

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: Wessex Room - The Corn Exchange, Market Place, Devizes,
SN10 1HS
Date: Thursday 3 March 2016
Time: 10.00 am

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

Membership:

Cllr Abdul Amin, Swindon Borough 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 John Smale, Wiltshire Council
Cllr Teresa Page, Swindon Borough Council

Substitutes:

Cllr Glenis Ansell, Wiltshire Council
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 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

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 5 - 16*)

To confirm the minutes of the meeting held on Thursday 4 February 2016.

3 **Declarations of interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 26 February 2016. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

6 **Quarterly data (Q3)- Risk / Performance / Finance / Complaints** (*Pages 17 - 92*)

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

- Risk Register

- Performance Report
- Budget Monitoring Statement
- Complaints

7 **Strategic alliance with Avon & Somerset**

A verbal update on the progress of the Strategic Alliance.

8 **Task Group Updates**

- PCC Commissioning Strategy Task Group
- Strategic Alliance Task Group

9 **PCC Diary report** (*Pages 93 - 106*)

The Commissioner to present the PCC Diary report.

10 **Forward Work Plan** (*Pages 107 - 108*)

To note the forward work plan.

11 **Future meeting dates**

To note the future meeting dates below:

- Thursday 16 June 2016 - Corn Exchange, Devizes.
- Thursday 1 September 2016 – City Hall, Salisbury.
- Wednesday 30 November 2016 – Swindon Borough Council Offices.

WILTSHIRE POLICE AND CRIME PANEL

**DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING
HELD ON 4 FEBRUARY 2016 AT KENNET ROOM - COUNTY HALL,
TROWBRIDGE BA14 8JN.**

Present:

**Cllr Abdul Amin, Cllr Andrew Bennett, Alan Bishop, Cllr Richard Britton
(Chairman), Cllr Trevor Carbin, Cindy Creasy, Chris Henwood,
Cllr Charles Howard, Cllr Peter Hutton, Cllr Julian Johnson and Cllr Jeff Osborn
(Substitute)**

Also Present:

**Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Clive Barker – OPCC
Carolyn Filmore - OPCC
Emily Higson – Wiltshire Council
Kevin Fielding – Wiltshire Council**

1 Apologies for Absence

Apologies were received from Cllr Chris Caswill. Cllr Jeff Osborn attended the meeting as substitute for Cllr Caswill.

2 Minutes and matters arising

Decision:

- **The minutes of the meetings held on Wednesday 2 December 2015 and Wednesday 13 January 2016 were signed as the correct records.**

3 **Declarations of interest**

There were no declarations of interest.

4 **Chairman's Announcements**

That the Panel would take agenda item No.12 - Review of PCP Good Practice as a separate item of business after the meeting had closed.

5 **Public Participation**

There was no public participation.

6 **Formal consideration of the proposed PCC precept for 2016-17**

The Commissioner gave the Panel a brief update on his precept consultation. The Panel were then given the opportunity to vote on the Commissioner's proposed Council Tax precept for the year 2016-17.

Points made by the Commissioner included:

- That in January 2016 the Panel received a paper which disclosed the thinking surrounding the 2016-17 budget. This paper, which also included a copy of his Medium Term Financial Strategy (MTFS), reported that the Commissioner was minded to increase the Police part of the Band D Precept by 1.9% to £167.10, a £3.12 increase from the 2015-16 Police part of the Council Tax of £163.98.
- At the January meeting the Panel was also informed of a presentation that the Commissioner and representatives of the OPCC would be giving to area boards and locality meetings, which would be part of the consultation strategy. This disclosed that initially savings of between £2m and £3m would still be required in 2016-17 with the increase.

Consultation

The profile of the decision was raised by having a consultation strategy. The strategy was to involve as much of the community as possible. The strategy included;

- Press releases identifying the proposal and highlighting to the public how they can make their views heard via the PCC's website.

- Contacting Councillors and MP's asking for their views on behalf of the people they serve.
- Writing to the Business Community, via a number of forums, to obtain views.
- Presenting the proposal to Area Boards and Locality meetings.

Recommendation

After carrying out the necessary consultation the Commissioner was minded to set a precept of £41.160m. This would require council tax to be set on all property bands based on £167.10 for a Band D property. This represents a £3.12 (1.9%) increase on the 2015-16 level.

Questions raised included:

Had the Commissioner had any discussions with Wiltshire Council and Swindon Borough Council members about the proposed precept increase?

a. Yes, at both Area Board and Locality meetings.

Had the Commissioner had any discussions with interested parties in the voluntary sector?

a. Yes, many discussions had taken place.

Decision

- **That the Wiltshire Police and Crime Panel agrees that the Wiltshire Police and Crime Commissioner sets a precept of £41.160m.**
- **That this would require council tax to be set on all property bands based on £167.10 for a Band D property.**
- **That this represents a £3.12 (1.9%) increase on the 2015-16 level.**

The Chairman thanked the Commissioner for his presentation and report.

7 Hate Crime

Kieran Kilgallen outlined a report which sought to provide the Police and Crime Panel with insight into the 47% increase in racially/religiously aggravated offences that were reported in the quarter two performance report.

The report looked to address whether the increase is a concern and if so what action was being taken to address it and secondly, was there a specific issue in respect of Islamophobia.

Points made included:

- The increase in the volume of racially/religiously aggravated offences was statistically significant and the causation factor behind this is the improvement in recording processes.
- As the parent groups of VAP and Public Order increase, in the proportions of which are racially/religiously aggravated had increased with the same proportion.
- The increase was predominantly driven by an increase in occurrences of public fear, alarm and distress, which accounts for two thirds of this crime group and is in line with the overall increase seen in Public Order offences.
- Harassment had a lesser part to play in the increase and was reflective of increases seen in harassment which sat within the violence without injury crime group; however volumes for this crime type are small (13 offences between Oct 14 and Sept 15).
- Racially/religiously aggravated criminal damage offences had increased from 22 to 46; however this was attributed to a series of graffiti tagging in one sector area which solely accounts for this increase.

Islamophobia

- The number of incidences reported to police across England and Wales had increased by nearly a fifth. There were 52,528 such offences in 2014/15 – an increase of 18% compared with the previous year.
- More than 80% were classed as race hate crimes.
- Analysis of the Crime survey indicated that Muslims were more likely than people from other faith groups to be targeted in religiously motivated crime.
- There was a spike in Islamophobic hate crime following the terrorist attack in Paris in November.
- Most victims of the UK hate crimes were Muslim girls and women aged from 14 to 45 in traditional Islamic dress (tell mama helpline).

- Government had promised more would be done to tackle Islamophobic crime, announcing in the autumn that such crimes were to be recorded as a separate category for the first time.
- The force records 11 racially/religiously aggravated offences per week on average. The volume of islamophobia offences reported in the last year was minimal.
- There have been no spikes following the events in Paris on 13th November 2015.
- That Wiltshire Police takes the issues of Hate Crime and Islamophobia very seriously.
- The need to make the point to the Muslim community that the Police are on their side.

The Chairman thanked Kieran Kilgallen for the report.

8 **Victim Support Service (Horizon)**

Pam Gough - Policy & Community Area/Locality Lead, OPCC gave an update on Horizon, the Police-led victim and witness care unit.

The Horizon Victim and Witness Care unit was jointly funded by the PCC and Wiltshire Police. Horizon supports the local delivery of the National Code of Practice for Victims of Crime (VCOP) which was updated in November 2015.

Points made by Pam Gough included:

- Referrals into Horizon from May – October 2015 were 1053. This equates to an average of 175 each month. During the same time period there were 13,161 personal crimes recorded in Wiltshire. This equates to 8% of personal crime referred to Horizon. This is considerably lower than the estimated 25%-30% projection during the planning phase.
- One of the reasons for the lower numbers is because it was decided that Horizon would not initially contact victims of domestic abuse because of the complex risk factors involved in those cases. This has now been reviewed.
- Team members have found that the majority of victims appreciate being contacted by the team and need no additional support beyond the first or a follow up 'phone call.

- In the 6 month period, Horizon referred 186 victims to Victim Support, equating to approximately 5-8 referrals per week. Victim Support can provide practical and emotional support to victims, and visit them at home if necessary. Victim support staff sit within the Horizon unit on a rota basis to enable closer working relationships.
- Horizon also works alongside officers to keep victims updated on the progress of their case, and can task neighbourhood policing teams to re-visit vulnerable victims.
- Horizon coordinate victims and witnesses on approximately 850-900 court cases at all times. This involved between 9000-10000 non-civilian/civilian victims and witnesses.
- Support for victims and witnesses was essential in helping individuals to cope with, and recover from the impact of crime, and in helping them to take part in criminal justice processes.
- Horizon was currently funded by both the OPCC and Wiltshire Police. The Police Witness Care budget was retained within the unit. Additional cost is met by the Police £100k and the OPCC £125k per year.
- A workshop led by Business Improvement was held in December to identify the performance reports required to evidence what the team is achieving.
- The process for referring victims of sexual offences to the Sexual Assault Referral Centre (SARC) has improved. Prior to Horizon, not all sexual offence victims were informed and given the opportunity of support from the SARC.
- Horizon now ensures every victim of any sexual offence was given the opportunity to be referred to the SARC. This was one of the most significant impacts Horizon had made on the quality of service provided to victims.

Next Steps

- Continue to provide the *new* Horizon staff with experience on the coordination and needs of court victims and witnesses, especially on large/complex cases, and align expertise with former WCU colleagues.
- Report on the number of referrals from Horizon to SARC. There appears to be peaks/troughs in cases.

- Continue to research support services available to victims with specialised needs.
- Continue to gather feedback from victims on their experience of support provided.
- From January 2016 standard risk domestic abuse victims in Wiltshire are being contacted by Horizon. A process had been designed in consultation with Wiltshire Council, Wiltshire Police and the specialist DA support service SPLITZ. Victims are contacted to raise awareness of support available and individuals can be referred to SPLITZ with their consent. This process would be regularly reviewed and results shared with partners in Swindon.
- We are currently reviewing support for victims of Fraud and working with the national Action Fraud team and local officers to see how Horizon can best support local victims.
- Prior to April 2015 a high proportion of victims referred to victim support were victims of Burglary. Burglary was not a crime included in the VCOP 'enhanced services' category. We are reviewing whether all victims of burglary should be referred to Horizon.
- It is recognised that some of the most vulnerable victims reporting to the Police are victims of anti-social behaviour. Further work was required to understand how Horizon could support ASB victims.
- We are reviewing how the Horizon unit will support the delivery of the STOP project in local community support for victims.
- The Strategic Alliance with Avon and Somerset (ASC) was playing a key role in shaping the way in which the Force would operate in future. ASC's 'Lighthouse' is similar to Horizon and staff have met with their counterparts in Lighthouse to understand what work they do and join up on processes.
- Review the imminent Niche upgrade and identify whether this improves the way in which the data could be analysed in relation to VCOP and Horizon performance.
- Positive feedback had been received from users.

The Chairman thanked Pam Gough for her update.

9 **Strategic Alliance with Avon & Somerset**

Kieran Kilgallen gave a brief verbal update on progress made since the previous PCP meeting on the 13 January 2016.

Points made included:

- That there had been little movement to report due to the Christmas and New Year break.
- That a date had now been set for the Panel to start discussions with Julian Moss.
- That the Chief Constable of Wiltshire Police would be attending the 3 March 2016 PCP meeting.

The Chairman thanked Kieran Kilgallen for his update.

10 **Task Group Updates**

i. Strategic Alliance Task Group

- Formed in June, a suggested meeting date had now been received for the task group's first meeting with programme lead, Temporary ACC Julian Moss, and would confirm with task group members shortly.

ii. PCC Commissioning Task Group

- The group had held its first meeting and was joined by Naji Darwish from the OPCC's office.

Key discussion points included:

Intentions of the Strategy:

- Some levers exist within the current arrangements to direct spend towards PC Plan priorities and hold deliverers to account, but the PCC would like more to be embedded in the new Commissioning Strategy.
- The Strategy was also intended as a tool through which the Commissioner could demonstrate the rationale applied to his commissioning decisions. It would also provide a framework against which such decisions should be taken.

- The Strategy was about making direct link with the Plan, providing performance monitoring arrangements and sanctions should objectives not be delivered.
- The Strategy potentially also forms part of a gradual, national shift towards Chief Constables being accountable democratically (via the Commissioner).
- VCS need a clear sense of the strategic direction locally, which involves the PCC, so they can direct their efforts appropriately.
- There was a PCC ambition to move away from grant funding everything and also annual funding/planning of initiatives to a more long-term approach.

Members' comments:

- Members suggested the Commissioning Strategy needs to:
 - capture the PCC's commissioning role in non-operational policing
 - help the shift towards the Commissioner commissioning the Chief Constable's policing service in a more itemised way.
- Question of whether the Strategy could effectively encompass the four different service areas outlined in the diagram (i.e. Efficient and effective police service for Wiltshire, Regional Collaborations, PCC Commissioning services, Support Services).
- Question of whether community policing should be commissioned entirely separately from the remainder of the Police Service, or merely itemised within the PCC's commissioning of the main Policing Service.
- Question of whether the Strategy would be of use to the Commissioner when deciding whether to sign up to regional collaborations.
- Potential characteristics of a Commissioning Strategy:
 - How does the service commissioned link to the PC Plan?
 - Can we set meaningful targets and monitor the delivery of that service?
 - Are there sanctions through which the deliverer can be held to account?
- Conclusion: The Strategy would include principles that initially would apply much more to things directly commissioned by the PCC alone, but may increasingly apply to other areas such as the Police Service.

Next steps:

- Naji Darwish would prepare a draft Strategy for circulation to the task group by email and discussion at a second meeting scheduled for 2 March.

11 PCC Diary report

The PCC Diary report was noted.

12 Forward Work Plan

The Forward Work Plan was noted.

13 Future meeting dates

Future meeting dates:

- Thursday 3 March 2016 – Corn Exchange, Devizes.
- Thursday 16 June 2016 - Corn Exchange, Devizes.
- Thursday 1 September 2016 – City Hall, Salisbury.

(Duration of meeting: 10:00 – 11:40am)

14 Review of PCP Good Practice

On the rising of the meeting the Panel considered a report from Emily Higson - Corporate Support Manager, Wiltshire Council.

This report set out a Review of Best Practice for Police and Crime Panels – a summary of recent research, consultation and publications.

That Police and Crime Panels (PCPs) had now been in existence for 3 years, since the creation of directly-elected Police and Crime Commissioners.

In that time, a reasonable body of evidence had built up, enabling an objective analysis of the new model for police accountability and how well the system was working.

There had been three reports published recently, which reviewed the current police accountability arrangements –

- In 2014, the Centre for Public scrutiny published its report: [“Police & Crime Panels, the first year”](#)
- The LGA published an updated [Good practice guide](#) for Police and Crime Panels on 2nd June 2015.
- The Committee on Standards in Public Life published its report– [“Tone from the top”](#) on June 29th 2015, following an extensive consultation and research exercise. (A sub-group of the Wiltshire PCP responded to the consultation in late 2014).

Between them, the publications made a number of recommendations for police and crime panels, to enable them to be as effective as possible in supporting and scrutinising the PCC.

The report presented to the Panel sought to summarise these collective findings and research, and to bring them together into one set of recommendations for the Wiltshire police and Crime Panel to consider.

Recommendations

That the Wiltshire Police and Crime Panel consider:

1. Carrying out a review of the PCP/PCC joint working protocol, with the option of including guidelines on sharing information with the media.
2. Developing its public engagement in the following ways:
 - 2.1. To refresh the Wiltshire PCP web pages to be more user-friendly and include information on the work of the panel such as task group reports. [Hampshire PCP](#) provides a good example of something that could be achieved simply and quickly.
 - 2.2. Carrying out regular opinion surveys or research/consultation – providing evidence to support anecdotes.
 - 2.3. Inviting the public to be involved in task group work (as witnesses), where relevant.
3. Whether there are any areas of skills or knowledge that members feel they could benefit from developing, for example through a panel development session.

4. Whether its members would benefit from regional networking opportunities to discuss common issues and best practice.
5. Agreeing more formalised engagement with Wiltshire and Swindon's Community Safety Partnerships, and identifying any other partners who may add value to the work of the PCP.
6. In considering these recommendations, Panel members are asked to note the Home Office grant of £65,000 per year which is intended to be used to support panel activity. In addition to officer support time and logistics (venues, refreshments etc) the grant can be used to support the implementation of some of the above recommendations.

Points made by the panel members:

That Street Pastors and other interested voluntary organisations could be included in the makeup of future Task Groups.

Was the work of the Panel enhanced with members of the public in attendance at meetings?

Consider setting up a skills matrix of all Panel members.

The lack of appetite of the Chairmen of the PCPs to get together on a regular basis to discuss good practice etc.

That the Panel was given more information on the Community Safety Partnerships.

It was agreed that Emily Higson would report back to the Panel on the points made by the Panel.

The Chairman thanked Emily Higson for her report.



Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter Three 2015-16 (1 April to 31 December 2015)

For Police and Crime Panel meeting 3 March 2016

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Introduction by Commissioner Angus Macpherson

Welcome to the third edition of 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. 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

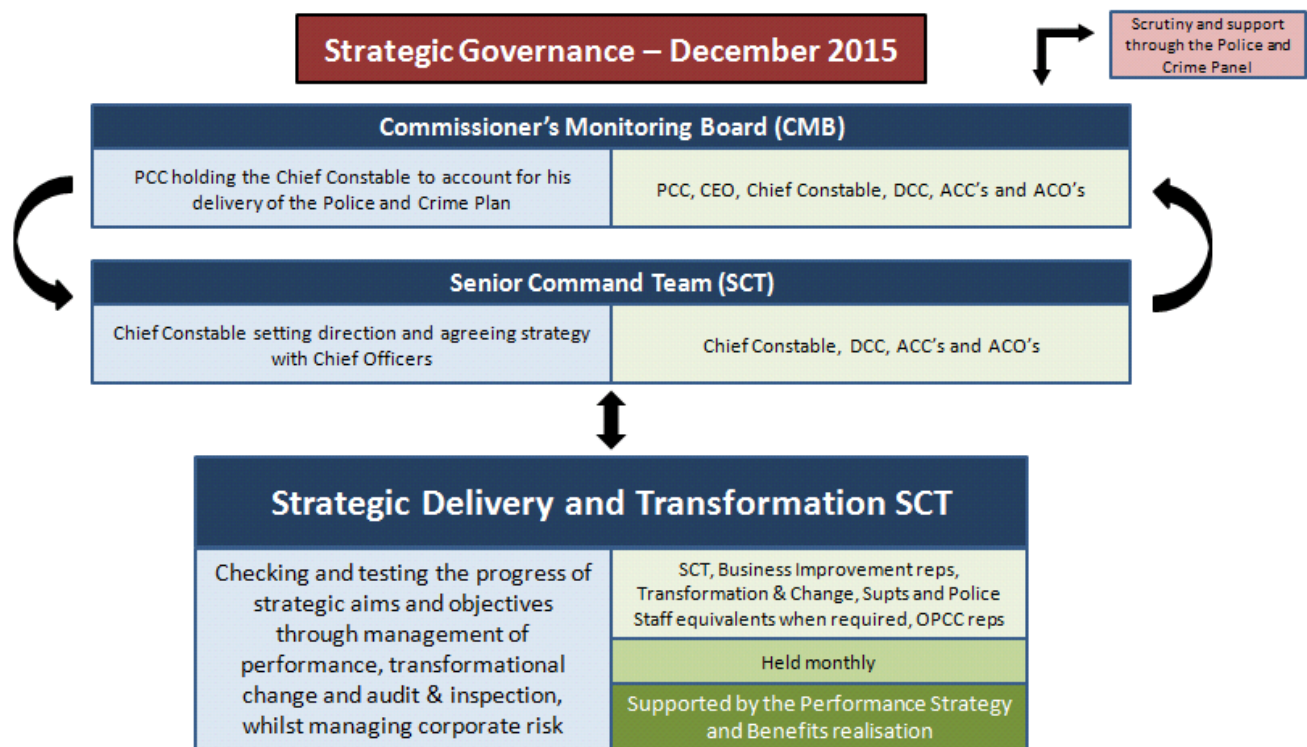
Governance structures

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 of my Police and Crime Plan and 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 holds a weekly Senior Command Team (SCT) which manages the day-to-day running of the organisation. 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.



