 150 staff. Subsequent surveys showed a sustained increase in awareness</li><li>• Staff have made a number of referrals after being able to recognise the condition</li><li>• a number of staff have reported a change in their approach to support and management of an offender and their family as a result of the training</li></ul> <p>This information is taken from the group monitoring as the organisation did not participate in the evaluation.</p>	

Group: <b>Sixth Sense Theatre Company</b>	Amount awarded : £17,500
Project Summary: Sixth Sense is a youth theatre company who wanted to create a theatre in education project for young people around the issue of domestic violence.	
Outcomes: <ul style="list-style-type: none"><li>• The play toured for 5½ weeks, performed 52 times in 23 educational settings and played to 3,250 young people aged 13 – 22</li><li>• Positive feedback was received from pupils, teachers and other professionals and the play resulted in some very challenging discussions with young people</li><li>• Further external funding was secured from partners to produce a film of the play which will be hosted on a new website with a suite of additional resources</li></ul>	

Group: <b>Swindon 105.5</b>	Amount awarded : £11,790
Project Summary: Swindon 105.5 is a community radio station who received a grant to purchase equipment and develop a project with young people.	

Outcomes:

- The outside broadcast equipment was purchased and is being well utilised at community events and other locations including schools.
- Children from Drove School worked with local Police Officers to make a programme on bullying related issues
- Young people at the Foyer were supported to make a programme about their experiences
- Local Police officers make a weekly programme

Group: **Threshold Housing**

Amount awarded : £20,865

Project Summary:

Threshold provides resettlement and supported accommodation, and were awarded a grant of £20,865 to employ a Support Worker to work with homeless people, providing activities to prevent boredom which can lead to antisocial behaviour, and build their confidence and self-esteem.

Outcomes:

- They have seen a reduction in evictions as a result of tenants being on the programme
- The Worker is qualified to deliver the Duke of Edinburgh Bronze Award and at least one client will successfully achieve this award by the end of the grant
- One client was encouraged to take up a college course, and others took up a wide range of short courses
- Clients were encouraged to take up volunteer placements with local organisations
- A number of clients who took part in the programme went on to run a £10k fundraising run which would have been previously unheard of
- The project has been so successful that the organisation has committed to continue funding it after the grant finishes

Group: **Warminster Street Pastors**

Amount awarded : £600

Project Summary:

Warminster Street Pastors use teams of specially trained volunteers supporting people affected by drink or drugs. The grant of £600 purchased new equipment.

Outcomes:

No outcome information was available as the group was not required to take part in

the evaluation.

Group: <b>Wiltshire Wildlife Trust</b>	Amount awarded : £97,958
Project Summary:  Wiltshire Wildlife Trust was awarded a grant of £97,958 to create a community growing site in Swindon to work with Ex-Offenders through the Community Payback Team.	
Outcomes: <ul style="list-style-type: none"><li>• The site was transformed into vibrant community facility</li><li>• Participants developed skills not only in horticulture, but healthy eating, cooking and woodworking</li><li>• Accredited training in Food Hygiene was provided through the project</li><li>• As well as working with the Community Payback Team, the project also worked with young people through the Swindon and Wiltshire Attendance Centre</li><li>• A number of clients went on to volunteer with the Wildlife Trust and other local projects after the end of the grant</li><li>• Two other funded projects, Threshold Housing and the Nelson Trust, used the facility to work with their own clients groups.</li><li>• The project will be sustained by Swindon Borough Council and the Probation Service</li></ul>	

Group: <b>Youth Adventure Trust</b>	Amount awarded : £34,870
Project Summary:  Youth Adventure Trust provide a three year programme of challenging activities to enable at risk young people to develop their skills and confidence. The grant of £34,870 supported the cost of a Volunteer Co-ordinator.	
Outcomes: <ul style="list-style-type: none"><li>• 240 young people took part in the programme, supported by 180 volunteers.</li><li>• The grant had enabled the organisation to provide better support and training to volunteers. This has freed up time for staff to deal with challenging behaviour and provide more mentoring support</li><li>• 82% of young people who join the programme complete all of the activities</li><li>• The organisation has just implemented an NPC tool which will help them to measure their impact better in the future</li><li>• Four young people who have previously benefited from the programme have become volunteers to help others</li><li>• One young person now studying at University actively credits his involvements</li></ul>	

with the programme on the successful outcome of his life

Group: <b>Alabare</b>	Amount awarded : £20,228
Project Summary: Alabare were awarded a grant of £20,228 to create a scheme to provide specialist support and accommodation for children and young people who run away.	
Outcomes: The project was not able to proceed as a result of “the police or social care being able to agree on a process/procedure to access this bed”.	