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



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			

The data source for each measure can be found within Appendix A

Overall Performance Dashboard

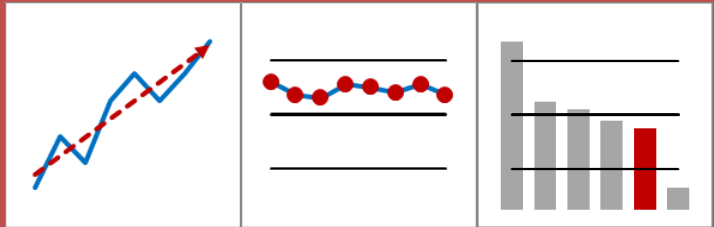
Priority 1: Prevent crime and ASB			
Measure	Data	Infographic	Context
Crime volume	9,843		Significant increasing trend but in line with peers
ASB volume	3,737		Low and significantly reducing
Crime recording compliance	93%		Improving
Satisfaction with visibility	51%		Significant reduction in Wave 13 (Autumn/Winter 2015)

Priority 3: Put victims and witnesses at the heart of everything we do			
Measure	Data	Infographic	Context
Victim Satisfaction	85%		Inline with peers
Satisfaction with investigation	79%		Stable
Satisfaction with being kept informed	80%		Stable trend but restricted method (Completely and Very satisfied) showing improvement
Outcome rate	21%		Significantly lower than peers
End to end time			In development through Community Policing pilot
Cracked and ineffective trials	48%		Stable
Cracked and ineffective trials due to prosecution	15%		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 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	74%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	66%		Significant decreasing trend
Wiltshire Police treat me with respect	94%		High and stable since Autumn 2012
OCCD 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	97%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	99%		Stable and high
Quality of files	NA		In development following Transforming Summary Justice changes
Volume of complaints	150		Trend stabilising following reduction
% of complaints recorded within 10 days	83%		Significantly improved
% of complaint appeals upheld	33%		9 appeals completed with 3 upheld

1. Prevent Crime and ASB

Crime volume	Q1. 9,447	Q2. 9,638	Q3. 9,843	
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Office for National Statistics (ONS) crime statistics release (12 months to September 2015)

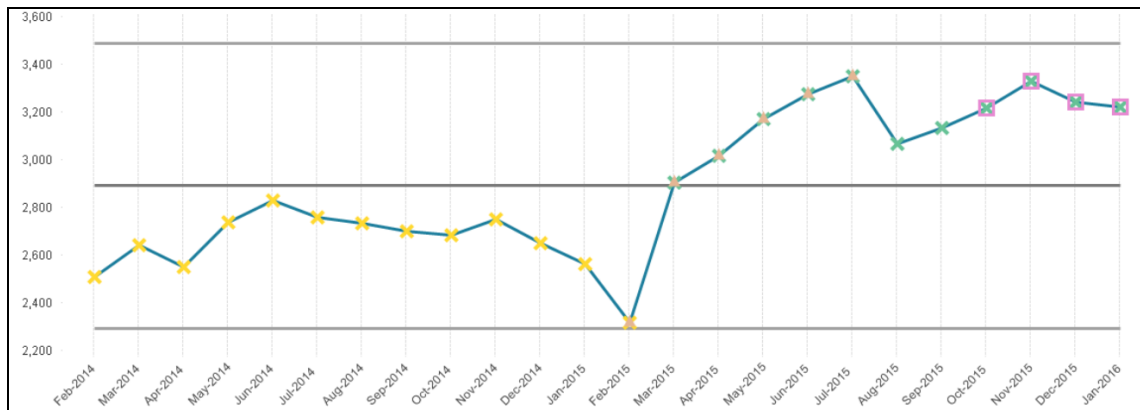
1. On 21 January 2016, the ONS published the national crime statistics for the 12 months to September 2015¹.
2. The key messages were:
 - a. Recorded crime within England and Wales increased by 6.5%. thirty three forces are recording more crime than the previous year.
 - b. Recorded crime within Wiltshire had increased by 8.8%. This equates to 2,830 crimes with a total of 34,959 recorded.
 - c. The main volume driver behind the increase is violence against the person (VAP) which represents an increase of 1,841 crimes. This is explained by improved recording practices following the crime data integrity inspection by Her Majesty's Inspectorate of Constabulary (HMIC) of which the results are reflected in the national research commissioned by Chief Constable Habgood.
 - d. This research included sexual offences which are also increasing locally and nationally but not to a degree where it is having significant impact on total crime volumes.
 - e. There are a number of crime groups now contributing to the increase in all

¹ ONS Crime Stats Release – 12 months to September 2015 <http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/crime-in-england-and-wales---year-ending-september-2015/index.html>

crime. Analysis of the data would seem to indicate that this is driven by improved recording practices, with actual demand coming into the Force remaining relatively stable despite the increase in recorded crime volume.

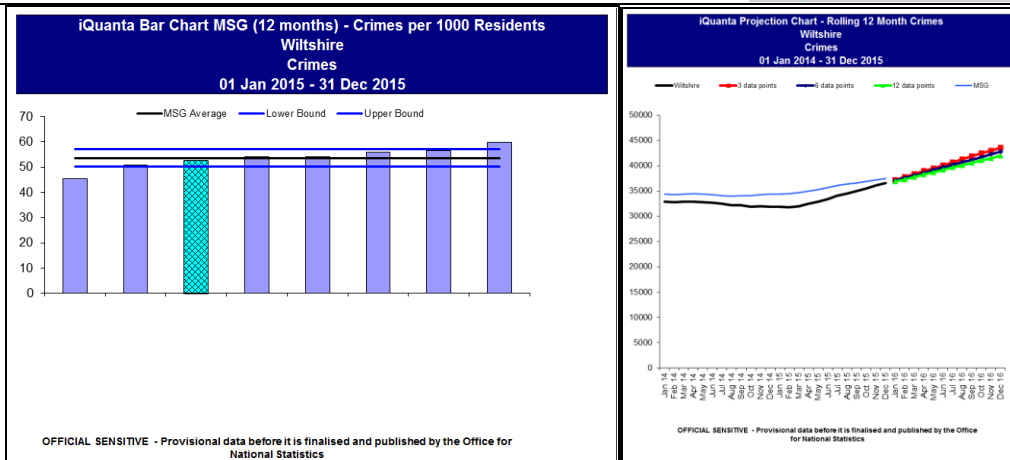
Quarter three performance

3. 9,843 crimes were recorded during quarter three.
4. The control chart below shows that the monthly volume of crime recorded since March 2015 has consistently exceeded the monthly average of the last two years. It was at this point Wiltshire Police changed its recording process from having a 72 hour window to record a crime to just 24 hours.
5. As part of this process change, the focus is on ethically recording the crime and then investigating it, rather than trying to evidence why it is or is not a crime in the first place.
- 6.



All crime up to December 2015 – control chart

7. For the 12 months ending December 2015, Wiltshire recorded 36,610 crimes. This represents a 14.8% increase on the previous year.
8. Whilst 39 forces have increased the volume of recorded crime compared to the previous 12 months, Wiltshire's increase is now ahead of the national (+7.8%), regional (+6.3%) and peer group (7.4%).



All crime up to December 2015 – most similar group (MSG) position and trend

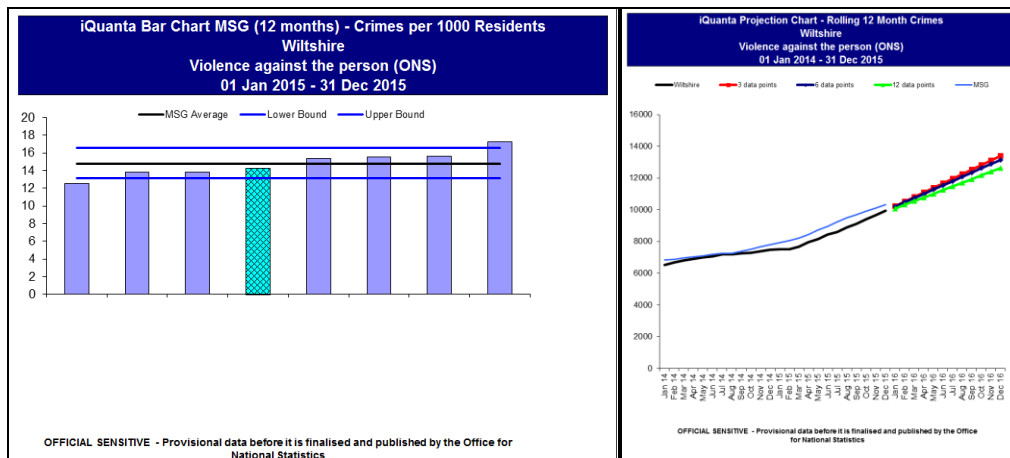
9. A full breakdown of the recorded crime volumes for each crime group can be seen below.

Crime Category	Period		Change	
	Jan - Dec 14	Jan - Dec 15	Numeric	Percentage
All Crime	31,898	36,610	+ 4,712	+ 14.8%
Violence Against The Person	7,475	9,955	+ 2,480	+ 33.2%
Sexual Offences (All)	974	1,265	+ 291	+ 29.9%
Robbery (All)	142	209	+ 67	+ 47.2%
Burglary (Dwelling)	1,110	1,300	+ 190	+ 17.1%
Burglary (Other)	2,425	2,517	+ 92	+ 3.8%
Shoplifting	3,093	3,735	+ 642	+ 20.8%
Vehicle Offences	2,546	2,529	- 17	- 0.7%
Theft from the Person	298	302	+ 4	+ 1.3%
Bicycle Theft	746	888	+ 142	+ 19.0%
All Other Theft Offences	4,604	4,322	- 282	- 6.1%
Criminal Damage & Arson	5,586	5,474	- 112	- 2.0%
Public Order Offences	880	1,923	+ 1,043	+ 118.5%
Possession of Weapons Offences	132	228	+ 96	+ 72.7%
Drug Offences	1,476	1,316	- 160	- 10.8%
Racially/Religiously Aggravated Offences	230	353	+ 123	+ 53.5%

Crime group volume 12 months to December 15 compared to previous year

10. It is recognised that the data above is simply comparing this year versus last year and there are significant flaws and limitations with assessing data in this way.
11. The Business Intelligence team use this information provided by the Home Office in combination with a range of statistical methods and techniques in order to understand whether there are any exceptions which need attention.

12. The key crime groups influencing the overall crime increase continue to be VAP, shoplifting and public order offences, all of which are detailed within this report.
13. The increase in VAP and sexual offences has been well documented both nationally and also within previous Police and Crime Panel reports. The charts below outline Wiltshire’s position and trend for these crime groups.

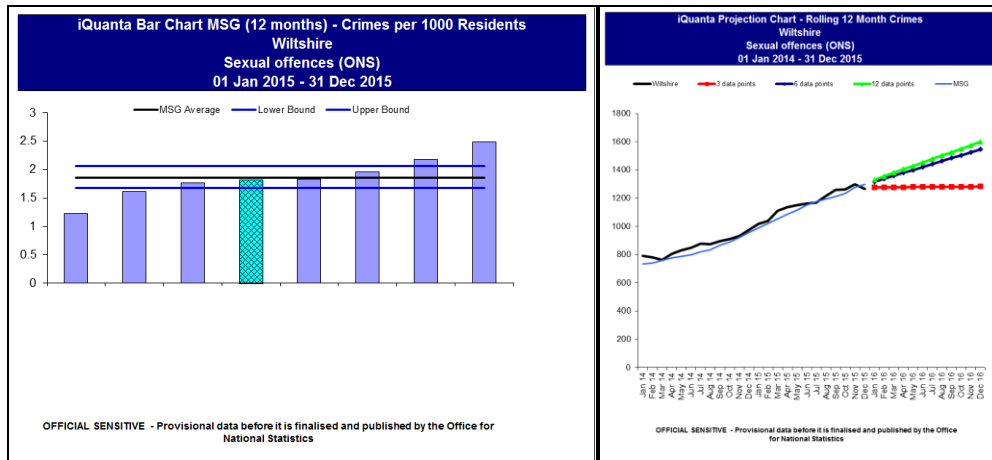


VAP up to December 2015 – MSG position and trend

14. A significant proportion of the VAP increase is related to low level common assaults where there is no injury. This is classified as “violence without injury”.
15. The key message is that calls for service with regards to violent crime are not increasing, but the operators and officers are better at recognising and recording it.
16. Analysts have used hospital admissions data as a proxy measure for understanding whether more violence is occurring.
17. It appears that there is no correlation between the increase in recorded crime and the volume of admissions through hospitals.
18. This further supports the hypothesis that recorded VAP is increasing as a result of improved crime recording practices rather than genuine violence.
19. This will continue to be monitored as part of the research into increasing crime trends.

20. Wiltshire’s 29.9% increase in sexual offences is directly in line with national (+29%), regional (+25.8%) and peer (+33.3%) rates of change.

21.

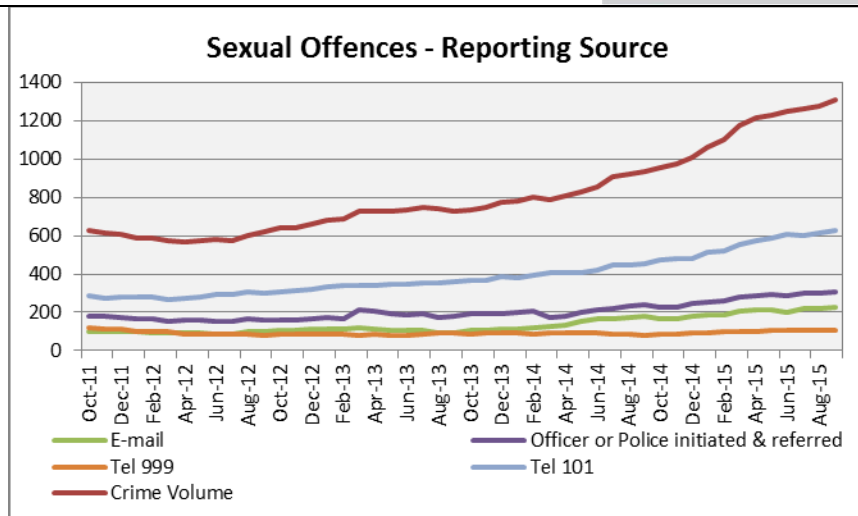


Sexual offences up to December 2015 – MSG position and trend

22. The Business Intelligence team continually reviews these increases and whether the existing theory of improved recording practices still remains.

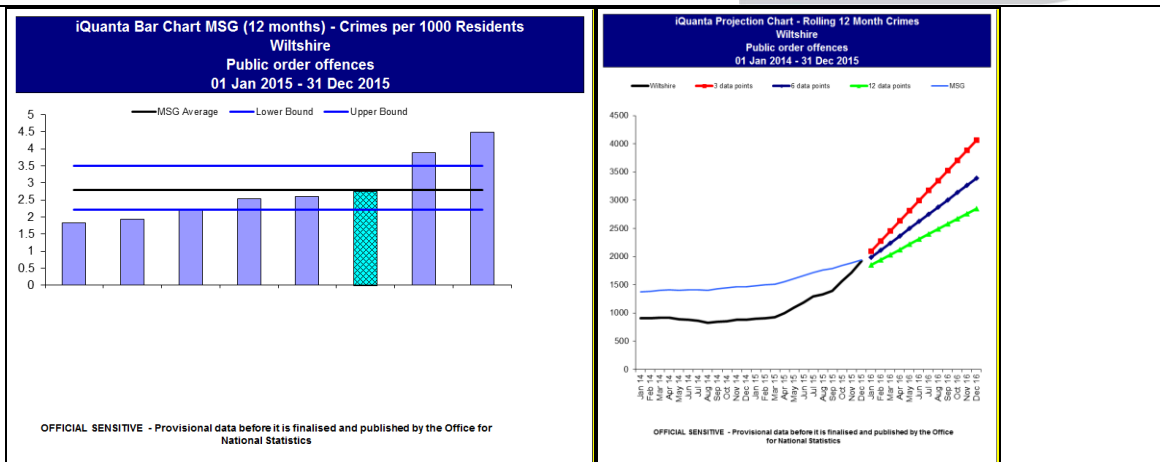
23. The chart below highlights that the volume of crime recorded is driven by increased non-emergency calls, police or partner referrals and email contact rather than 999 calls for service.

24.



Sexual offences – rolling 12 months

25. This indicates either that the Force is better at recording crimes reported via partner agencies or there is a greater awareness through processes such as the multi-agency safeguarding hub (MASH).
26. It also indicates that officers are either better at identifying when offences have been committed or at record additionally disclosed offences which may in turn be a result of an increased confidence to disclose more information.
27. In terms of public order offences, Wiltshire, along with 35 other forces, have seen an increase in recorded volume. This increase represents a significant proportion of the Force's overall crime increase.
28. Whilst the rate of change is significantly high, the actual volume of public order offences is in line with the peer group average.



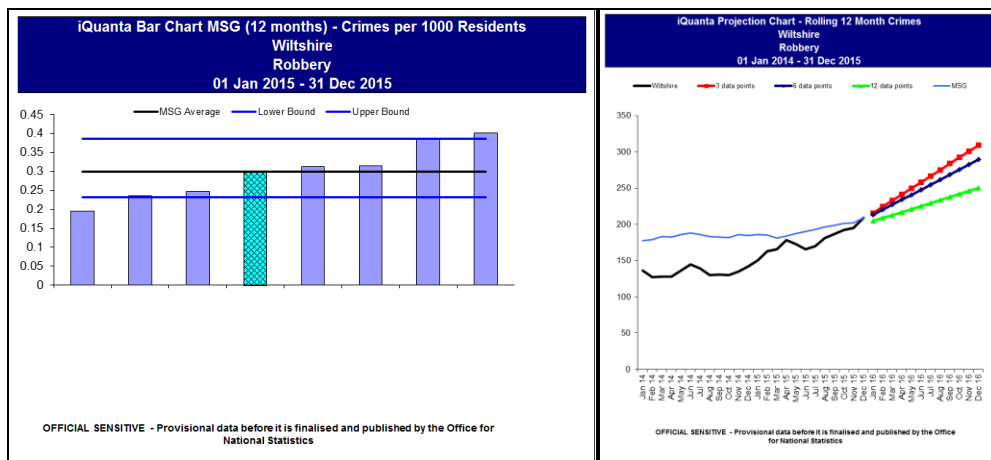
Public order up to December 2015 – MSG position and trend

29. The significant increase coincides with the move to 24 hour recording and also at the time where a significant amount of additional law training was invested in the Crime and Communications Centre (CCC). This was detailed within the “deep dive” section of the Q1 2015-16 PCP report under section 1.12.
30. Wiltshire has seen a significant increase in the volume of recorded robbery offences (+47.2%). However, to keep some perspective, this equates to an additional 67 offences recorded.
31. The volume of robbery offences which occur in Wiltshire is low with 0.27 offences occurring per 1,000 population.
32. The increase in robbery has been offset by a reduction in theft from the person. The relationship between the recorded volumes of each crime type can be seen in the chart below.



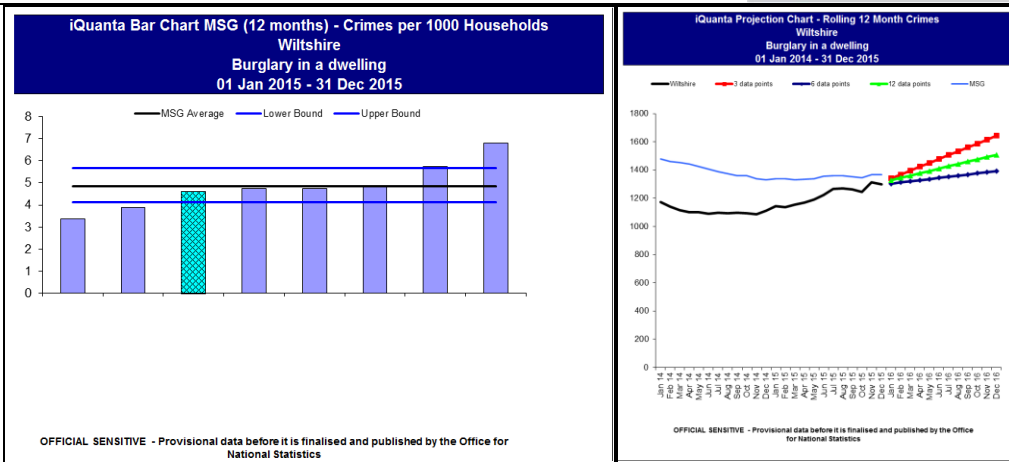
Standardised robbery and theft from the person comparison

33.



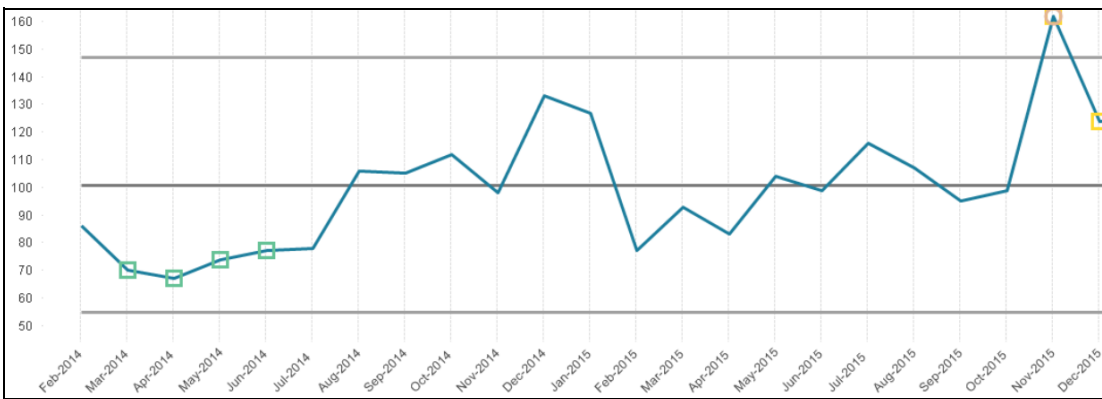
Robbery up to December 2015 – MSG trend

34. Dwelling burglary volume has increased 17% on the previous year. This amounts to 190 more offences. The increasing trend is not statistically significant and forecasts anticipate the rolling 12 month volume to be stable or even to reduce by the end of the financial year.



Dwelling burglary up to December 2015 – MSG position and trend

35. Nineteen forces are seeing an increase in their volume of dwelling burglaries. Four of these forces are within Wiltshire’s peer group and one within the south west region which borders with the west of Wiltshire.



Dwelling burglary up to December 2015 – control chart

36. Of the 162 offences in November 2015, 89 occurred within the Swindon area.
37. Analysis of this spike identified that a high proportion of offences could have been prevented if the premises had been properly secured. It was also identified that on 41 occasions, no items were taken.
38. Of 136 offences that were reviewed between 03/09/15 and 29/11/2015, 114 had limited offender descriptions and crime scene investigation (CSI) opportunities were not available. This will ultimately have an impact on the ability to get a

positive outcome for these offences.

39. A potential series of offences has been identified and Wiltshire is working closely with a neighbouring force with regards to the suspects for these offences.

40. In a simple year-on-year comparison, shoplifting has increased by 21% (642 offences).

41.



Shoplifting up to December 2015 – control chart

42. Monthly volumes of shoplifting offences have come back down to normal levels for quarter three and are not considered an exception.

43. The force has recorded 353 racially or religiously aggravated offences in the 12 months to December 2015. This represents a 54% increase on the previous 12 months (+123 offences).

44. Nationally there has been a 16% increase in the recorded volume of racially/religiously aggravated offences with 33 forces recording more offences than the previous year.

45. A key contributing factor is the recording compliance which is affecting VAP and public order recorded figures which, with the exception of criminal damage, represent the offences classified within this category.

Code	Description
008M	Racially/Religiously Aggravated Harassment
008P	Racially/Religiously Aggravated Assault With Injury
009B	Racially/Religiously Aggravated Public Fear, Alarm or Distress
058J	Racially/Religiously Aggravated Criminal Damage
105B	Racially/Religiously Aggravated Assault Without Injury

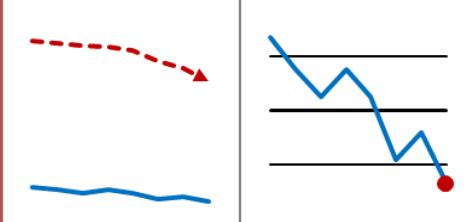
Racially/religiously aggravated offences – crime classifications

46. A separate briefing has been provided to the Police and Crime Panel on this issue (dated 20 January). The key findings from the report were:

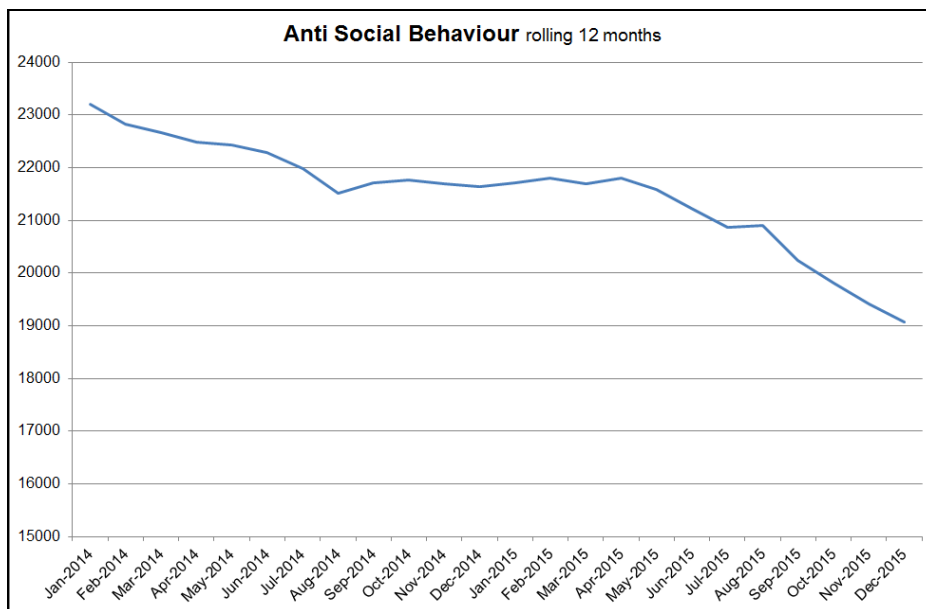
- The increase in the volume of racially/religiously aggravated offences is statistically significant and the underlying cause is the improvement in recording processes.
- As the parent groups of VAP and public order increase, the proportions of which are racially/religiously aggravated have increased with the same proportion.
- The increase is predominantly driven by an increase in occurrences of public fear, alarm and distress, which accounts for two thirds of this crime group and is in line with the overall increase seen in public order offences
- Harassment has a lesser part to play in the increase and is reflective of increases seen in this offence which sits within the violence without injury crime group. However volumes for this crime type are small (13 offences between Oct 14 and Sept 15)
- Racially/religiously aggravated criminal damage offences have increased from 22 to 46. However this is attributed to a series of graffiti tagging incidents in one sector area which solely accounts for this increase.

47. The Force records 11 racially/religiously aggravated offences per week on average. The volume of Islamophobia offences reported in the last year is minimal.

48. There have been no spikes following the events in Paris on 13 November 2015.

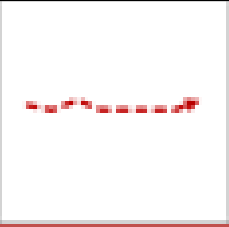
ASB Volume	Q1. 5,268 incidents	Q2 5,548 incidents	Q2 3,737 incidents	
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- 49. The volume of anti-social behaviour (ASB) continues to reduce. There were 3,737 incidents reported during quarter three.
- 50. ASB volume follows a clear seasonal pattern of higher volume in the summer months and lower volume in the winter months.
- 51. The quarter two report identified that summer volumes did not peak as high as expected.
- 52. It was anticipated that less ASB demand would be present during quarter three. However, volumes dropped exceptionally lower during this period.
- 53. The effect of these deviations from expected seasonal variance is that the rolling 12 month trend has seen a dramatic reduction from July 2015 onwards.



ASB up to December 2015 – rolling 12 months

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

Crime recording compliance rate	93 per cent as of December 2015	
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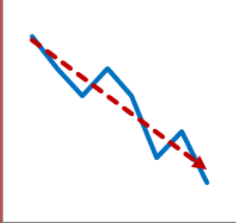
55. The Force conducts a monthly audit into the recording of crime and incidents to ensure they are compliant with the Home Office counting rules (HOCR) and national crime recording standards (NCRS).



NCRS/HOCR compliance rate up to December 2015

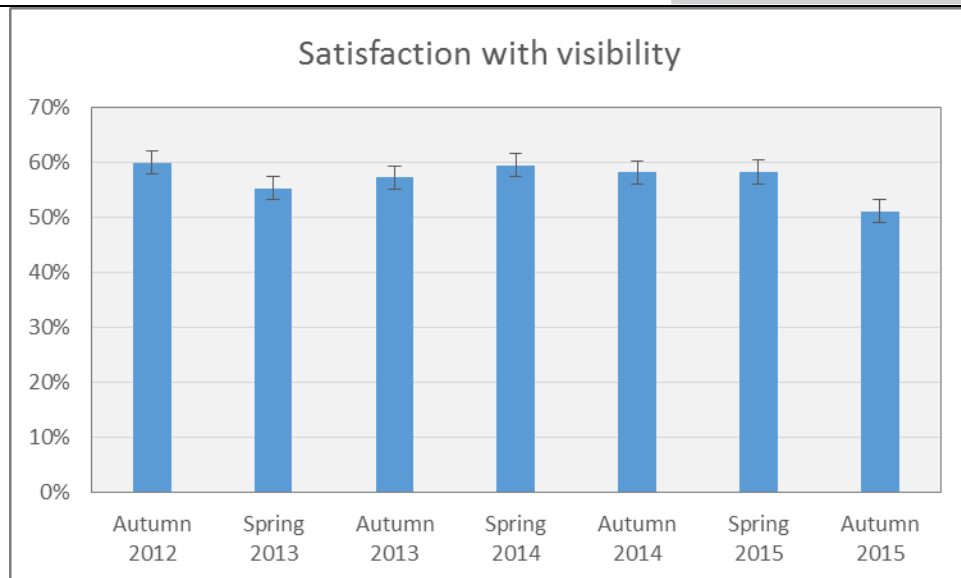
56. There has been significant investment in the training of staff to improve the

compliance rate. November and December is the first time the audit rate has exceeded 90% and shows that good progress is being made.

Satisfaction with visibility	51 per cent (±2.1 per cent; Wave 13 Autumn / Winter 2015)		Significant decrease in the most recent wave following stability since 2012

57. 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.

58. 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, 51 per cent (±2.1 per cent) of respondents say they are satisfied with the level of police visibility. This proportion has been stable since autumn 2012. However the most recent wave saw a significant decrease in satisfaction with visibility.



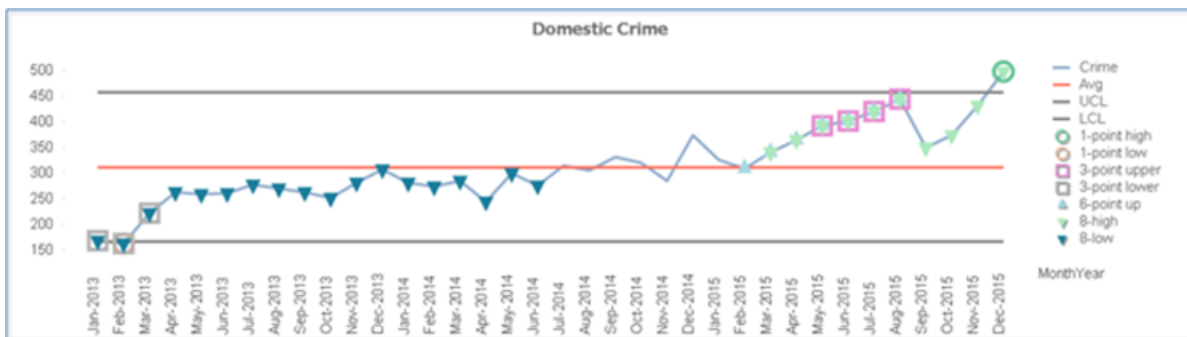
Satisfaction with visibility up to Autumn / Winter 2015

59. For those who are dissatisfied with visibility, comments are typically focused on a lack of presence, a lack of officers on foot patrol and that officers are only there when needed.
60. The Force is investing in technology to enable officers and community support officers to be more visible in the community. I have a great interest in this measure within the survey and will be seeking to understand this reduced public perception in more detail.
61. The word cloud below demonstrates the most frequently used words for those most dissatisfied with visibility.

2. Protect the most vulnerable in society

Management Information

64. It is acknowledged that the nature of vulnerability is wide ranging.
65. There are a number of measures which are used to understand how effective the Force is at protecting the most vulnerable in society.
66. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).
67. The VDB is a board chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight into 19 strands of vulnerability.
68. One of the key exceptions identified has been the increase in the volume of recorded domestic abuse.



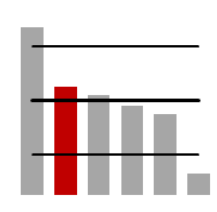
Domestic abuse control chart

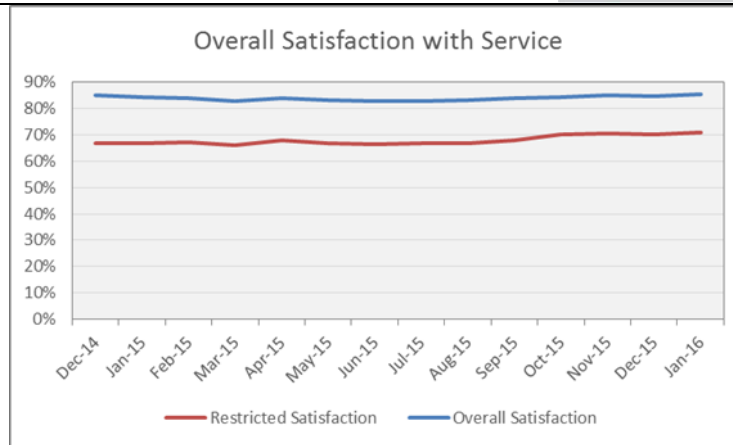
69. The control chart above shows the steady increase in monthly volume from February 2015. These figures relate to all crimes of a domestic dispute nature in line with NCRS but are mainly related to VAP (ABH, common assault and harassment).
70. Analysis was conducted into this increasing trend in a manner somewhat similar to the VAP increasing trend, in that demand for service and recorded crime were compared.

71. Calls for service relating to domestic disputes have not increased whereas the volume of recorded domestic abuse crime has increased.

72. This mirrors the finding from the VAP local and national analysis that recording practices have improved and are a more accurate representation of reality.

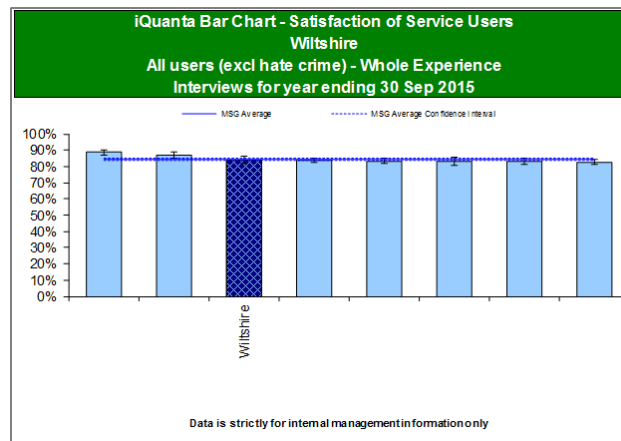
3. Put victims and witnesses at the heart of everything we do

Victim satisfaction	85 per cent (12 months to January 2016)		
<p>73. 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.</p> <p>74. 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:</p> <ul style="list-style-type: none"> 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 <p>75. Wiltshire satisfaction levels remain stable, for both the overall satisfaction level and satisfaction using the 'restricted methodology' (those who respond 'very satisfied' and 'completely satisfied'). This can be seen in the graph and table below.</p>			



	Restricted Sat		Overall Sat	
Year Ending	Jan-15	Jan-16	Jan-15	Jan-16
Satisfaction	67%	71%	84%	85%
Conf Int.	3%	3%	2%	2%
Range High	70%	74%	87%	88%
Range Low	64%	68%	82%	83%
Annual Change	4%		1%	
Comparison	No significant change		No significant change	

76. Wiltshire remains in a good place with victim satisfaction, within a percentage of the average of similar forces for the most recently available data (to Sept 2015).



Overall satisfaction rate within the similar force group

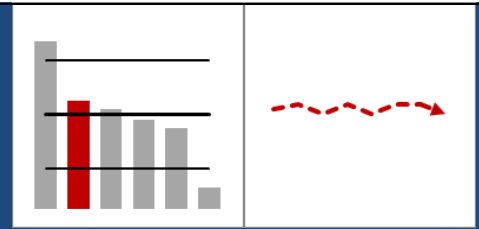
77. The survey is broken down into four sub-groups:

- iv. Violent crime
- v. Vehicle crime
- vi. Burglary
- vii. Hate incidents

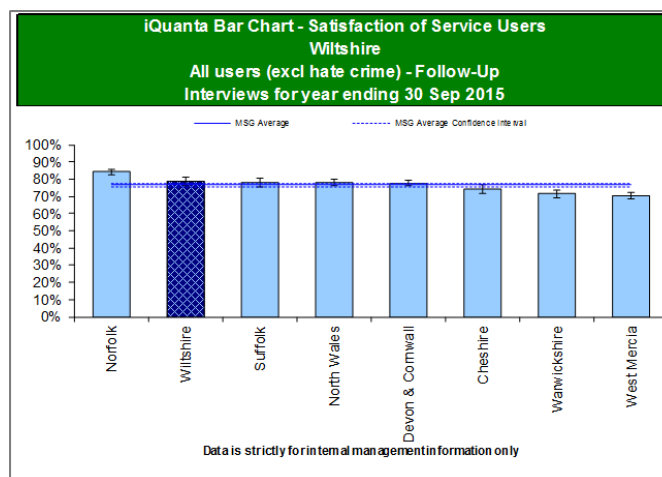
78. The most recently available data for the most similar force groups and the national picture (to Sept 2015) places Wiltshire in line with peers for overall satisfaction as well as in the four sub groups surveyed.

Satisfaction with being kept informed

80 per cent
(12 months to January 2016)

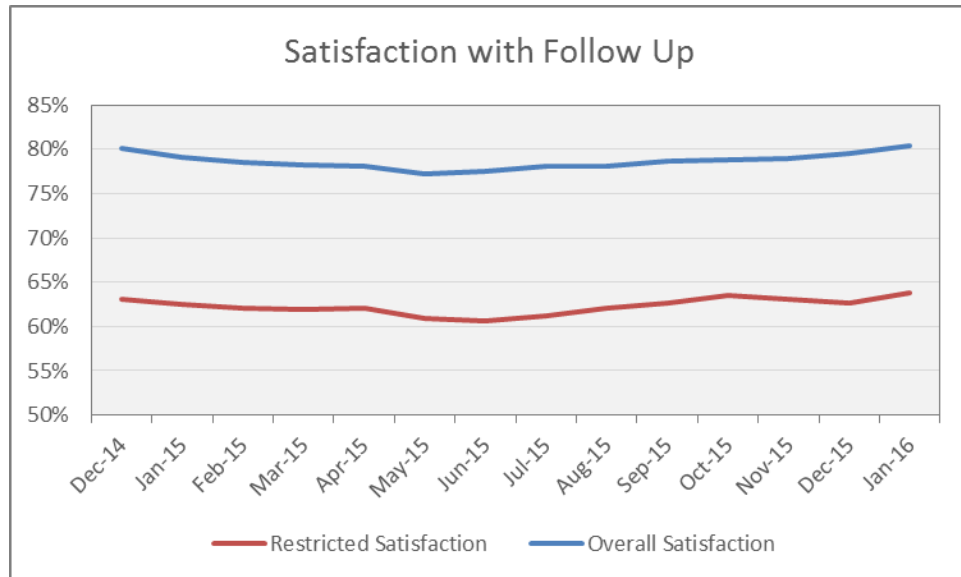


79. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is above average and remains on the bounds of significantly above its peers. Nationally, Wiltshire is rated seventh out of 43 forces for the same measure. This area can be a significant driver for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


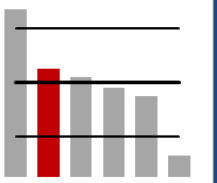


Satisfaction with being kept informed within the similar force group

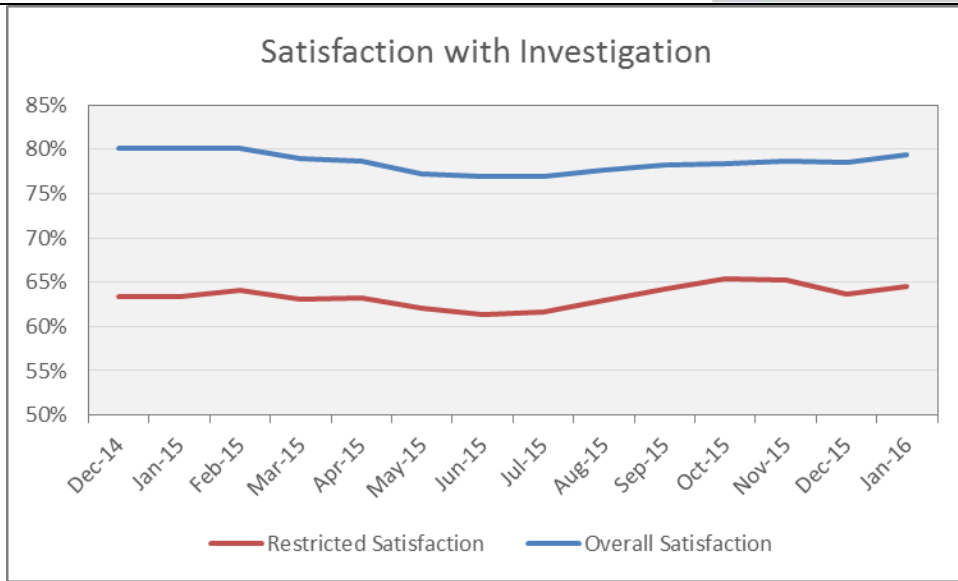
80. The trend at the moment is a stable one for both the overall satisfaction level and restricted method (only those completely and very satisfied).



Satisfaction with being kept informed

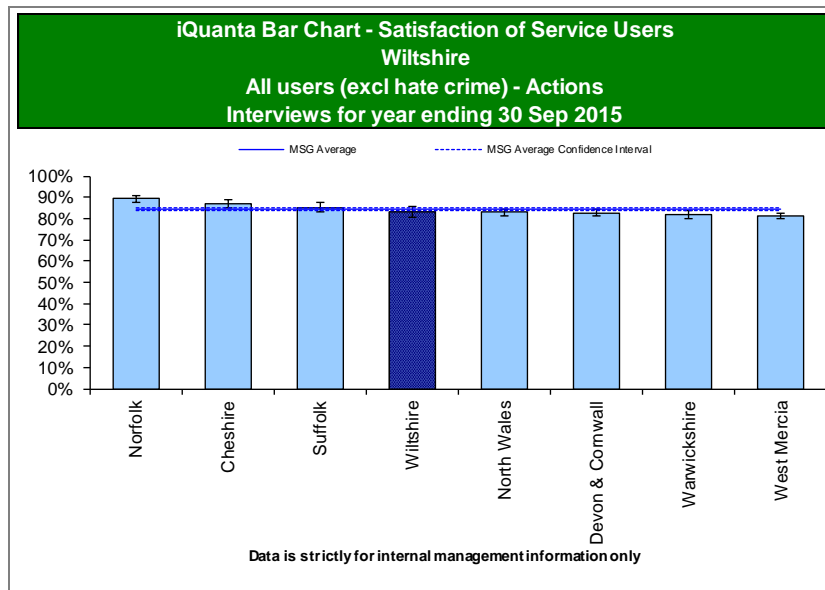
Satisfaction with investigation	79 per cent (12 months to January 2016)		
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81. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a question mandated by the Home Office. The chart below shows how the results have changed over time, showing a stable picture with no significant change.

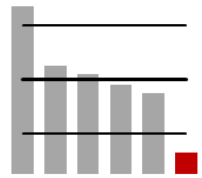



Satisfaction with investigation

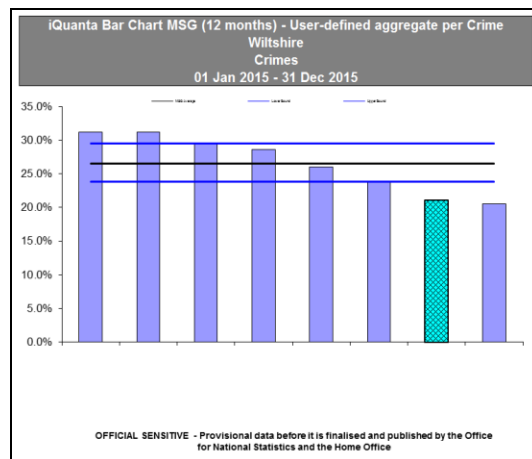
82. Although not a question a related theme of satisfaction with the 'actions taken' places the Force in line with peers.