Group: <b>DASH</b>	Amount awarded : £11,500
Project Summary: DASH provides support for people affected by Autistic Spectrum Disorders and the grant of £11,500 enabled the organisation to employ a support worker to both support individuals but also raise awareness of the condition within the criminal justice field.	
Outcomes: <ul style="list-style-type: none"><li>• Contact was made with a wide range of agencies including Job Centre Plus, Neighbourhood Justice Panels, CAB, Probation, Housing etc. Two Autism Awareness Presentations were delivered</li><li>• The organisation further promoted the Autism Alert Card which has resulted in an increase in applications for the card</li><li>• A ‘Stress and Mood Management for Adults with Autism’ DVD was produced and distributed</li><li>• In the first 9 months of the project 63 clients were supported around a range of issues including neighbourhood disputes, housing issues, benefits problems, isolation and issues with the Police or Criminal Justice system</li></ul>	

Group: <b>National Ugly Mugs</b>	Amount awarded : £3,000
Project Summary: This national initiative aims to reduce crime and protect vulnerable people by improving the safety and access to justice for sex workers, and creating a network	



through which they can anonymously report information relating to offences which have been committed against them. The grant of £3,000 supported their running costs.

Outcomes:

- The organisation has worked closely with the Nelson Trust Project and in December training was delivered in Swindon to an audience of the Police, Support Services and Drug & Alcohol Services to raise awareness of the service and issues relating to violence against sex workers
- Through the introduction of the scheme in Wiltshire and Swindon, 6 reports of violence have been received

Group: <b>SCA Group</b>	Amount awarded : £29,600
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Project Summary:  
SCA Group was awarded a grant of £29,600 to develop a project providing support to vulnerable people upon their release from custody.

Outcomes:  
The Short Term Custody project also experienced difficulties in inducting new volunteers, as they were required to undertake a 50 page Police vetting form, which was off putting for a number. A shorter version of the form was eventually negotiated which allowed the project to move forward

- 20 volunteers from a diverse range of backgrounds were recruited, vetted and trained
- The project had expected to receive referrals from Officers in the Custody Suites, but in practice most have come through the probation Trust or the SWITCH Team
- Number of referrals were lower than expected, and at the time of meeting with the group 40 individuals had been supported
- Key issues supported were housing, employment, benefits and debt. Volunteers noted that many clients had underlying mental health issues
- Some short term impacts have been seen. In working with individuals who were heavy offenders, regularly re-offending every couple of weeks for many years, although their offending has not stopped they are increasing the length of time between their offences.

Group: <b>SPLITZ</b>	Amount awarded : £35,000
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Project Summary:  
SPLITZ were awarded a grant of £35,000 to develop a project working with young people learning about respect and respectful relationships to help them to avoid

becoming either the victim of perpetrator of domestic violence.

Outcomes:

- A baseline survey of young people at the beginning of the project showed that 59% of those who responded felt that domestic violence in all forms was not acceptable, this increased to 90% at the end of the project
- 64% of young people recognised the different forms of domestic violence, which increased to 93% at the end of the project
- An unexpected outcome of the project was an improvement in behaviour in school, and a reduction in disciplinary incidents

Group: **St Joseph's College**

Amount awarded : £1,000

Project Summary:

St Joseph's College applied for a grant of £1,000 to purchase tools for a wheel project working with young people who were on an alternative education programme.

Outcomes:

- Two young people had gained work placements with local motor companies
- Young people have reported adopting safer riding habits on their motorcycles

Group: **Swindon Youth Offending Team**

Amount awarded : £78,000

Project Summary:

Swindon Youth Offending Team recognised the communication difficulties experienced by many of its clients and secured a grant of £78,000 to employ a specialist Speech and Language Therapist.

Outcomes:

There was a substantial delay to start of the project after difficulties in recruiting a Speech and Language Therapist. A slightly amended proposal was agreed with the PCC's Office but did not start within the timescales to include in this report.

Group: **Nelson Trust**

Amount awarded : £34,382

Project Summary:

Nelson Trust was awarded a grant of £34,382 to employ an Outreach Worker to support Sex Workers to manage their risk taking behaviour and move away from sex

work.

Outcomes:

- The project was in contact with 30 women and had identified another 13 to engage with
- A mental health clinic was set up at the ISIS Women's Centre allowing women to have their mental health needs assessed at set appointments
- A strong relationship has developed between the Outreach Workers and Wiltshire Police, particularly the CID Teams. Sex workers have been able to help in two current murder investigations
- As a result of observations from the Outreach Worker, 5 kerb crawlers were arrested
- 9 volunteers were recruited to support the Outreach Worker
- 5 women were exited from sex work
- The Swindon model proved so successful that it was replicated in Gloucestershire

Group: **Wiltshire Fire and Rescue Service**

Amount awarded : £2,175

Project Summary:

A grant of £2,175 was awarded to run a 'Young Driver Awareness Course'.

Outcomes:

No outcome information was available as the organisation did not respond to requests to take part in the evaluation.

Group: **Wiltshire Mind**

Amount awarded : £28,405

Project Summary:

Wiltshire Mind was given a grant of £28,405 to provide counselling for Ex-Offenders where their mental health problems had been a factor in their offending.