Overall satisfaction with actions taken within the similar force group

Outcome rate	21.1 per cent (12 months to December 2015)		
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83. The outcome rate for the 12 months to December 2015 was 21.1 per cent. This remains significantly below the average of our peer group.

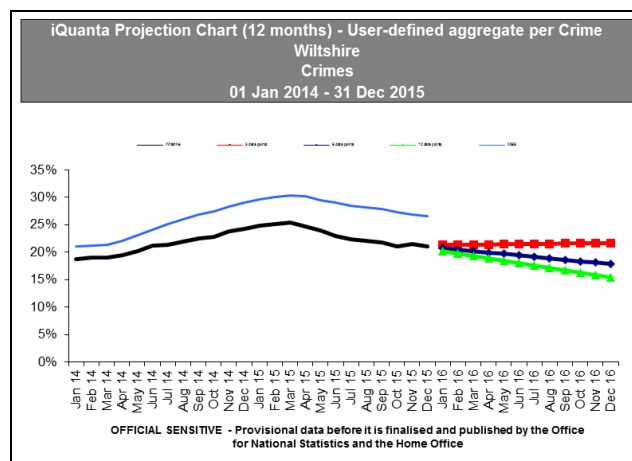


Wiltshire Police overall outcome rate within similar peer group

84. When comparing to other forces within the region, however, the outcome rate has a much closer distribution.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	3,771,655	885,929	23.5%
South West Region	293,921	65,806	22.4%
	109,923	19,872	18.1%
	77,568	22,164	28.6%
	40,110	9,693	24.2%
	29,710	6,352	21.4%
Wiltshire	36,610	7,725	21.1%
Most Similar Group (Average of Component Forces)	397,114		26.5%
Wiltshire	36,610	7,725	21.1%
	77,568	22,164	28.6%
	30,751	6,332	20.6%
	44,020	11,434	26.0%
	37,480	11,696	31.2%
	70,263	16,690	23.8%
	47,531	14,081	29.6%
	52,891	16,490	31.2%

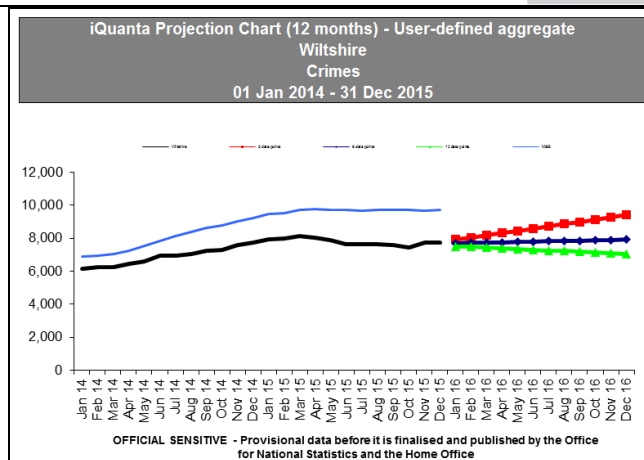
Wiltshire outcome rate compared to the most similar group and south west region



Wiltshire Police outcome rate trend

85. Forces across the country are seeing their overall outcome rate deteriorate as recorded crime increases.

86. The chart below shows that the volume of positive outcomes achieved by the Force is stable and that the deterioration in the outcome rate from February 2015 onwards coincides with the marked increase in recorded crime.



Wiltshire Police outcome volume trend

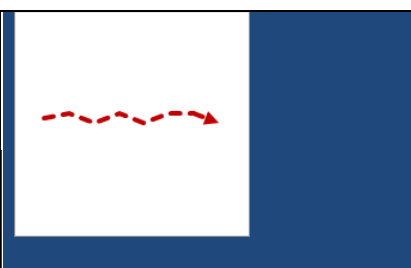
87. At the end of the crime recording process, the crime standards team reviews all outcomes and files them on to the Force's record management system NICHE.
88. Because of increases in the volume of recorded crime and also vacancies within this team, a backlog of outcomes waiting to be added to NICHE has built up.
89. This backlog means that the figures portrayed within our systems and iQuanta under-represent the genuine outcome rate.
90. It is estimated that additional outcomes within this backlog could be added to our total which would increase our overall rate to approximately 24% which would be classed as in line with peers.
91. The Force has developed an action plan to reduce the backlog and I am satisfied that there is a process which prioritises the filing of outcomes for the most serious offences.
92. The Home Office is putting much more emphasis on understanding the full range of outcomes rather than the traditional approach of looking at "detection rates". There is recognition that not all outcomes are equal.
93. 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.

End to end time		
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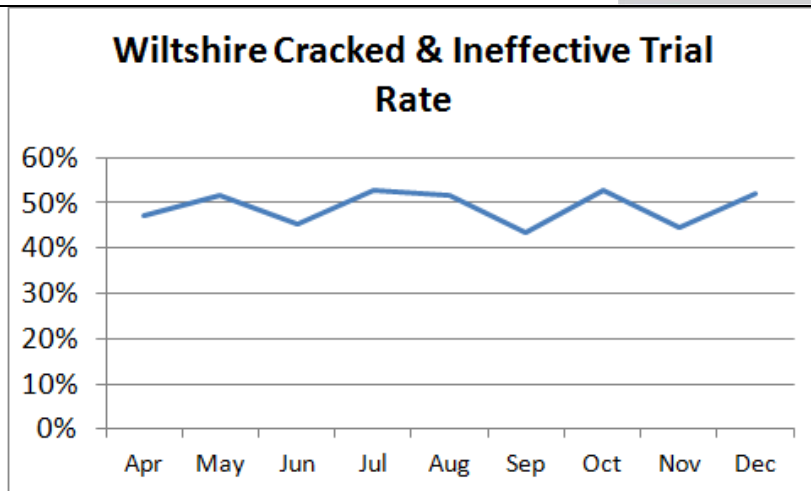
94. This is a measure in development through the community policing pilot, which is driven by the systems thinking philosophy. The operating model is designed to remove bureaucracy from the system and improve efficiency.

95. 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.

96. An evaluation of the pilot is being completed by the business improvement team which will include business process indicators such as end to end time, hand-offs, response times, file quality, and overtime.


Cracked and ineffective trials	Q1 43 per cent	Q2 49 per cent	Q3 48 per cent	
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97. A total of 405 trials were listed during the third quarter 2015/16 of which 195 (48 per cent) were cracked or ineffective.



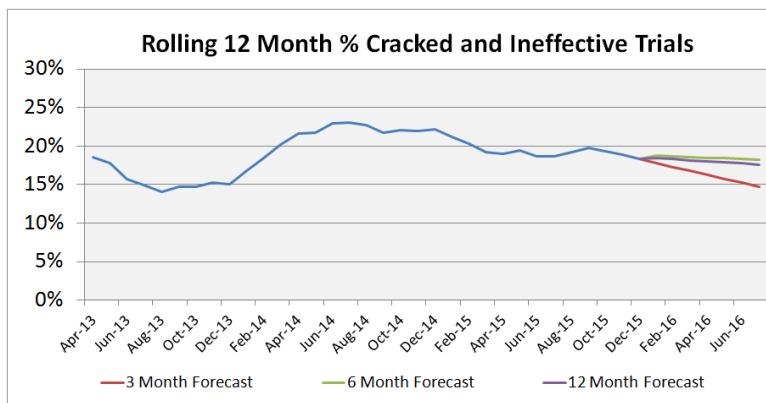
Wiltshire cracked and ineffective trial rate 2015/16

98. It is useful for me to be able to monitor this high level measure as it enables me to work with Wiltshire Criminal Justice Board partners to ensure we all play our part in providing a good service to the victims and witnesses within Wiltshire.
99. The cracked and ineffective rate for Crown Courts in Wiltshire was higher than expected for quarter three. This is due to 26 out of 53 trials being cracked or ineffective as a result of a defence or administrative failing.
100. Only four of the 53 trials listed were cracked or ineffective because of a prosecution failing, with the remaining trials being listed as effective.

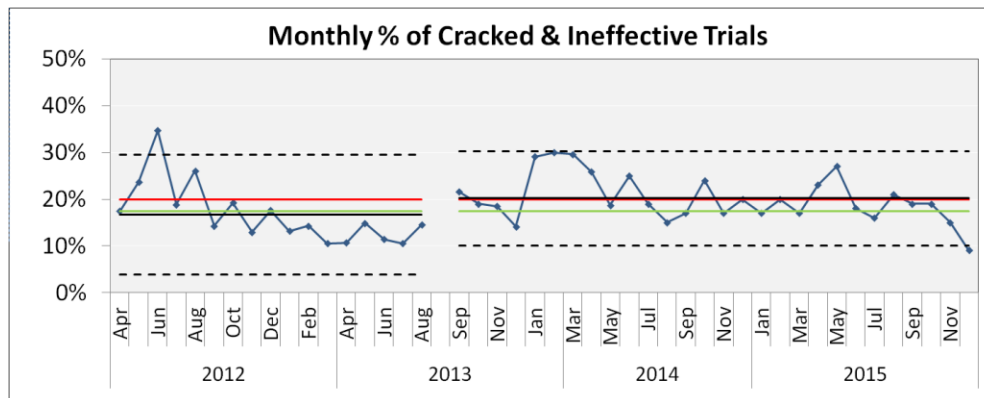
Cracked and ineffective trials due to prosecution	Q1 18 per cent	Q2 19 per cent	Q3 15 per cent	
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101. There were 62 trials cracked and ineffective due to prosecution within the third quarter which equates to 15 per cent of the total trials listed (405).

102. A total of 58 relate to trials listed at magistrates court (94 per cent) with the remaining four listed at crown court (six per cent). These proportions remain consistent with the breakdown over the last two years.



Percentage of trials cracked & ineffective due to prosecution – rolling 12 months



Percentage of trials cracked & ineffective due to prosecution – discrete months

103. During quarter three Wiltshire has seen a significant decrease in the percentage of cracked and ineffective trials due to prosecution. With four consecutive

months exceeding the expectations of the Crown Prosecution Service (CPS) and the latest three months decreasing consecutively.

104. I am pleased with the performance improvement and will continue to monitor this improved performance.

105. Of the magistrates cracked and ineffective (C+I) trials, there are two issues that stand out from the third quarter.

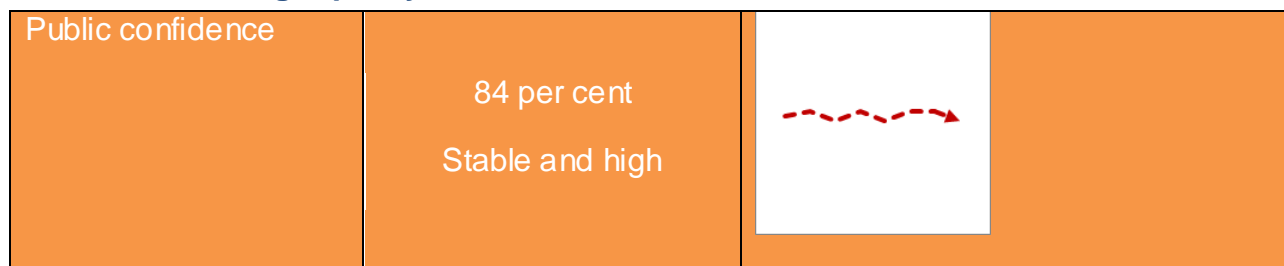
- i. 37 out of the 46 trials C&I due to not being in the public interest were within Salisbury Magistrates Court.
- ii. The predominant reason cited for C&I trial due to prosecution is witness absent/withdrawn followed by insufficient evidence.

106. The public interest trials were discussed at the WCJB and it was suggested there are more agency/temporary staff fulfilling roles within Salisbury which brings with it less consistency when reviewing files.

107. The WCJB are in the planning stages of delivering a rejuvenated business plan for 2016-17. This will set the clear vision for the WCJB in terms of how the collective services work together to provide a better criminal justice system for victims and witnesses in Wiltshire.

108. This plan will be supported by an effective performance framework which will focus on understanding and improving the service to the public as opposed to attaining targets or service level agreements.

4. Secure, high quality, efficient and trusted services



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

110. A sample of 2,117 people responded to the Autumn/Winter 2015 survey which is statistically significant with a confidence interval of ± 2.1 per cent. This means that if I asked the same questions of a different 2,117 people, then I would expect the figure to fall within 2.1 per cent either side of 83.5 per cent i.e. 81.4 per cent and 85.6 per cent.

111. There is very little movement, survey to survey, and the current figure of 83.5 per cent public confidence in the police remains stable and high as shown within the table below.

Number Surveyed	2067	2341	2112	2167	2149	2114	2117	
Confidence Interval	$\pm 2.2\%$	$\pm 2.0\%$	$\pm 2.1\%$	$\pm 2.1\%$	$\pm 2.1\%$	$\pm 2.1\%$	$\pm 2.1\%$	
Measure	Autumn 2012	Spring 2013	Autumn 2013	Spring 2014	Autumn 2014	Spring 2015	Autumn 2015	Average
<i>Feel safe during the day</i>	92%	94%	95%	95%	95%	95%	94%	94%
<i>Feel safe after dark</i>	62%	60%	59%	60%	56%	58%	58%	59%
<i>Satisfaction with visibility</i>	60%	55%	57%	59%	58%	58%	51%	57%
<i>Deal with the things that matter to the community</i>	78%	77%	79%	77%	77%	76%	74%	77%
<i>Relied on to be there when you need them</i>	73%	72%	71%	71%	69%	69%	66%	70%
<i>Overall confidence in the police in this area</i>	85%	85%	84%	84%	83%	84%	83%	84%
<i>Teenagers hanging around</i>	16%	16%	19%	16%	18%	16%	13%	16%

Public opinion survey core measures up to Spring/Summer 2015

112. Despite overall confidence in the police remaining stable, and teenagers hanging around being the lowest since before Autumn 2012, there are exceptions in reduced satisfaction with visibility (as discussed earlier in the report) and a reduction in the proportion of people who feel that Wiltshire Police will be there when they need them.

113. 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. Using this product we are able to deduce that 7% of those people surveyed are not confident about the police in their area



Hub policing product – public opinion survey

114. The bar chart at the top of the image in the example above is broken down by age group of the respondent. However it is also possible to view the data in numerous ways such as gender, location, MOSAIC profile and ethnicity.

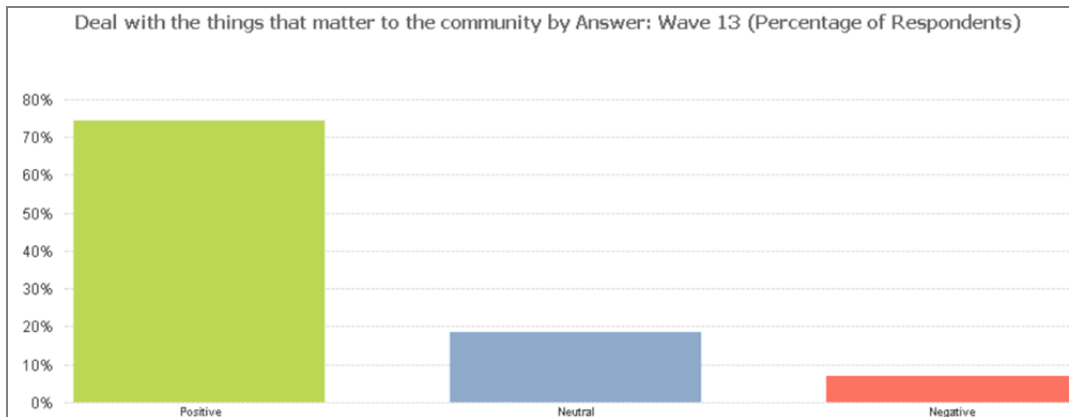
Wiltshire Police deal with things that matter to the community	74 per cent Stable and consistent since Autumn 2012	
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115. This measure enables me to understand whether the Force is listening to its communities and dealing with things that matter to them.

116. The proportion of people who believe that Wiltshire Police does deal with things that matter to the community remains stable at 74.4 per cent (± 2.1 per cent).

117. The dashboard below shows that only seven per cent of people felt Wiltshire Police did not deal with things that matter to the community. This leaves 19 per

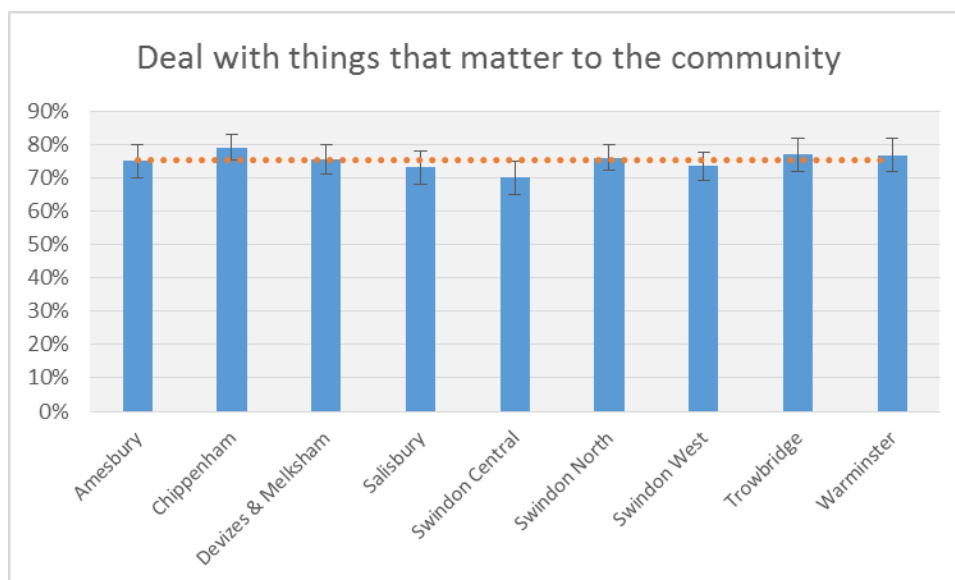
cent of people who either `didn't know` or stated `neither`.



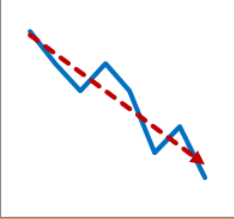
Wiltshire Police deal with the things that matter to the community by answer

118. 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.

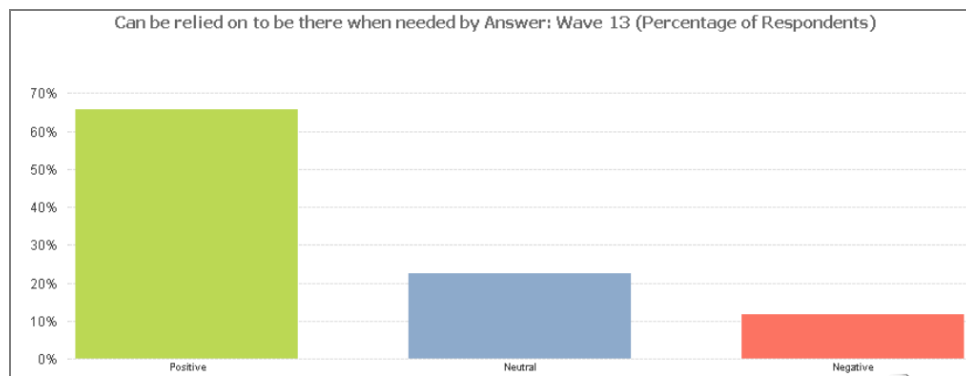
119. All sectors are in line with the overall Force result, with the separate areas reporting between 70 and 79 per cent of respondents who believe that issues that matter to them are being dealt with. There are no significant reductions noted in the year-on-year comparisons at sector level.



Wiltshire Police deal with the things that matter to the community by sector

<p>Wiltshire Police can be relied upon to be there when needed</p>	<p>66 per cent Significant decrease</p>		
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120. This measure within the public opinion survey has seen small consecutive decreases amounting to a significant decrease compared to 73% in Autumn 2012



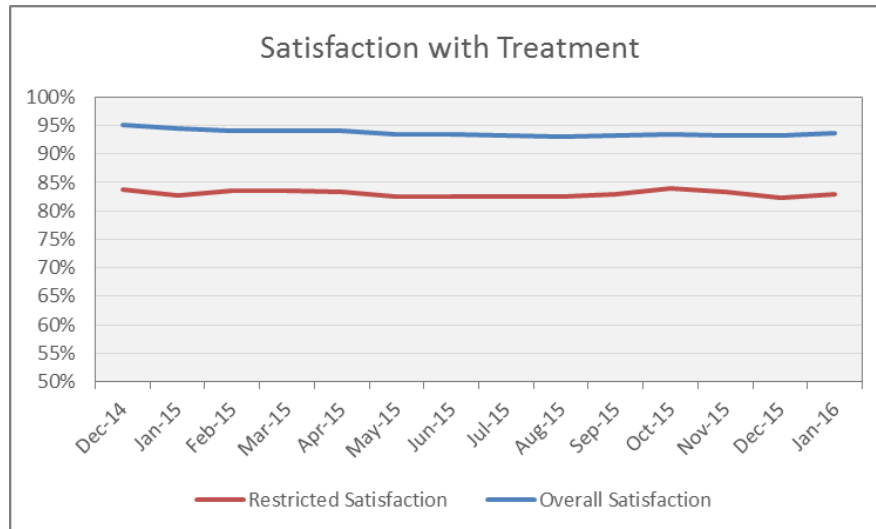
Wiltshire Police can be relied upon to be there when needed - by answer

121. Analysis of this decrease shows that there has been no change in the proportion of people that disagree with this statement. There has been a shift in the number of people agreeing with this response to providing a neutral answer.

<p>Wiltshire Police treat me with respect</p>	<p>90 per cent Stable and high since Autumn 2012</p>		
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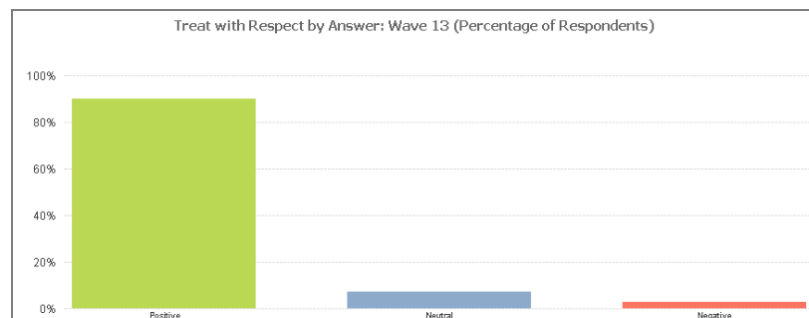
122. Responses to this question in the satisfaction survey show that 94 per cent of people believe they were treated with respect by Wiltshire Police when

they were a victim of crime.

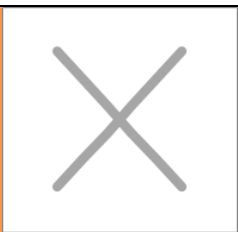


Wiltshire Police treat me with respect – overall and restricted satisfaction

123. Added to this, 90 per of those surveyed in the public opinion survey believe that they would be treated with respect. This is stable across all surveys dating back to autumn 2012 and across the different sector areas. seven per cent of the remaining respondents gave a neutral response, with only three per cent stating that they did not believe that Wiltshire Police would treat them with respect.



Wiltshire Police treat me with respect - by answer

Out of court disposal compliance rate		<ul style="list-style-type: none"> • No audit completed for 2015-16 • Most recent data end of 2014 was 95% compliant
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124. 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.

125. An audit of the compliance rate of OoCD has not been undertaken for some time due to a vacancy within the administrator post. When this was last done, the rate was 95 per cent compliant. The next audit is due to take place in April 2016.

126. An OoCD scrutiny panel met on 15 December 2015. This panel is independently chaired and contained representatives from my office as well as operational officers and representatives from partner agencies such as Wiltshire Youth Offending Team and magistrates.

127. The panel scrutinised a sample of OoCDs. The results were good and the panel was happy with what the Force is doing.

128. A particular case was progressed to a “deep dive” with a meeting held in January 2016.

Response rate	Q1 85 per cent	Q2 79 per cent	Q3 81 per cent	
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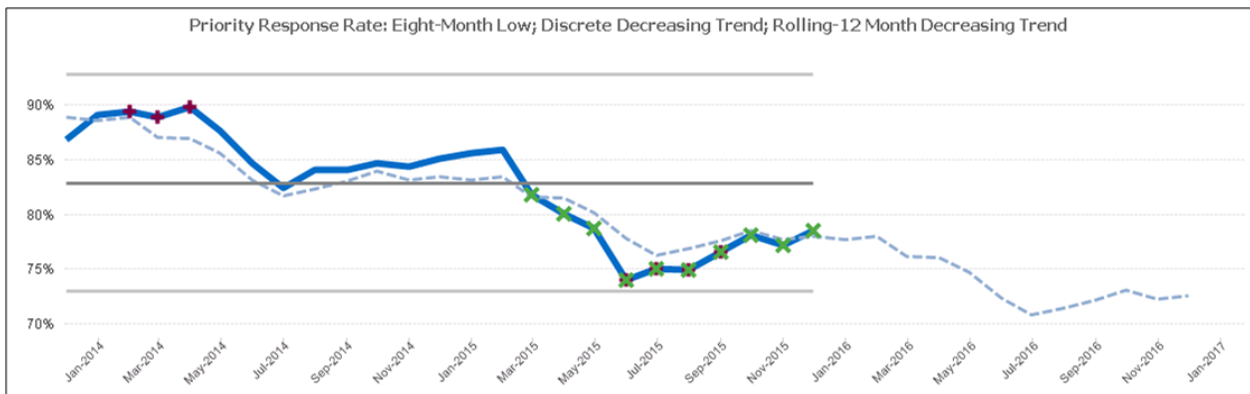
129. The response rate measure assesses how frequently Wiltshire Police arrives at emergency and priority incidents within a service level agreement (SLA) of 15 minutes for urban emergencies, 20 minutes for rural emergencies and one hour

for priority incidents.

130. The Force attended 12,907 emergency and priority incidents within quarter three, of which 10,441 were within SLA (81 per cent).

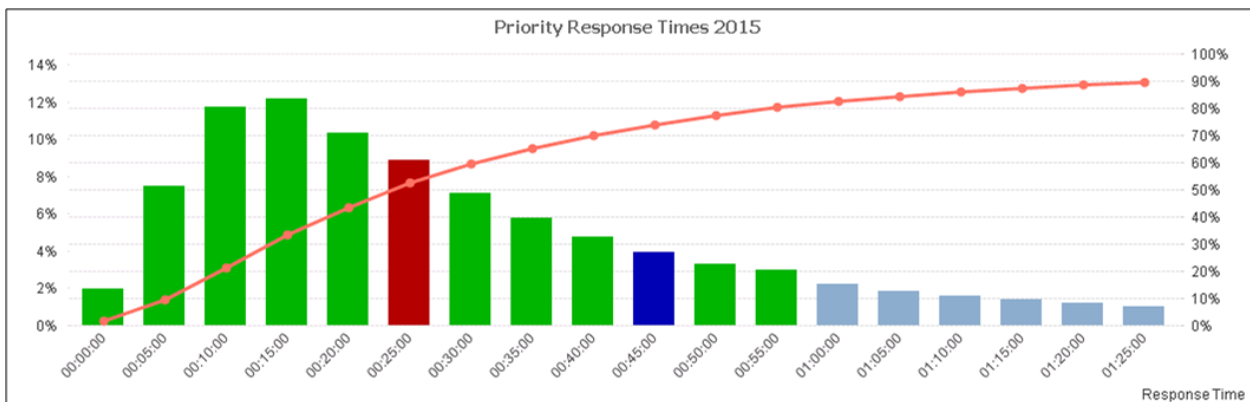
131. Priority response comprises nearly two thirds of the response demand incidents, and thus has the greatest influence on Force performance.

132. The chart below shows the priority response rate and whilst performance has appeared to improve from quarter two, 75.5% to 77.9% with 35,342 incidents attended within one hour, this remains to be an area of focus.



Priority response rates

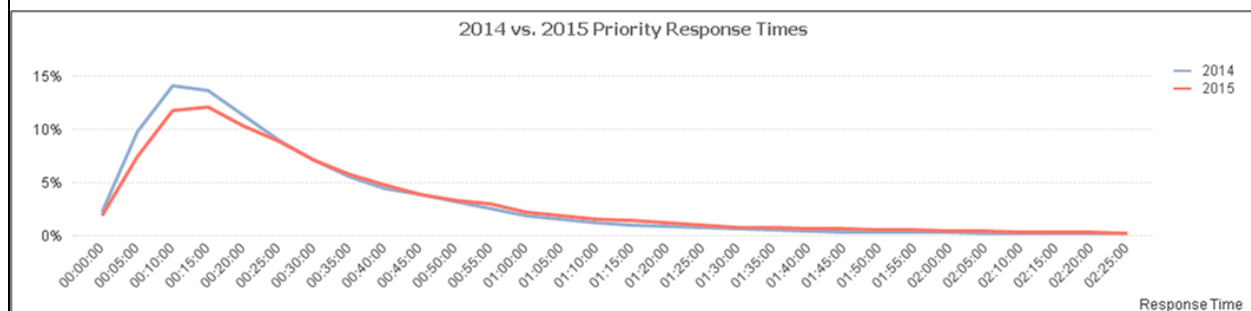
133. The chart below shows the distribution of priority response times for quarter three with the mean average highlighted in blue, the median average in red and all times within the 60 minute target in green.



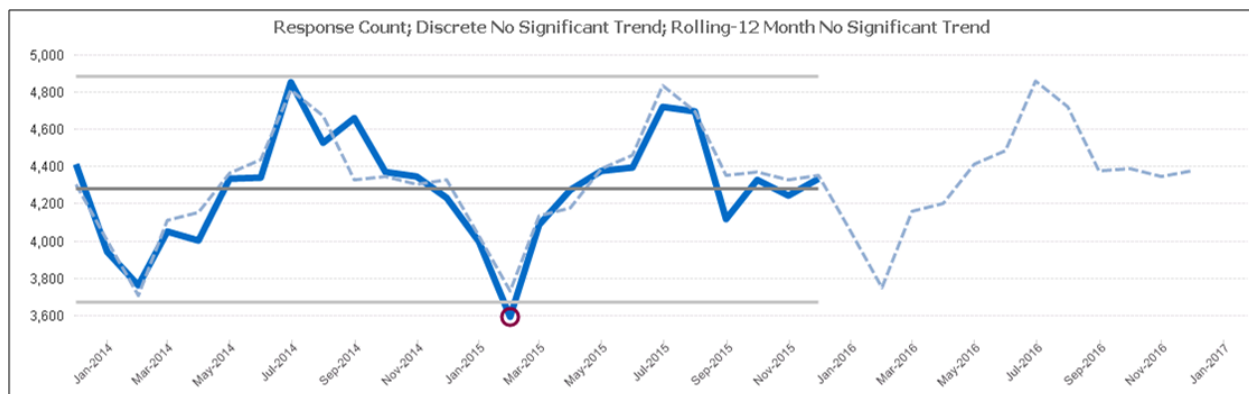
Priority emergency response time distribution

134. The disparity between the median and mean average for priority response is due to the volume of incidents with long response times.

135. The chart below shows the difference in priority response rate compared to the previous year's distribution. It shows that the Force is not attending as many incidents within ten to 20 minutes and this proportion difference is spread out across the time distribution (notably between 00:40:00 and 01:50:00).



136. Response demand continues to follow expected seasonal variation, peaking in July and August and reducing to a low in February. The chart below shows the last two years' response demand and a projection for the next 12 months.



Response demand (emergency and priorities)

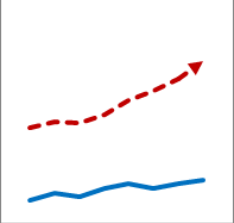
137. Analysis has revealed that the time taken to dispatch incidents has the greatest influence on the capacity to respond within expected times. Dispatch time refers to the length of time operators within the Crime and Communication Centre

(CCC) take to task a police resource to attend the incident.

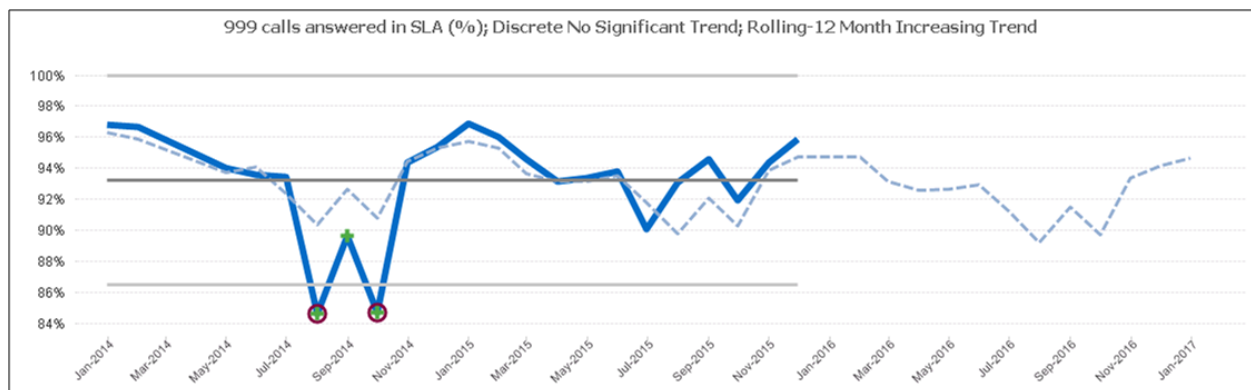
138. Research shows that the longer it takes to assign a resource, the less likely they are to arrive at scene within SLA.

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

140. The Force has undertaken a number of focus groups with CCC staff and response officers, the recommendations of which have been reviewed by the operational superintendents who have developed a plan to identify more potential factors influencing the Force's capacity to meet response times, and put reasonably activity in place.

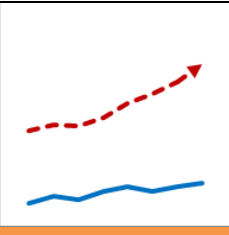
999 calls answered within 10 seconds	Q1 93 per cent	Q2 93 per cent	Q3 97 per cent	
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141. Of all the 999 calls received in the third quarter of this financial year (16,941), 97 per cent were answered within ten seconds.

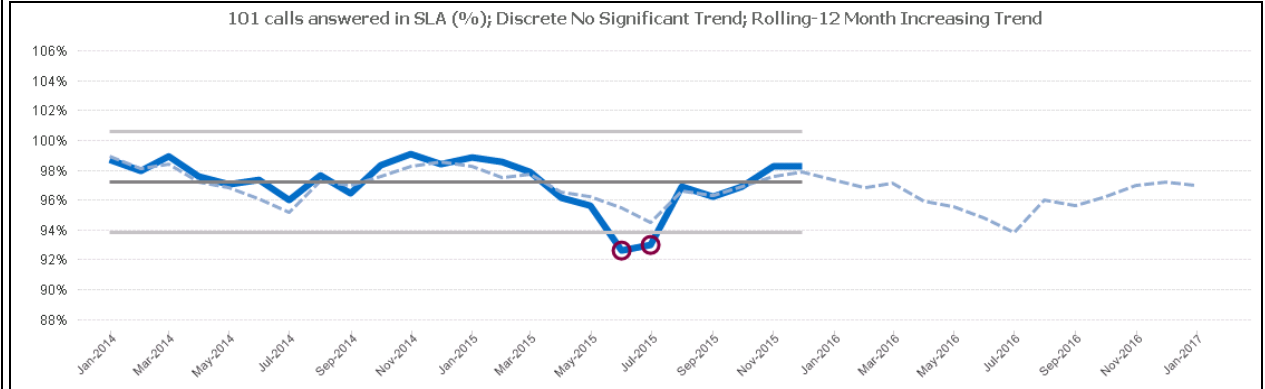


Percentage of 999 calls answered within ten seconds

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


101 calls answered within 30 seconds	Q1 95 per cent	Q2 95 per cent	Q3 98 per cent	
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143. Out of the 76,202 calls into 101 during quarter three, 98 per cent of 101 calls during quarter three (76,202) were answered within 30 seconds. This figure remains stable and consistently high.



Percentage of 101 calls answered within 30 seconds

144. There are no concerns with Wiltshire’s capability to answer 101 calls.

Quality of files	Q1 96%	Q2 100%	Q3 N/A	
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145. This measure relates to an internal assessment of the quality of full files which

the Force submits to the Crown Prosecution Service.


146. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.

147. 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.

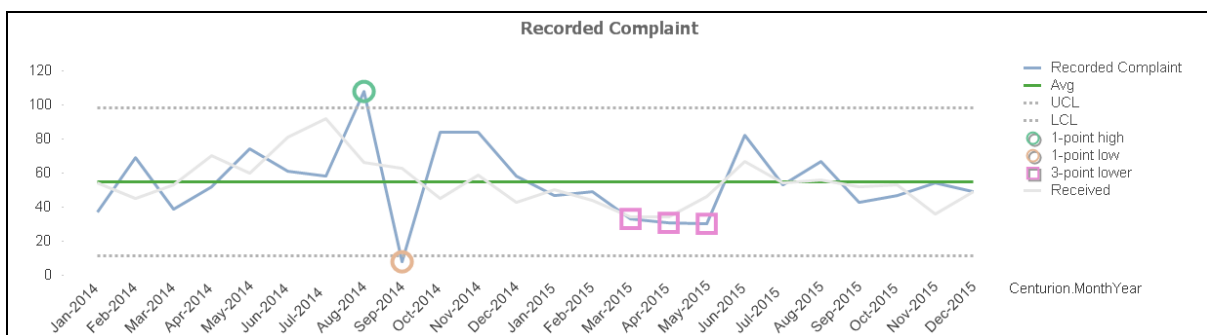
148. As a result of recent changes within transforming summary justice, Wiltshire Police has had to change the way that the Force assesses the quality of files. As a result of these changes, the framework has to be adapted to ensure it remains an accurate and fit for purpose method of assessing file quality.

149. Information for this area will be made available for quarter one of 2016/17.

Volume of complaints	Q1	Q2	Q3
	143	163	150



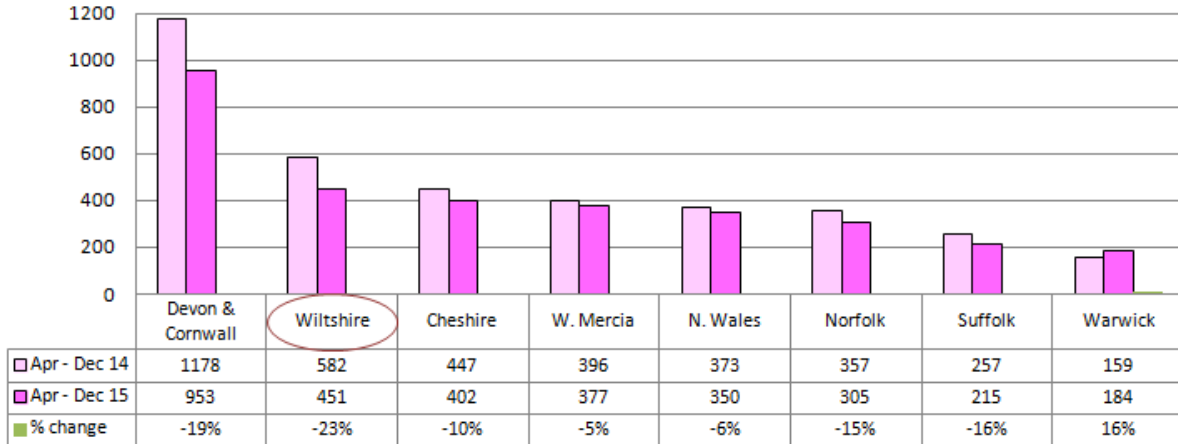
150. The volume of complaints recorded remains relatively stable and within expected levels as can be seen in the graph below.



Recorded complaint volume


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

Cases

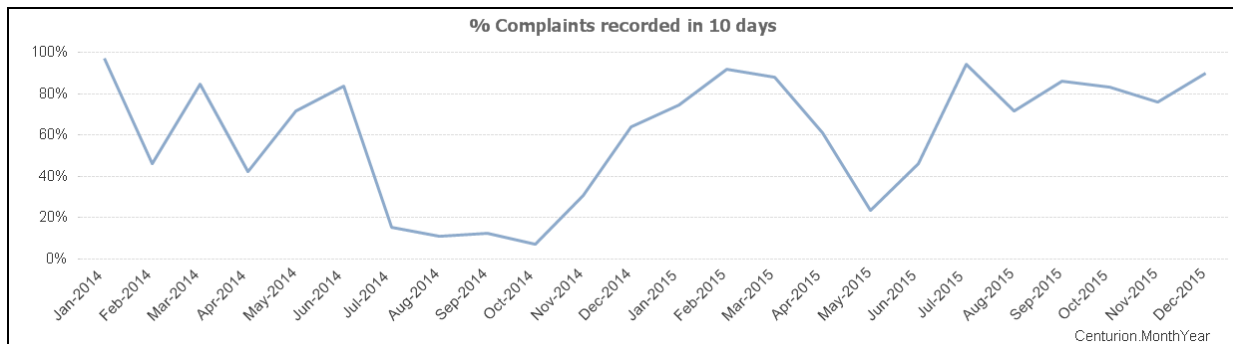


Volume of cases recorded up to December 2015 - MSF

152. Wiltshire Police is one of seven forces within the MSF group that has seen a fall in the number of complaint cases recorded when compared to the previous year.
153. The volume of complaint cases is the total number recorded. This does not take into account the size of the police force; therefore the picture can be skewed depending on the population in the particular force area and/or number of police officers and staff.
154. Since the previous quarter the professional standards department (PSD) has continued to reduce the backlog of complaint cases still showing as either 'live', 'sub judice' or 'in appeal process' from 158 cases to 125.

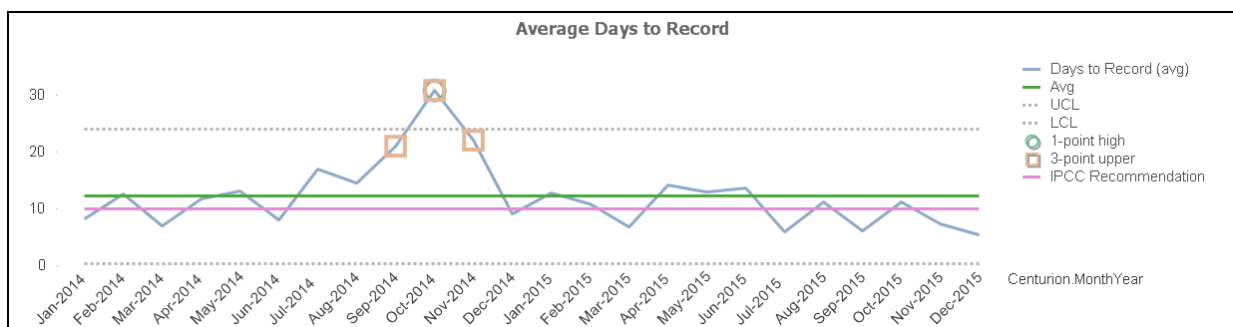
Percentage of complaints recorded within 10 days	Q1 45 per cent	Q2 85 per cent	Q3 83 per cent	
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155. The performance in this area remains consistent with the previous quarter with the majority (80-90%) of complaints being recorded within ten working days.