Outcomes:

- Working closely with the Probation Service and SWITCH teams, sessions were delivered at three locations throughout the County
- Probation Officers fed back on the speed of the service, which has reduced the waiting time for clients to access services from 12 months to two weeks
- Additional support was also made available to families to enable them to adjust to the offender returning to the home environment
- At the time of interview, out of 13 clients from the initial cohort who went on to

complete the whole course of 8 sessions, only one was known to have re-offended

Group: <b>Wiltshire Wildlife Trust</b>	Amount awarded : £58,149
Project Summary: Wiltshire Wildlife trust were part of a consortium who received a grant of £58,149 to establish the Repair Academy which will provide training for young people who are NEET.	
Outcomes: <ul style="list-style-type: none"><li>• The organisation is likely to be completely financially sustainable within two years. Currently still being run by the consortium of partners, led by the Wiltshire Wildlife Trust, they are currently working towards creating an independent social enterprise</li><li>• One young offender referred to the project has enrolled to start a college course</li><li>• A number of local schools referring young people at risk of becoming NEET</li><li>• The organisation is working towards becoming an accredited learning centre through which young people can gain recognised qualifications</li></ul>	

Group: <b>Wiltshire Council Project</b>	Amount awarded : £11,775
Project Summary: This Wiltshire Council Project secured a grant of £11,775 to deliver a series of special assemblies in to primary and secondary schools to counter homophobic bullying amongst young people.	
Outcomes: <ul style="list-style-type: none"><li>• Assemblies were delivered at 22 schools</li><li>• Promotional campaigns were delivered as part of Freshers Week and Health and Wellbeing days at local Colleges</li><li>• As a result of the assemblies 12 young people came forward for support</li></ul> <p>The above information was obtained from an interim monitoring report. Due to changes in staffing the organisation did not take part in the final evaluation.</p>	

## CONCLUSIONS

The Innovation Fund supported an incredibly diverse range of new approaches and activities, as well as sustaining and developing some existing services. Although the evidence of impact was limited at the time of this report it would appear that the financial return for the fund is £3 for every £1 of funding awarded, but with a potential to be as high as £21 for every £1, although care must be given on whether the outcomes can be fully attributed to the services created by the Innovation Fund.

Some grants such as the Nelson Trust and the Wiltshire Wildlife have supported the creation of approaches which are gaining national recognition as successful models of delivery, which either has already been replicated in others areas in the case of the Sex Outreach Worker, or are likely to be with the Repair Academy.

Given that it was implicit in the programme that there would be no continuation funding, it is positive to note that 24 (68%) projects will continue beyond the end of their grants. Of the remainder 7 were finite and not intended to continue, 2 were unable to commence and the future of the remaining two was not known. From this perspective it would appear that the Innovation Fund appeared to act as a successful pump-primer for the development of some effective practice.

Two of the projects which sought to work with the Wiltshire Police struggled to engage with front line workers, which had a direct impact upon the results they were able to achieve and the timescales of the project. DASH did not access Police Officers to deliver Autism Awareness Training and the Short Term Custody Project had issues around both vetting of volunteers and gaining referrals from Officers in the Custody Suite, which meant that vulnerable people were not better supported. It was of particular concern that the Alabare Project to provide bed space for vulnerable young people who had run away in order to avoid them spending unnecessary time in Police Custody Units was unable to proceed as Wiltshire Council Social Care and Wiltshire Police could not agree a process of access the bed, again impacting upon a very vulnerable group.

## RECOMMENDATIONS

- For projects seeking to work between statutory and non-statutory agencies, agreements on information sharing, referrals and other protocols are in place at the time of application
- For projects seeking to work within larger statutory organisations such as Wiltshire Police and the Wiltshire Probation Trust, engagement with front line staff needs to be assured at a senior level and support given to projects which seek to address any issues which arise through the life of the project

- If such a Fund was to be repeated in the future, impact reporting for projects should be required from all applicants. Funders should provide additional funding to assist with the cost of developing / buying in impact systems, and offer non funding support where possible particularly for smaller groups
- Non statutory groups should be encouraged to apply to the Ministry of Justice for assistance with tracking the impact of their services over the longer term

# Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
2nd December 2015	Swindon	<ul style="list-style-type: none"> <li>• PCC Diary report</li> <li>• Quarterly data (Q2)– Risk / Performance / Finance / Complaints</li> <li>• Strategic alliance with Avon &amp; Somerset</li> <li>• Task Group Updates</li> </ul>
21st January 2016	County Hall, Trowbridge	<ul style="list-style-type: none"> <li>• PCC Diary report</li> <li>• Strategic alliance with Avon &amp; Somerset</li> <li>• PCC Budget for 2016/17</li> <li>• Task Group Updates</li> </ul>
4th February 2016	tbc	<ul style="list-style-type: none"> <li>• PCC Diary report</li> <li>• Strategic alliance with Avon &amp; Somerset</li> <li>• Formal consideration of the proposed PCC precept for 2016-17</li> <li>• Task Group Updates</li> </ul>
3rd March 2016	Corn Exchange, devizes	<ul style="list-style-type: none"> <li>• PCC Diary report</li> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Strategic alliance with Avon &amp; Somerset</li> <li>• Task Group Updates</li> </ul>