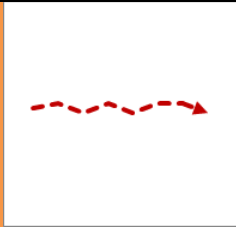


Percentage of complaints recorded within ten days

156. In the latest quarter it took eight days on average to record a complaint. This is below the IPCC's ten working days level of expectation.



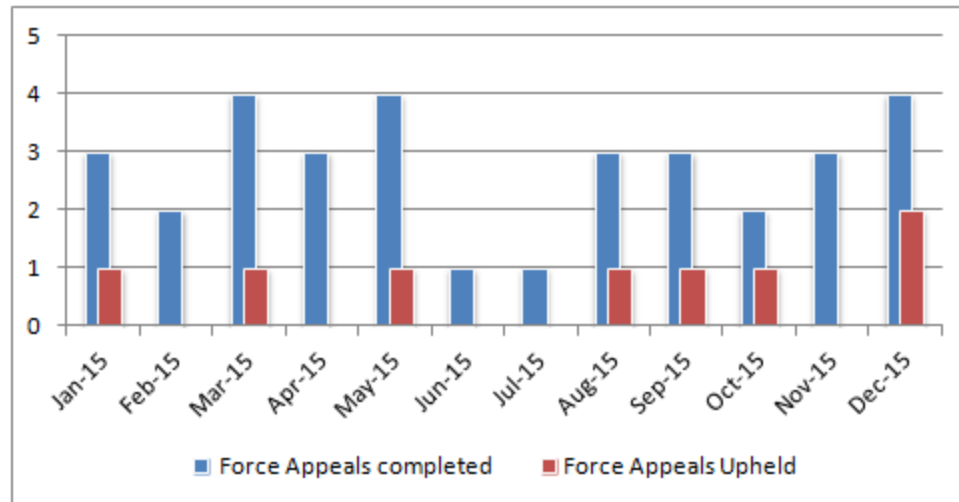
Average number of days to record a complaint

Percentage of complaint appeals upheld	Q1 29 per cent (1 out of 8 appeals)	Q2 29 per cent (2 out of 7 appeals)	Q3 33 per cent (3 out of 9 appeals)	
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157. 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.

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



Force appeals completed and Force appeals upheld

159. In the last 12 months, there have been 582 complaints recorded. 33 complaints resulted in an appeal and, of those 33 complaints, only eight were upheld (24 per cent).

160. For quarter three, three of the nine completed appeals were upheld. This is a low proportion in relation to the total number of complaints recorded and does not raise any cause for concern.

Focus on particular Police and Crime Plan objective

Introduction

This section of the report provides a more focused overview of a particular priority within the plan. Rather than attempting to review the whole plan in detail, this approach is more appropriate to enable effective conversations and scrutiny within the time limits provided of the Police and Crime Panel meeting. The 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 also include a section where these things can be raised by me if appropriate.

The 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	

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.

Putting 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.

There are three objectives within this priority:

- Ensuring high quality services to help victims of crime and anti-social behaviour
- Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system
- The Chief Constable will be held to account to ensure that the police listen to, support and protect victims

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

Context

Within the priority 'Putting victims and witnesses at the heart of everything we do', there are 13 initiatives which will all be covered in this report, under their respective objective.

There has been substantial change in the area of victim services with PCC's taking over responsibility for commissioning from the Ministry of Justice in April 2015. Services have been developing locally as improved information and understanding of the needs of victims is identified. At the same time the establishment of the Victims code of practice and EU legislation has provided a framework for the quality of services victims should receive for the first time.

During the same period Citizens Advice Bureau became the new national providers of services for witnesses in court.

Future changes include the continued development of victims services and ensuring there is sufficient specialist support, the MOJ announcement of the closure of Chippenham Court and the budgetary pressures on the criminal justice service.

Objective one

Ensuring high quality services to help victims of crime and anti-social behaviour by:

3.01 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

Horizon was launched in March 2015. All victims of crime are contacted and made aware of services available to them. Any victim identified as entitled to enhanced services under the Victim Code of Practice 2015 (VCOP) is phoned by a Horizon officer who becomes their single point of contact on their journey through the criminal justice system. Horizon works alongside officers to update victims, and supports victims and witnesses as cases come to court. By 8 February 2016 Horizon had supported 2,000 vulnerable victims.

The Horizon service is beginning to assess if it can expand its support beyond victims who receive the enhanced service to other vulnerable groups and crime types. Horizon would ensure that any growth for this relatively new service does not impact on the positive support already provided.

3.02 Commissioning additional services to provide practical and emotional support for victims who require help to deal with the impact of crime

I have commissioned the organisation Victim Support to provide practical and emotional support to victims of crime and ASB, except victims of sexual and domestic abuse. This provides further support to those victims who are identified as vulnerable or who request help after initial contact and support from Horizon. As this pathway continues to develop I will continue to assess if this is meeting the needs of victims and providing the right level of support and the right level of capacity.

I have allocated additional resource to the Wiltshire SARC (sexual assault referral centre) to support victims of sexual abuse, and have jointly commissioned services with Wiltshire Council to support victims of domestic abuse. In Swindon I have provided additional resources to support victims of domestic abuse within health settings in partnership with Wiltshire Council.

3.03 Analysing victim experiences to help improve services and provide

innovative schemes which will reduce repeat victimisation and the impact of crime

I have listened to personal testimony from victims of domestic abuse on their experience of the criminal justice system. There has also been some work carried out to assess victim feedback from pre-Horizon and post-Horizon victims which shows a positive response.

3.04 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

Citizens Advice witness care staff work closely with Horizon to support witnesses. They are available to do pre-trial visits so witnesses feel more comfortable with facilities and arrangements when they come to trial. They can also support witnesses whilst at court and help out with special measures if required. This is now embedding following Citizens Advice becoming the provider of this service nationally.

3.05 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

We work closely with Wiltshire Council and have this year jointly commissioned services to support victims at high risk of further harm from domestic abuse. This service is now delivered by SPLITZ Support Service which we also jointly fund to provide an 'outreach' service to standard and medium risk victims.

In Swindon we have supported two additional independent domestic violence advisor (IDVA) posts based in health settings to support victims of domestic abuse. We are working closely with the borough council to support the re-commissioning of all DA services in Swindon from April 2017.

We continue to provide funding towards the delivery of the Wiltshire SARC services alongside health partners, and have funded an additional independent sexual violence advisor (ISVA) post to support victims.

3.06 Ensuring there are appropriate support services for victims of hate crime

We have provided additional support to victims of lesbian, gay, bisexual and transgender (LGBT) related hate crime across Wiltshire and Swindon. We are continuing to work alongside the Police and other partners to identify other groups where support may be lacking for victims of hate related offences.

3.07 Increasing awareness of the community trigger that enables local communities to ensure that persistent anti-social behaviour is dealt with appropriately

THIS ACTION HAS BEEN COMPLETED.

The community trigger has been added as part of the processes that communities can use as part of the new ASB tools and powers launched in Autumn 2014. These are published on police and council websites and are managed by the community safety partnerships as part of a distinct complaints procedure.

Objective two

Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system by:

3.08 Delivering the Victims' Code of Practice 2013, the Right to Review, EU Directive and the Witness Charter

The code of practice for victims of crime was updated in 2015 and sets out best practice and service levels victims should receive. Horizon works alongside officers to ensure that the police meet their requirements under the victims' code and help them to cope and recover. Victims are made aware of their right to review and we support the delivery of the Witness Charter.

3.09 Working together to adopt a culture of collective responsibility and ownership for the entire victim journey and the performance of the entire system

Since Autumn 2015, the Chief Constable has been chairing the WCJB chair and has been working to establish a collective vision for criminal justice and recognition of the impacts and challenges of the criminal justice system.

An away day was planned in February 2016 for the board to develop strategy, priorities and activities. As part of this and further development a performance framework is being developed for the WCJB by Wiltshire Police. This framework aims to work across organisations and agree shared measures to assist in developing the collective ownership and support of performance by the WCJB.

3.10 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

There are three general areas of activity to improve the experience of victims and witnesses.

Horizon Victim and Witness Care continues to settle and develop, with staff becoming more confident in their new ways of working and delivering an enhanced level of service for victims and witnesses. We need to see how that progresses over the coming months.

A paper has been submitted to the Chief Constable regarding the court listing practices at Winchester Crown Court, which impact on crown court cases for central and southern Wiltshire. These can be heard at Salisbury Crown Court, but are listed mainly at Winchester. However they can be moved to any crown court in central, southern England (Portsmouth, Dorchester). In addition to the location where the trial takes place there are other issues from the point of first hearing in the magistrates court to the eventual crown court trial, which can be over 12 months, with numerous listings. This process can have an impact on witness attendance.

A critical review of all cracked and ineffective trials is now underway monthly, within two areas. The Head of HM Courts and Tribunals Service and CPS Wiltshire meet Wiltshire Police representatives to critically review ten cases and provide feedback and learning. The more intrusive meeting is also held monthly by Wiltshire Police, to review all trial review forms set against the cracked and ineffective trial data from HMCTS, where we can critically review all Wiltshire cases month by month and establish where matters are going wrong. An early example is Salisbury Magistrates Court where a large proportion of the county's trials are cracked or ineffective and withdrawn as a result of being considered "not in the public interest to proceed or insufficient evidence to proceed".

3.11 Supporting the improvement of court facilities to protect victims, such as giving evidence by video link and separate waiting areas

A video link facility has been set up on the upper floor of the sexual offences referral centre (SARC) building on the Gablecross site. Horizon works with the witness service to ensure special measures are delivered to victims and witnesses if they are required.

Following the decision by the Ministry of Justice to close Chippenham Court and retain and develop Swindon there will be opportunities to improve facilities and to influence any further development.

Objective three

The Chief Constable will be held to account to ensure that the police listen to, support and protect victims by:

3.12 Keeping victims and witnesses informed on the progress of investigations through face-to-face meetings, phone calls, letters and emails

Horizon service provide a large amount of contact for VCOP victims (see above). In addition to this and for all suitable crime times, the 'Track My Crime' project is being developed. This is a secure online system, hosted on police.uk, which allows victims of crime to receive updates from the police on the investigation of their case. The system allows victims to receive electronic updates at a time which is convenient for them. It also allows for two-way communication between officers and victims via a messaging facility, on the system. There are options available for the use of SMS text messages to be sent to victims via Track My Crime to provide updates. The Ministry of Justice (MoJ) will provide funding for 3,750 messages, with additional messages paid for through Force/PCC budgets at 4p per message.

At the moment, the business case has been signed off, and the implementation is dependent on an upgrade of another internal system to link to Track My Crime. The anticipated timescale for delivery is summer 2016.

3.13 Developing vulnerable victim suites which enable victims to talk to police and criminal justice services in a comfortable and supportive environment

Vulnerable victim suites are an important way for vulnerable victims to feel safe and comfortable in giving evidence via video. Currently there are three suites across the county which are fit for purpose and in line with current guidelines. Due to the changes in police estate in the Salisbury area, the reducing lifespan and potential refurbishment of the suite in Salisbury, and the wider implications of the new Community Policing model, a review of the Force-wide estate provision for vulnerable victims needs to be carried out. Analytical work is currently being done to understand historic and likely future demand due to the increasing volume of crimes which may involve vulnerable victims. This work will inform the business case due in the next few months.



Securing 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.

There are four objectives within this priority:

- Delivering a high quality police service that is accessible to communities
- Delivering a police service that is highly efficient and embraces innovation and technology.
- Work with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system
- Have a police service that is trusted, professional and respectful to the public

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

Context

Within the priority 'Securing high quality, efficient and trusted services', there are 19 initiatives which will all be covered in this report, under their respective objective.

The policing environment continues to change and reform and modernisation is fundamental to delivery of the police and crime plan. Opportunities to collaborate continue to be explored as well as maximising the benefits of existing collaborations with both other police forces and local authorities.

HMIC inspections have identified the positive the cultural and ethical behaviours framework in which Wiltshire Police and the track record of delivering financial savings has been good.

This priority continues to be critical and whilst the Autumn statement means the pressure to deliver substantial savings quickly is reduced I see this as providing more time to make improvements to make Wiltshire Police even more efficient and effective.

Objective one

Delivering a high quality police service that is accessible to communities by ensuring that:

4.01 Calls to the police are answered efficiently and responded to effectively

Calls to the police are assessed against Home Office standards, potentially placing this area of business outside of the ethos generated by the performance culture review. Emergency calls to 999 must be answered within ten seconds and non-emergency calls to 101 should be answered within 30 seconds.

In addition to these standards, Wiltshire Police assesses call-handling against five factors to ensure that appropriate action is taken in relation to the information received. This includes an assessment of whether calls are dealt with reasonably, have high data quality, result in high customer experience, whether the risk management has been effectively dealt with, and whether the call duration is within appropriate timelines. The standards assessment consistently returns high rates, which is an element of effectiveness in answering calls to the police.

Further information on calls being answered and being responded to effectively can be found within the performance section.

4.02 Local communities are very satisfied with the service they receive from the police

This area is addressed within the performance section of this report.

4.03 Wiltshire Police has a diverse and empowered workforce that reflects its values and behaviours

Over the last five years, Wiltshire Police has developed and implemented a strong vision to become a values-based organisation. This has been based on a firm set of embedded values and behaviours, which are:

- Teamworking
- Professionalism
- People first

- Honesty and integrity
- Personal responsibility

Alongside these values and behaviours, the Force implemented a people strategy which provided the framework for delivering far-reaching change in the way the Force leads, develops and manages all colleagues.

In order to ensure the values are more than just a set of words on a wall, they have been embedded into all aspects of people leadership, for example into annual appraisals and decision making – alongside the National Decision Making Model, leadership programmes and professional standards cases.

Following an inspection in late 2015 by Her Majesty's Inspectorate of Constabulary (HMIC), the inspection team noted:

“Following our inspection, we found the chief constable and chief officer team in Wiltshire Police promoted a culture of professionalism and ethical behaviour and there was an established force ethics board which contributed to leadership development, training, and informing policies and practices. We found some innovative approaches to leadership in the force.

“The force had good processes for understanding and managing the wellbeing of its workforce and it had developed a values based appraisal system and more transparent procedures for promotion and selection.”

There are many activities which the Force conducts to continue embedding the values and behaviours, which include leadership development training for first and second line supervisors, values based personal appraisals, Chief Constable leadership events, and staff surveys.

Diversity in the workplace is really important and is a key priority within the Force's people strategy for the next 12 months. The Chief Constable is leading this initiative and I have supplied additional funds to support an external company to carry out benchmarking within the Force. Progress on this initiative will be provided to the panel in due course.

Objective two

Delivering a police service that is highly efficient and embraces innovation and technology. This means that Wiltshire Police:

4.04 Achieve a minimum rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in its Police Effectiveness, Efficiency and Legitimacy (PEEL) programme

All assessments have now been published after the first full year of inspections under the new PEEL framework. This has been explained in previous reports, and all reports can be seen on the HMIC website.

The Force has received overall gradings of “good” from these publications which meets my requirements.

Areas which were identified by HMIC as requiring some improvement have been picked up and form part of the improvement plan, along with further developing those initiatives already working well within Wiltshire Police.

4.05 Deliver a financial strategy that meets the Government’s austerity requirements (estimated to be at least £3m a year)

The five year medium term financial strategy was taken to the panel on 16 January 2016, which provides the update for this activity.

4.06 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

The pilot for Community Policing commenced on 14th September 2015. The pilot team and the officers and staff who were took part in the pilot gave their feedback and views throughout the pilot period, and a recent evaluation has shown that generally the pilot was well received.

The decision has therefore been made to consult with officers and staff across the rest of the force area on any potential changes to roles and shift patterns, gain wider views

and feedback on the proposed model, and scope what a full roll-out across the county could look like. This wider feedback will be shared with the Office of the Police and Crime Commissioner and the Senior Command Team at a meeting scheduled for 17 May.

4.07 Will develop and implement a Strategic Alliance between Avon & Somerset and Wiltshire constabularies and the respective Police and Crime Commissioners

This activity is updated at every Police and Crime Panel and so, to save duplication, no formal update will be provided here. Updates are available through the minutes of previous meetings.

4.08 Have co-located reception services with partners by December 2015

Front counters have been co-located in Monkton Park (Chippenham) and Bourne Hill (Salisbury), offering both council and police services to the public.

Front counter co-location for Swindon Borough Council (Wat Tyler House) went live on 30 November 2015 and is subject to a six month pilot.

Further opportunities to co-locate the front counter in County Hall (Trowbridge) are being scoped in line with the estates strategy.

4.09 Complete and consult with stakeholders on the findings and proposals for custody facilities by November 2015

In the spring of 2015, a review took place to establish how many custody units Wiltshire Police should have, and to identify the best location for these suites to be. In July 2015, the lead for this project, Temporary Assistant Chief Constable Paul Mills, and I presented the findings of the review and consulted with internal staff, the media, and the local courts in Salisbury. The conclusion of this work established that the county required two units to deal with demand, and that the units would be best positioned in Swindon and Warminster. Therefore, this activity is complete.

Currently, staff engagement has taken place to develop an outline specification for the building and identify which teams could benefit from working in the new unit in

Warminster. The Force is continuing to look at how we can collaborate with partners, including Wiltshire Council, Dorset and Wiltshire Fire and Rescue and South Western Ambulance Service, looking at opportunities for working in shared accommodation. A land agent has been appointed and we have been discussing options with Warminster Town Council, Warminster and Villages Community Partnership and Wiltshire Council.

4.10 Will share office accommodation in Trowbridge, Salisbury, Chippenham and Swindon with local authorities

Co-location has take place within Monkton Park (Chippenham), Bourne Hill (Salisbury) and the Town Centre civic campus (Swindon). This provides many opportunities for the police to work together with council colleagues to better resolve local issues.

Within Trowbridge, there is co-location in the form of the multi-agency safeguarding hub. Further opportunities are being explored with all partners through the One Public Estate Board in Wiltshire which brings together local public bodies to consider the public estate collectively.

4.11 Move into shared facilities with Wiltshire Council in Tisbury and Melksham

My office and Wiltshire Police are committed to co-locating in Wiltshire's campuses as far as possible and this is reflected in our estates strategy. This will be a long-term activity due to the time needed to plan, design and build the campuses. Our experience with the Corsham campuses, and other shared facilities, has shown how effective such working can be.

A shared facility within Tisbury is progressing, with the new council health and well-being centre being chosen as the site. It is anticipated that the police will be able to move in during autumn 2016. This location will provide a police presence during leisure centre hours, a front counter signposting service, and a private interview room. The ability to share accommodation in this way improves the service to the public, and also makes policing and other public services more efficient.

The Melksham campus is delayed due to a redesign, and is likely to be a ready in 2018.

4.12 Implement a digital evidence management and interviewing system by April 2016

It is essential that the storage of digital evidence captured meets national guidelines for data retention and integrity. Wiltshire Police was included in the innovation fund bid submitted by Avon and Somerset Constabulary to the Home Office to provide a regional digital evidence management system to meet the needs of data maintenance. The bid was also designed to make best use of technology within policing, such as smartphones and body-worn cameras.

This is a highly complex project and involves many stakeholders discussing regional connectivity. The requirements for a digital evidence management solution are currently being considered and overseen by the South West Regional Collaboration Programme.

Due to development delays and desire for alignment across the region it is highly unlikely that this will be delivered by April 2016.

4.13 Ensure that every neighbourhood policing team is accessible to the public in a range of locations in the community; where possible working alongside partners

Laptops have now been issued to the majority of staff, with the remaining to be issued in the next few weeks. This has enabled flexible working across the county, and improves the ability of staff to work closer to the community. The laptops have 3G connectivity, meaning they can access the internet from a location with a signal. They are also able to connect to the internet within a Wiltshire Council building. In addition, smartphones have been distributed to staff to enable the public to contact local officers more easily.

An evaluation was conducted to establish how successful the roll-out of new technology, and new ways of working, has been. Overall, there have been many benefits identified, and staff are much happier to work flexibly, and work more effectively, with colleagues in both the police and council.

4.14 Will increase the range of online services including crime reporting, virtual front counters and licence applications in line with its digital strategy

The effective use of technology is essential in the management of work coming into the organisation. Doing this well will improve the customer experience, and also reduce the demand on Wiltshire Police resources.

The digital policing strategy is currently in the engagement phase and will ensure that defined user requirements are stated, an understanding of how information will be used is included, and there is a clear appreciation of the demand.

Initial conversations are taking place within the strategic alliance, to develop a joint approach to bringing in technical improvements on the basis of doing it once and doing it right.

Broad principles are being established for the ways in which the strategic alliance will deliver its services through a range of contact channels that provide better value for money, are more accessible and are designed with the citizen in mind.

The priorities within the channel strategy are:

- Maximising effectiveness (delivering a proportionate service considering the threat, harm and risk posed) and efficiency (delivering value for money)
- Providing effective delivery methods (recognising that some customers will not be able to access certain channel(s) and delivering service according to need)
- Providing delivery methods that are affordable and align customers to the most effective delivery channel

The aims of the channel strategy are to:

- Ensure best value for money in the delivery of services
- Better understand customer needs and wants
- Maximise effectiveness and efficiencies in service delivery
- Maintain public confidence and manage expectations
- Influence customer behaviour to encourage use of specific channels
- Understand the true cost of each service transaction by channel

Objective three

As Commissioner, I will work with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system, meaning that we will:

4.15 Enable and empower more police-led prosecutions for less serious offences

During February 2014, Wiltshire Police started prosecuting at the county's designated police-led prosecution court, Salisbury Magistrates Court, for low-level summary traffic-related offences where a guilty plea had been submitted to the Crown, or a conviction on proof of absence.

These courts are fortnightly and the day's business is in the region of 90 cases with cost applications of £85 for each case. The successful conviction rate is in excess of 90 per cent with very few cases being withdrawn.

In May 2015 the Home Secretary announced that the Government intended to make greater use of the police-led prosecution scheme, by widening the offences available for police prosecutors.

Implementation planning teams are in place and it is anticipated that the go-live date will be April 2016, with the process now being managed by a single magistrate and legal advisor, removing the need for a prosecutor within the single justice process.

4.16 Reduce the delays to planned court dates and adjournments that waste time and resources and let victims and witnesses down

This will be included within the WCJB performance information to allow comparisons and to act as a catalyst for further work in this area.

Objective four

As Commissioner, I will have a police service that is trusted, professional and respectful to the public by:

4.17 Implementing Home Office proposals to transfer police complaints to the Office of the Police and Crime Commissioner (OPCC)

The draft Police Reform Bill has now entered the parliamentary process. The transfer of complaints powers to PCCs is included within this bill. The OPCC is monitoring the progress of this Bill and will be exploring the options to enable the PCC to make a decision once royal assent is received.

4.18 Providing an independent appeals process for complainants

The PCC and CC continue to fund an independent appeals process for complainants. Please see complaints reports elsewhere

4.19 Independently scrutinising custody conditions through the Independent Custody Visiting scheme (IVS)

Every PCC has a statutory duty to run an independent custody visiting scheme. The schemes co-ordinate local volunteers, called independent custody visitors (ICVs), to make unannounced visits to police custody to check on the treatment and wellbeing of detainees as well as the conditions they are held in.

ICVs speak to detainees, asking them about their experiences and check that they've been given their legal rights and entitlements. ICVs can access all areas of custody and will check on the conditions of the custody suite and ask custody staff to resolve any immediate concerns or issues.

They complete visit reports, alerting the PCC to their findings and raising problems or concerns. Schemes also share findings, themes and learning with the Independent Custody Visiting Association (ICVA) to represent at a national level.

In January 2016 the OPCC completed the recruitment of a new cohort of ICVs to maintain ongoing resilience.

Raising awareness of significant topics

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

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

Sticking to these criteria should create a “no surprises” agreement between my office and the panel when it comes to performance monitoring.

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

Recorded crime figures

There is extensive analysis within this report about the continued increase in recorded crime but due to the importance of this exception I felt it important to highlight the issue.

Recorded crime within Wiltshire has increased by 8.8%. This equates to 2,830 crimes with a total of 34,959 recorded. The main volume driver behind the increase is violence against the person (VAP) which represents an increase of 1,841 crimes. This is explained by improved recording practices following the HMIC crime data integrity inspection, the results of which are reflected in the national research commissioned by Chief Constable Habgood.

This research included sexual offences which are also increasing locally and nationally but not to a degree where it is having significant impact on total crime volumes.

To assure myself that this is the case I examine other indicators of crime particularly during a period of crime recording practice and culture changes. In addition to recorded crime I consider Home Office crime recording compliance levels, calls and demands on police services, national comparators and the British Crime Survey.

I am reassured by the extensive work in this area that we are recording crimes correctly and we are witnessing an adjustment with the recording of crime figures. Home Office crime recording compliance is good and improving. Whilst seeing a rise in recorded crime there is a substantial fall in ASB incidents reported. This could explain the recorded crime increases in VAP which historically would have been recorded as ‘ASB’ as part of perverse performance cultures.



There is no increase in the calls and demand for police services, which continues to be static. Wiltshire recorded crime increases are in line with national levels and British Crime Survey has seen crime.

There are specific fluctuations in local areas such as shoplifting. These are being managed through the intelligence and tasking procedures within local teams.

Response rates

This is also covered in great depth within the performance section above. There has been declining performance in this area for six months and this has triggered significant analytical work to understand what is causing this decline. This has been supplemented with extensive focus groups with all relevant staff to understand the challenges in more depth. An improvement plan to address performance in this area has been developed and is being implemented. I have asked the chief constable for a detailed report into how response rates will improve and will be monitoring this at the Commissioner's Monitoring Board.

PEEL – Effectiveness

This report is one of the strands under the HMIC's PEEL national inspection framework by which Her Majesty's Inspectorate of Constabulary (HMIC) examines police effectiveness, efficiency and legitimacy.

Wiltshire Police has been awarded a 'good' rating for effectiveness by HMIC for the way in which it keeps people safe and reduces crime. Inspectors praised Wiltshire Police for "demonstrating a strong commitment to reducing crime and anti-social behaviour, protecting the vulnerable and reducing offending".

In the report HMIC has acknowledged the consistency of the Force, which also received a good rating in the 2014 HMIC crime inspection.

HMIC says "in terms of preventing crime, the Force operates effectively; standards of investigation are generally high; and the skills of the officers are well matched to the cases they investigate."

There is still work to improve understanding by the Force on how they understand and respond to missing children. This was reported as part of the specific HMIC inspection of vulnerability in December 2015.



Protecting vulnerable children and adults is one of the top priorities in my Police and Crime Plan which is why I invited Her Majesty's Chief Inspector of Constabulary Sir Tom Winsor to Wiltshire to discuss vulnerability last November. I was considering commissioning an additional inspection into vulnerability, but Sir Tom, in our meeting, reassured me about the thoroughness of the HMIC inspection regime. HMIC will continue a robust assessment of all forces in this crucial area of work, including our own.

Significant improvements have been made to address these areas to improve how vulnerable people are supported; which includes response to missing children. Action has been taken which includes updates to technological systems and training for staff and officers, right through from those who take the initial 999 call, to the officers on the frontline.

Work is ongoing to improve partnership information sharing and in particular intelligence gained from missing children as part of the requirement for local authorities to conduct return home interviews. In 2015/16 I commissioned additional support and capacity in this area and, working with both Wiltshire and Swindon, we are developing further improvements.

PEEL – Legitimacy

HMIC graded Wiltshire Police “good” for the way it treats the public under the legitimacy strand of PEEL.

It carried out a thorough review of the culture within Wiltshire Police under what it calls the legitimacy strand of its PEEL inspections. HMIC says it considers a force to be legitimate if it has the consent of the public, and if those working in the force consistently behave in a way that is fair, ethical and within the law. The force must also generate the trust and co-operation of the public.

Inspectors found “the chief constable and chief officer team in Wiltshire Police promoted a culture of professionalism and ethical behaviour”. The report also noted some “innovative approaches to leadership”. The inspectors said the Force had implemented a plan that set out how officers and staff should interact with the public, and that the Force and my office consulted with the public to understand the views of local communities.

As PCC I believe that the HMIC has correctly identified that officers and staff who feel they are treated fairly and with respect by the Force are more likely to treat the public

fairly and with respect. I was pleased that the inspectors found that the Force had good processes for understanding and managing the wellbeing of the workforce and that it engages well with the communities it serves.

The area of concern and immediate improvement is the lack of compliance with the best practice for “stop and search”. Along with 12 other forces that require improvement Wiltshire has been removed from the best use of stop and search scheme until compliance has been reached. Since the draft HMIC report was produced immediate action has taken place with a detailed action plan to address the areas for improvement. Whilst the use of stop and search is low in Wiltshire, it is critical that the process is transparent, non-discriminatory and open to scrutiny. These improvements have included establishing an independent stop and search scrutiny panel to review, supervise, and hear complaints about stop and search. This panel has recently held its first meeting and I look forward to meeting the panel to discuss its important work.

The Chief Constable has said the full implementation of an action plan on ‘stop and search’ is an urgent priority and I will asking for bi-weekly progress on its implementation.

Overall, this is an overwhelmingly positive report from HMIC and I think it speaks volumes for the leadership of the Force by the Chief Constable and his senior team.

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

Future inspections

HMIC announced they will conduct unannounced inspections on crime recording compliance to ensure that forces are recording crimes as required. The inspection will test:

- how well the Home Office counting rules are applied and an audit will be completed using the same methodology as in 2014
- assess the extent to which recommendations in HMIC’s 2014 crime-recording inspection have been implemented, involving the completion of a self-assessment template by the Force, giving detail of the progress made against these recommendations
- a period of in-force inspection fieldwork
- HMIC’s methodology will also include a representative survey of officers and staff to gauge attitudes towards crime recording – results from which will be used to inform further lines of enquiry during fieldwork.



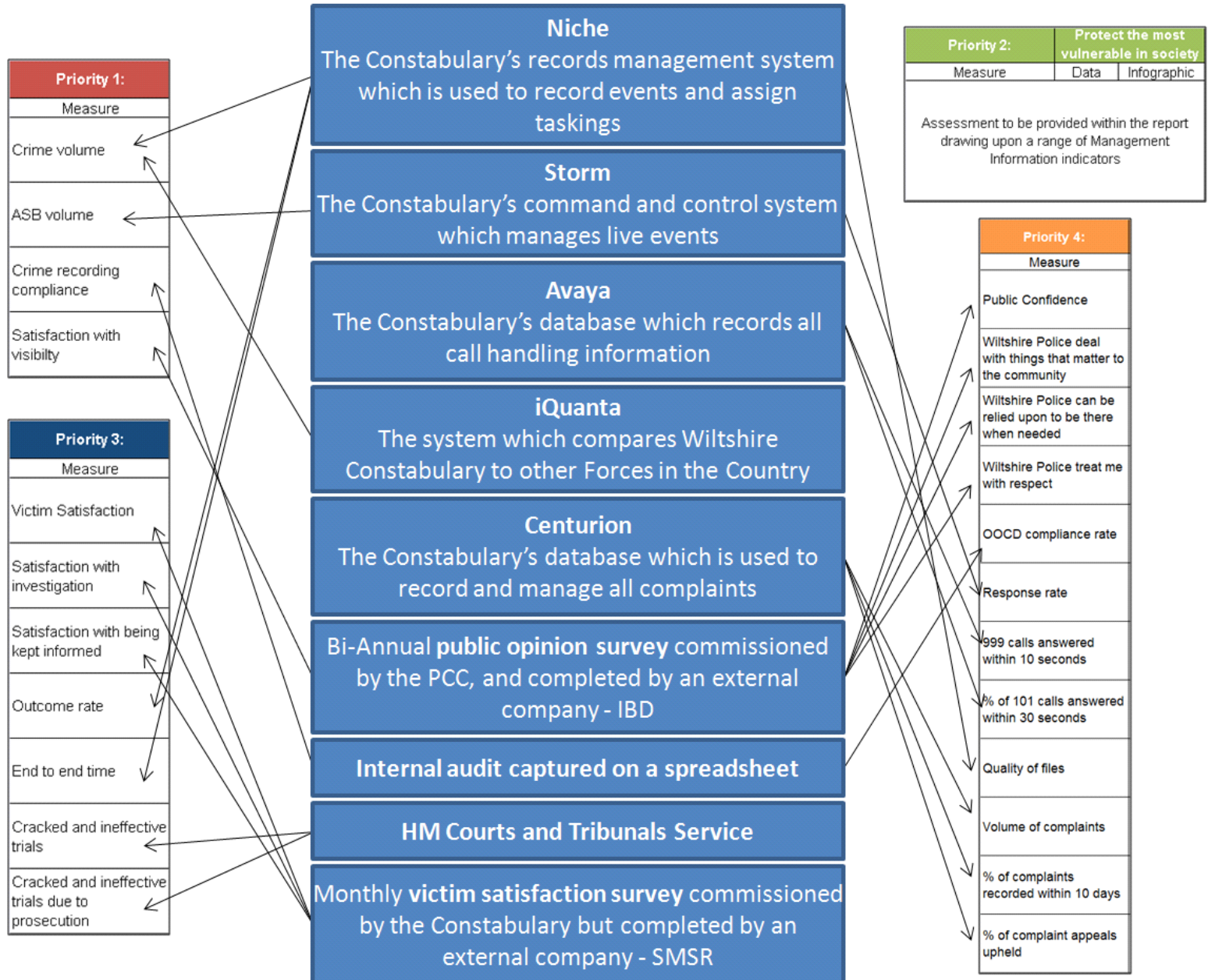
Over the last year the performance culture changes have placed Wiltshire Police in a very good position. Home Office crime compliance is included within my police and crime plan and is good and continues to improve.

PCC Elections 2016

There will be Police and Crime Commissioner elections on May 5 2016. To ensure that all statutory obligations are met, the chief executive has established an election group to put arrangements in place to support prospective candidates. Stephen Taylor of Swindon Borough Council will be the Policing Area Returning Officer.

The next meeting of this panel will be attended by the newly elected PCC

Appendix A



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

Last reviewed : 19 February 2016
Risk Appetite is : 30

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	Mitigation Update Feb 2016	Residual Risk Score				Date reviewed	Register update Jan 16
											L	C	I	Score		
PUBLIC CONFIDENCE & INTEGRITY																
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 association and partners		1	3	3	9	19/02/16	Maintain - Strategic risk - BAU residual risk
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	Mitigated scores have been reviewed to better reflect impact of mitigation	1	2	4	8	19/02/16	Revised score agreed
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	Mitigated scores have been reviewed to better reflect impact of mitigation	1	2	4	8	19/02/16	Revised score agreed
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 not 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 meet 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	Development plan shared with PCC - due to return February. Included overhaul of training, more targeted recruitment and external support Additional resources agreed to obtain external support and scrutiny to support action planning	3	3	3	27	19/02/16	Maintain - recommended that risk score is unchanged until mitigation is delivered
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 not 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	HMIC improvement plan is in place and being delivered. Follow up inspection included within PEEL has reiterated progress is still required to deliver Best use of Stop and Search. Independent S&S scrutiny panel has held inaugural meeting - will review policies, conduct 'ride-along' and review community trigger complaints	2	2	3	12	19/02/16	Maintain - recommended that risk score is unchanged until mitigation is delivered
9	18/08/15	PCC and OPCC fail to commission services that meet the duties and aims under the Equality Act 2010	Do not 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 vulnerably 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	Development and review of all commissioning process is underway and will be in place for 2016/17. This includes a Commissioning Strategy, overhaul of all commissioning budgets, prioritisation and planning	2	2	2	8	19/02/16	Maintain - recommended that risk score is unchanged until mitigation is delivered
EFFECTIVE GOVERNANCE AND SCRUTINY																
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 Reduced confidence in OPCC Failure to fulfil PCC function	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)	Governance processes working well with P&C progress monitored through SCT - D&T and PCC hold CC to account at CMB.	2	1	2	4	19/02/16	Remove as now business as usual
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 Reputational damage of PCC and Police	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	Governance processes working well with P&C progress monitored through SCT - D&T and PCC hold CC to account at CMB. OPCC identified key force boards to attend to provide ongoing governance HMIC effectiveness rated 'Good'	1	2	4	8	19/02/16	Remove as now business as usual
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	Governance process clearly identified 4 principle decisions makers clear Programme team has clear programme brief and resource Update following SA meeting with new CC of A&S Police	2	2	3	12	19/02/16	Maintain -As programme developed this may change quickly governance is clear this impacts on risks 15,16,18, 20,24,26 so recommended to maintain on register
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 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	Programme team in place Proposal to have one ACC responsible for regional services to solidify accountability and one for Tri-services Review of Tri-force with action plan to continue to embed collaboration and realise all benefits Regional governance proposals include Operations board where regional collaborations will report performance, risk etc.	2	2	4	16	19/02/16	Review score following decision on ACC regional lead and revised governance
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	IT - Operational issues require resolution and clarity. Options being developed PCC Estates strategy being reviewed, will provide further clarity on options for further sharing of estate.	2	3	3	18	19/02/16	Maintain - Strategic risk as services are developed and changed - BAU residual risk
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	Force risk registered reviewed as part of this update	2	1	3	6	19/02/16	Remove- as risk is now managed through BAU

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	Monitoring / performance report is being expanded for regional board to include more detail on finance and risk to provide greater oversight. Proposal to have one ACC responsible for regional services to solidify accountability Creation of ACC role being explored following review of Tri-force to deliver action plan to continue to embed collaboration and realise all benefits Regional governance proposals include Operations board where regional collaborations will report performance, risk etc	3	2	3	18	19/02/16	Review score following decision on ACC regional lead and revised governance
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	Governance process working well - joint planning sessions between PCC and CC OPCC / PCC updated on major decisions through attendance on all strategic service / transformation boards	1	3	3	9	19/02/16	Maintain - BAU residual risk
STRATEGY, SERVICE QUALITY & TRANSFORMATION																
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 Poor feedback from victims and witnesses	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	Horizon review completed in December 2015, report taken to CMB and PCP. Areas identified to continue development of service and ensure vulnerable victims receive support required Exploring development of victim panels to update PCC on experiences and feedback on service From 2016/17 PCC will now commission victim services as a distinct commission from the Police	1	3	3	9	19/02/16	Remove as now business as usual and initial risk period of establishing service has now reduced significantly
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	4	3	3	36	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	Access / permissions with other Police forces needs to be worked through with Wilts Council. Solution required to deliver key IT projects and links to national police developments Regional agreement that solutions would be identified as part of regional STORM project development NWOW evaluation completed and feeding into future transformation opportunities	3	2	3	18	19/02/16	Maintain and continue to mitigate risks
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 Loss of reputation of PCC and Wiltshire police	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 Aligned to NWOW strategy and partnership strategies	Land agents instructed for suitable sites Project board reviewing requirements in line with wider estates strategy requirements	2	3	3	18	19/02/16	Maintain
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 plan in place if significant challenges emerge Workforce fully engaged and volunteered to become part of project Local communities fully informed and engaged in process	Pilot continuing - initial evaluation presented to CC and PCC Identifies opportunities for efficiency and effectiveness of services. With indicative signs of positive improvements in efficiency and for the public. Staff consultation and evaluation will continue to inform final decision scheduled for June 16	2	3	4	24	19/02/16	Maintain - risk score not reduced during evaluation period however no drop in performance in evaluation area
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	CJB continues to develop agenda and increase alignment. CSR impact on other agencies may impact. WCJB planning day held in Feb 16 to agree priorities and strategic actions Creation of shared performance framework to develop collective ownership Restorative justice coordinator appointed to bring together restorative approaches	2	2	3	12	19/02/16	NEW score - Strategic risk - BAU residual risk
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	PCP sub group to be established to support development Development and review of all commissioning process is underway and will be in place for 2016/17. This includes a Commissioning Strategy, overhaul of all commissioning budgets, prioritisation and planning	2	3	3	18	19/02/16	Maintain - recommended that risk score is unchanged until processes are implemented from April 2016
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	Reviewing partners budgets Planning session with partners to discuss impact and manage demand held in Jan by PCC and CC Continued discussion at numerous forums and identifying areas which impact police demand (MH, Missing)	2	2	3	12	19/02/16	Maintain - Risk likely to increase as spending reductions are understood
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'	PEEL - effectiveness reiterated HMIC inspection on Vulnerability CC has action plan to address recommendations National area for improvement where all forces required improvements. CSE projects with LAs across Wiltshire and Somerset continue to be positive and joining up services	1	2	3	6	19/02/16	Revised score agreed - new score BAU residual risk
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	Programme briefs have been presented to Alliance board - feedback provided. Further work requested to understand implications, alternative options and regional considerations Continued progress with regional partners to bring together infrastructure alignment such as T&Cs and ICT. SA board scheduled in March first meeting where new ASC CC will be in attendance - pause to allow new CC to prepare for meeting. Following CSR announcement the cost saving pressure has reduced risk of rapid service change	2	3	4	24	19/02/16	New Score - Maintain
RESOURCES																
29	18/08/15	Failure to set a balanced budget with precept level agreed 2015-16	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)	Forecast balanced budget for 2015-16	1	2	2	4	19/02/16	Maintain

30	19/08/15	Failure to set a balanced budget with precept level agreed 2016-17	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	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 requested 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 improve police visibility and productivity	Medium Term Financial Strategy in draft form with multiple scenarios planned discussed at CMB CSR announcement for flat growth in policing budgets November 15. Policing budgets have been announced for one year pending formula review Council tax precept consultation concluded and set at 1.9% increase approved by PCP Feb 16 Balanced budget set an maintaining police officer numbers	1	2	2	4	19/02/16	Reviewed and recommend remove in respect of new risk no. 35
31	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 Strong track record of delivering savings Position of zero-debt provides position of stability Reserves levels provide ability to support transition and mitigate against uncertainty for short term	Use of reserves / capital to 'unlock' future efficiencies, part of MTFS to maintain officer numbers and await clarity following funding review. Reserve levels will still be within acceptable levels and will still be debt free	1	2	2	4	19/02/16	CHANGE - score now decreased from 18 to 4 following clarity in CSR and flat growth
33	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	A new audit has taken place, a limited assurance outcome was achieved. Progress continues to be made and in the autumn we will be reviewing the way Wiltshire Council hold account for our assets. 11/9/15 update - reports have been requested from Wiltshire Council asking for data including the date of last use. This will be reviewed in September/October 2015 prior to the next internal Audit. Internal Audit happened w/c 30/11. Another audit received with Reasonable Assurance. the Auditors suggested that the right processes are in place and work is on going with the council to carry out these processes. Council Information still requires further work.	2	2	2	8	19/02/16	Maintain - recommended that risk score is removed in next quarter
34	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 HMIC Value for Money profiles reviewed and assessed HMIC BEFL Inspection received and graded 'good'	Commissioning strategy in development (see risk 13) Work ongoing to adapt the Commissioning mechanisms used by the PCC to direct funding against priorities ongoing. Introduction of Police Objective Analysis into budget monitoring to provide alternative view of spend vers. services	1	3	3	9	19/02/16	Maintain until processes are embedded
35	06/01/16	NEW RISK: Failure of the funding formula review to provided additional resources to Wiltshire from 2017/18	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 and Wiltshire Police Unable to sustain further projects and meet unexpected expenditures. Savings would need to be made in 2017/18 Reduction in reserves	Financial Reputation	2	4	4	32	HO commitment to implement funding formula review Police budgets only provided for one year PCC & CC to lobby and advocate for government to introduce funding formula PCC to update MPs on low allocation of central funding and impact on local services Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before formula review is completed		2	4	4	32	19/02/16	NEW Risk

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

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COMMISSIONER'S DIARY

POLICE AND CRIME PANEL

3 March 2016

Introduction

I write a weekly blog which provides a brief overview for the public of what I have been up. This is published on my website (www.wiltshire-pcc.gov.uk) and the content of these blogs is copied below for the Panel's information.

TALKING HEALTH RELATIONSHIPS WITH SPLITZ

Monday 11 January

As usual the week began with a day of briefings. The first briefing of the day was a demonstration on the Establishment and Resourcing tool. This is a posh name for business intelligence software which enables the Force to see where officers and staff are working, the role they are doing and the skills and qualifications that they have.

Licensing of premises for the sale of alcohol is a matter for the local authority, but Wiltshire Police do have a small number of officers who work closely with local authorities on licensing as advisors.

Among the powers that can be used in relation to licensing there are some powers, such as the late night levy which at present we don't access use in Wiltshire and Swindon. Indeed, it is not my call whether we should use these but I am keen that a proper evaluation of schemes we are not using is undertaken by the local authority. Today I was pleased to meet with a local Chippenham councillor to listen to concerns about licensing on his patch.

In the afternoon I met with the service manager for children, family and community health to discuss work we might do together in Swindon to support children who are vulnerable, especially those who might be victims of Child Sexual Exploitation (CSE). I was sorry to hear that a project I supported in Swindon would not be continuing in to the future. We now need to reassess where support for young people in Swindon should be channelled. It is important for me that this office is not seen as solely holding the police to account. **The Innovation Fund** that I started on coming to office has funded many opportunities to reduce crime and to divert young people from anti-social into positive activities. Whilst the conversation is inevitably about spending less money I am determined that we continue to support young people as they will make up tomorrow's society.

In the evening I attended Pewsey Area Board meeting at Woodborough Social Club. This is only the second evening I have been out to speak about the precept for next year but during the coming month my office and I will be out practically every day speaking on the subject. The proposition is that a further £3.12 a year for the average (band D) property is paid towards the costs of policing and I am at pains to point out at these meetings that this is new money to be spent in support of community policing. It is never easy to ask for money although I am heartened that Wiltshire Police is one of the lowest cost forces in the country and yet still has good ratings from Her Majesty's Inspectorate of Constabulary (HMIC) the policing equivalent of Ofsted.

Tuesday 12 January

It was relatively quiet day, which allowed me to catch up with work in the office and have non-scheduled conversations with staff and officers.

The highlight of the day for me was a visit to **Splitz Support Service** in Trowbridge. Splitz received a grant of £3,000 from PCC funds which is administered for me by the Community Foundation. Splitz is a registered charity which offers support for children, families and adults experiencing separation, divorce and domestic violence and abuse. They are using the funding to support their **Teenztalk** project which enables young people to learn about healthy relationships and gives them the skills to manage their emotions. I was really pleased that I was able to catch up with the team; they are providing a good service for young people in Wiltshire so it is always good to hear how the project is going.



Wednesday 13 January

After a quiet day yesterday, today the diary was very full and indeed in the morning there was a major conflict between appointments which meant I was unable to attend a meeting of the Wiltshire Compact Champions held at the Devizes Corn Exchange. I was pleased that Pam Gough, Policy and Community Area/Locality Lead from my office was able to attend in my place.

The Compact promotes good working relationships between the public sector and voluntary sector organisations. It encourages good working practices, sharing of information and partnership working. You can find out more about the compact at <http://wiltshirecompact.org.uk/the-compact/summary/>

The meeting was a chance for public and voluntary sector organisations to meet up, get to know each other, and share ideas for future working.

I attended a meeting of the Police and Crime Panel at Monkton Park in Chippenham. The major agenda item was my proposal for the budget for the coming year. This is obviously what I am consulting the public on at present at Areas Boards and Localities. It is important that this panel have time to consider the medium term financial strategy which sets out where our assumptions for future funding will come from and also have sight of the reserve that we plan to hold. This was very much an information giving meeting as the precept will not be agreed until after consultation has closed on the 2 February.

I was back at HQ in Devizes for the afternoon. I had briefing meetings on the standards campaign and Community Speed Watch. Community Speed Watch has been very successful for the public of Wiltshire but we do need to ensure that it is continually reviewed so it is fit for purpose. I am also interested in how similar services are provided by adjoining

constabularies. The meeting today highlighted that development work had been undertaken to identify technology that would support services in both Avon and Somerset and Devon & Cornwall. Whilst our system works, I am always interested in making sure that our way of working is robust and we are using the best services available. I look forward to hearing back from the team in due course with their assessment of what other forces are doing.

In the evening I attended the NSPCC celebration and AGM at Lydiard Park House and Conference Centre, in Swindon. The conference centre at Lydiard Park is somewhere I have not been to often. In preparation for the evening I found my League of Pity badges; this was the junior section of the NSPCC when I was about 10 years old. The badges had the symbol of a blue bird on them and you received them for collecting various amounts of money for the NSPCC. I think in total I have seven badges which I remember being very proud of at the time.

The NSPCC does some excellent work; I must admit I was not aware Esther Rantzen launched it.

It was good to hear of the local work that the NSPCC are doing and indeed I hope we will have an opportunity for the director that spoke at this evening's event to come to HQ and speak at the breakfast club.

Thursday 14 January

Today began with a meeting with HMIC (Her Majesty's Inspector of Constabulary) which visit every quarter to give me a briefing on current issues. The inspector was extremely complementary of Wiltshire Police and I am pleased that this is reflected in HMIC reports published to date.

That said we must never be complacent and I went through the recommendations of HMIC with the Chief Constable and his team to make sure we are taking on board any observations that are made.

Every quarter I have an update from the Head of Roads Policing on the deaths that have occurred on Wiltshire's roads, as well as a conversation about roads policing in general. In 2015 there were 27 incidents which sadly led to 31 fatalities. It is unusual for us to have more than one person lose their life in an accident. What was particularly apparent from the conversation was that there was not one single cause for the fatalities in Wiltshire although it was worth noting that around a third of those killed were bikers. It is very important to me that we continue to educate both those who drive and those who are yet to get behind the wheel about the need to stay safe on the roads. If you ever get the chance to see the Safe Drive Stay Alive presentation given to schools and young people by the Fire and Rescue service and partners I recommend you accept the invitation.

In the late afternoon I was interviewed by Swindon 105.5 about the ongoing campaign to recruit new custody visitors. Custody visitors play a very important role for the force in checking on the treatment of detainees in custody, the conditions in which they are held and that their rights and entitlements are being observed. Custody visitors help me to ensure that the police service is open and accountable to the public. You can find out more about Independent Custody Visitors on my [website](#).

In the evening I worked with the Filling Station feeding the homeless in Swindon. Readers may know that I am a trustee of this charity and when I am not on PCC duties I attend the station on a Thursday evening when we are giving soup and food to about 40 people in the town centre of Swindon. I drive the van once a month and help where I am most needed which sometimes can be to spend time talking to the community.

Friday 15 January

I had our 1-2-1 update with Assistant Chief Officer Zoe Durrant who leads on Transformation, HR and People Standards, Corporate Communications, Business Strategy & Improvement and People Development for the Force. We talked about the work the Force have done, and is continuing to do, to transform the hierarchy which the Chief Constable shared with the Home Office in a recent presentation.

More importantly from my point of view, I was updated on the Force's approach to diversity and the work it is doing following criticism after an employment tribunal. I am pleased that bench marking to see how we stand up against other forces will be starting shortly, but I am also frustrated that the solution is not something that will be apparent for some time. What is important that the organisation has diversity at the front of its mind in everything it does.

Following the NSPCC event on Wednesday evening I was pleased to share the details of John Cameron, the head of NSPCC helplines, with the member of staff who runs our breakfast club programme. I heard John speak at the event and I hope that he will be able to join us at some future date as he has a wealth of experience; most recently he has been the lead operational manager for the NSPCC in the Operational Yewtree investigation into allegations against Jimmy Savile.

I think I mentioned a couple of weeks ago that two of our senior officers will be attending the senior command course for the first quarter of the year. Their places as temporary Assistant Chief Constables in Wiltshire will be held by Julian Moss from Avon and Somerset and Mark Cooper from Dorset.

I have met Mark at a formal Commissioner's Monitoring Board meeting already but this afternoon was the first time we had for an unscripted chat; it was interesting to hear Mark's thought on how we do things in Wiltshire. I was also pleased that he was a person who will challenge the systems and methods here in Wiltshire. In many ways the secondment of staff from other constabularies is something that perhaps we could encourage in the future for its own sake rather than to cover a temporary absence.

I had an update before the end of the day from a Superintendent who leads the Strategic Hate Crime Group. The Force is in the process of setting up a strategy group and I am pleased it has been suggested that my office should have a part to play in it. I am pleased to offer my support and look forward to hearing the developments.

In the evening I attended a political meeting in Sherston, which I must admit could have been one of those quiz question on Wiltshire radio because it is somewhere that I haven't been as Commissioner before. After three years it is something of a novelty.

Whilst the blog for the week is at an end I must remember to phone Warminster community radio tomorrow morning for a live interview on my percept proposal.

A BUSY WEEK MEETING PARTNERS

Monday 18 January

The usual briefing day; today this was on the custody rebuild and the agenda for the monitoring board later today.

I'm beginning to feel some frustration over the pace at which the custody rebuild is being progressed. This is an instance where being in the public sector is not an advantage, as one

has to deal, rightly, with many partners with differing agendas and time scales. The team should be under no illusion as to what is required.

The Commissioner's Monitoring Board discussed the budget, use of Avon and Somerset motorcycle assets, the Special Constabulary, licencing staffing, mental health triage, job related fitness, misconduct hearings in public and mobile and remote working. We also discussed the support which is being made available to Swindon to tackle gangs. I'm pleased that I shall be meeting the Home Office soon to discuss the provision available.

In the evening I attended the area board meeting in Tidworth at the Wellington Academy to give the precept briefing. There was broad agreement, which is good. Also on the agenda was the "mens shed" initiative; it is a good example of a community using its assets, in this case, the time of older men and women, for the good of all.

Tuesday 19 January

Today started with my regular update from the Black Police Association (BPA). Work continues, and I commend those that are working on this agenda in the Force, for there is much to do.

With the recruitment of Specials being reviewed and relaunched I hope that the BPA will be included in the review of how we approach and invite the community to become Specials.

I also had a meeting with the Fire Chief designate. He and I have met at various area and locality boards over the past few weeks and so this was an opportunity to build on some of the informal conversations. I would like to see some simple wins around the estate between our two organisations, for us to make real difference to the service for local people.

Readers will be aware that my home computer has been hacked. Having established that it was my computer and not the office one, the Constabulary interest waned very quickly, having referred me to Action Fraud.

Today I went on line and reported the occurrence, but I must have done something wrong as at no stage did the questions ask who I was or take my contact details. I suppose this experience is good for commissioning. It is real and I'm feeling as if I am losing the will to live as well as losing my data and being unsupported. There is more to do, and I will have to check if I made the correct choices on the report as I still have no crime number!

Towards the end of the day I spent a little time looking at the independent report that has been done on the Constabulary's Tri Force arrangements for roads, dogs and firearms in advance of a presentation which will be delivered to the region on Friday.

Wednesday 20 January

Up this morning before the birds as I have a breakfast meeting with the Home Office at 8.00am with some fellow Commissioners to discuss the announcements on the future governance of the Fire Service. This meeting was held before the quarterly Association of Police and Crime Commissioners meeting (APCC).

At the main meeting, which seemed a bit thin on the ground, we had an update from the various standing groups. The day seemed to be described by discussion about the election and the future management of the organisation itself.

Regrettably I had to leave before the speaker on female offending, to catch a train to the dentist in Bristol. Unfortunately there was an incident on the line just outside Paddington which delayed the train departure by a couple of hours, so no dentist today.

Thursday 21 January

It was the Dauntsey's School estates committee meeting this morning, which I chaired before heading back to Swindon for a meeting of the Youth Offending Team.

I haven't been able to attend a Youth Offending Team meeting for a while and it was good to hear that the Restorative Justice reviews are appreciated.

Back to Devizes to the dentist before heading to Corsham for the Area Board meeting and my presentation of the proposed precept which again was well received. It was also a chance to catch up with the local officers, who gave their report to the Board. Another late night!

Friday 22nd January

It was my turn to chair the South West Regions Commissioning Board in Bridgwater. The agenda for the day is mapped from 9.30 through to 3pm, covering the Regional Organised Crime Unit, forensic, regional ICT, Programme Board Update, National Specialist Capabilities Programme, Emergency Services Mobile Communication Programme (ESMCP) and a presentation on the review of Tri-force undertaken by City Forum and Thames Valley Police. In all it was a rather full day and if the diary has looked thin for this week, the agenda papers for today are thick and have required a number of hour's preparation. In fact I've forgotten one of the most important agenda items which was the governance of the South West Police Collaboration. It's not for me to say how the meeting went, as I was chairing, but it was pleasant to get to the end of the day and find that everyone, both Chiefs and Commissioners had not found any blockages, and where there were differences, commitments had been given to find solutions. Let's hope that the team build on that consensus.

SHINY NEW CAR HELPS TO SLOW SPEEDING DRIVERS

Monday 25 January

A confession: Today I failed to wear my "No to Violence" T shirt. The campaign continues and I shall try to remember next month.

The morning was taken up with an additional Commissioner's Monitoring Board at which I said formally that I would be asking the Police and Crime Panel to support a 1.9 per cent increase in the police part of council tax, known as the precept.

In the afternoon I attended a Community Speed Watch event in Shrewton. Volvo Cars has generously lent us a white estate car with "police community volunteer" markings (see picture below). Speed Watch are using it as an additional speed warning sign and it is used by other volunteers who have duties around the county. We are all very obliged to Volvo for this kind gesture. The event brought together teams from across the county and gave me an opportunity to speak to the group about their experiences over the past year.



Back to the office for a briefing on the finances and also to plan a consultation around the new stalking legislation.

In the evening I had an area board in Devizes to attend, which is conveniently held next door to the HQ building. I spoke about the precept and invited final comments to include in my report to the Police and Crime Panel in February.

Tuesday 26 January

An early start to drive to Netheravon primary school where I attended a presentation by Life Education Centre who are recipients of a grant from the Police Property Act, run on my behalf by the Community Foundation. They were spending two days at the school with their mobile classroom (see picture below) in which all the lessons are given by a specially trained teacher. The team visit primary schools and teach each year group specific topics which range from being nice to people, to awareness of alcohol and drugs, through peer pressure, which is important for those moving up to secondary school. Unfortunately the charity does not provide the service for Swindon schools. This is something which I would wish to encourage them and Swindon to consider for the future.



Back to the office where I was interviewed by our Temporary Assistant Chief Constable Kier Pritchard who is currently on a three month senior leadership course. This was done over the Lync video system. One of his projects is to write a paper on the Wiltshire Police policy of stripping out layers of management, bringing the Chief Constable closer to the front line. I am very supportive of the change. We have introduced the technology which enables it. Senior officers can brief their teams remotely and, indeed, teams do not have to return to base to record activities or be tasked. There are no longer chief superintendents or chief inspectors in the Force.

After lunch I had a brief meeting with an independent film producer who is working on a project for national TV about missing people. Readers may know that our Chief Constable

has national responsibility for missing people and I commissioned the charity Missing People to work with Swindon and Wiltshire councils. This arrangement with the councils has now been replaced by them with an in-house service. I need to ensure that the service provided by the councils is as good and robust as that which I was providing through my funding of the charity service. One of the main activities is to undertake an interview with young people when they return home after a period of unexplained absence. The concern is that they may have been subject to abuse or coercion whilst away. I am very supportive of this film being produced as it will increase awareness of the dangers which young people in Wiltshire and Swindon can experience.

I suppose the next session will be good training for when this film is made because I was given a short training session by our communications team. This was about making short videos which we might share on social media and upload to the website. I am also experimenting with recording audio clips on my smartphone which I subsequently email to the media.

Just before I left the office for a One Swindon board meeting, I gave some feedback to one of the candidates who I interviewed as part of the recruitment for the Chief Constable of Avon & Somerset Police. It was at his request and I hope my comments were both supportive and useful.

At 6pm I had a meeting of the One Swindon board, which brings together a range of public service organisations working in the borough. The meetings offer a good networking opportunity, but I do find that too many decisions are made outside the meeting in virtual conversations via email. I was unable to stay to the end as I had to give my precept presentation to the Swindon South locality.

Wednesday 27 January

Started the day with a visit to the chiropractor before going to an open morning at the CRI drug and alcohol project in Swindon. They were holding an open morning for agencies who refer clients. I fund part of this service through a commission to Swindon Borough Council for a drug intervention programme. I do have concerns over the didactic approach to the clients. I know from my experience of working with the homeless that users of drugs and alcohol often lead a chaotic lifestyle that does not work to appointments and timetables in the same way as many of us have to.

Today is Holocaust Memorial Day and I was pleased to attend a short service of remembrance at the Cenotaph in Swindon. It is pertinent that we were not only remembering the horrors of the Second World War holocaust, but also those victims of more recent conflicts. It was good to see young people from Swindon schools attending and laying their wreaths as part of their education. The atmosphere was quietly respectful. I was unable to attend the meeting held after the ceremony at which I understand there were a number of readings of testimony by victims and survivors.

Swindon Borough Council has been given support by the government to work to prevent gang culture growing in the town. We are in the second tranche of funding, the first tranche having addressed those areas with an identified problem. This money is to ensure that gang culture does not take root from bigger urban areas.

I was able to share with the peer review inspectors from the Home Office my expectations for the constabulary as expressed in the Police and Crime Plan.

In the evening I attended a Dauntsey's School governors event at Bowood.

Thursday 28 January

Today there is a certain conflict in the diary and I was sorry to have been unable to attend the memorial service for David Brewer, the clerk of the magistrates in Swindon, who recently died. Readers may know that I was a magistrate for some 20 years before taking this role and it was David who acted as a mentor and trainer to all of us who undertook that role.

My day was taken up as part of a recruitment panel for a new Chief Executive of Swindon Borough Council. I sat with four others as a stakeholder panel and we interviewed four candidates for the role. I am very pleased to have been invited to join the process as I think it reflects recognition by Swindon councillors of the close relationship that the borough has with the constabulary for the benefit of the people of Swindon. It was a strong field representing different strengths, backgrounds and gender. The panel's recommendations will be forwarded to the committee of councillors who will be making the final decision on appointment tomorrow.

After a long day interviewing I had to speak in the evening at Amesbury area board: an hour's drive away. My presentation and proposals on the precept were well received.

Friday 29 January

After a long day yesterday my diary is mercifully light for the last day of the working week. In the morning I visited ISIS Centre in Swindon. Concerns have been raised about the name. The centre provides support for women and its title derives from the ancient Egyptian goddess. The overarching charity is called the Nelson Trust. I am funding the position of Sue Lee, who works in Swindon as the sex worker outreach specialist. She is doing a fantastic job in supporting women who, through addiction and exploitation, find themselves working on the streets. I was also pleased to meet an old friend at the centre who has returned from Oxford to help in the work. This project has attracted some national attention and Sue recently won a well-deserved prize.

In the afternoon I had two media interviews, one with Joe Riddle of the Salisbury Journal, and the second with Simon McLean of Sam FM on the precept.

I am pleased to have finished a fairly hectic week a couple of hours early after being out every night.

PANEL BACKS MY PROPOSAL TO PAY £3 A YEAR MORE FOR LOCAL POLICING

Monday 1 February

This morning began with a briefing in the office in preparation for the Police and Crime Panel on Thursday. There was also an update on the freedom of information requests that have been received by the office.

These meetings happen every six weeks, enabling me to keep abreast of information which has been requested by the public both about my office and the Force. This is important to me because it is important to the public, although one has to admit that many requests are duplicates and some are very specific to ongoing operational matters.

Of the substantial numbers of requests received, many are not relevant to Wiltshire.

The benefit of these requests is that the public are able to be better informed. However very often requests are from the Daily Mail looking to support a story which may be about another part of the country.

In the afternoon, I chaired a Commissioner's Monitoring Board and, as always, had a briefing with staff in advance. The agenda for the day included our strategic alliance work with Avon and Somerset Police.

Exceptions to performance were raised with the Senior Command Team (SCT), in particular the performance relating to response in the county and the recording of outcomes of cases. Both of these matters I have asked to be updated on every two weeks.

The meeting also received a report from the South West Regional Organised Crime Unit and the Tri-Force Collaboration in respect of roads, dogs and guns.

On a more strategic level, I was updated on negotiations that are being undertaken with Wiltshire Council in relation to the costs of shared premises. The board has also discussed the so-called purdah period in the run-up to the PCC elections in May during which time officials are heavily constrained in publicising details of developments that could influence voters.

A letter from the National Police Air Service regarding the use of drones by police was also discussed. This was a national discussion about whether drones were part of the air police service or not. I can see that drones could be useful for policing public events such as Solstice or the WOMAD festival. But this would be an operational matter for the Chief Constable. Finally, we discussed powers for volunteers which could be delegated by the Chief. We will revisit this matter once the government's Policing Bill is published and Mike Veale has had an opportunity to discuss it.

In the evening, I attended a Mercers' lecture at Dauntsey's school which was given by the former Archbishop of Canterbury, Rowan Williams. It was interesting to hear him speaking from an academic point of view about the relationships between different faiths and making the point that we needed to understand the historical context of our differences and, indeed, our similarities.

I am particularly looking forward to welcoming Ahtsham Ali, a senior Muslim advisor, to a meeting at County Hall in Trowbridge on Saturday 5 March. I have organised the meeting with Lady Gooch, the High Sheriff, after hearing Mr Ali speak at Erlestoke Prison.

I missed a short film item on the BBC programme Inside Out West about the so-called Battle of the Beanfield, involving hippies and police, which took place near Stonehenge in 1985. I'll have to catch up with it on iPlayer.

Tuesday 2 February

First thing this morning, I had a performance update where representatives of my office and the constabulary performance team take me through the latest statistics which are discussed in greater detail at a meeting attended by my office. These briefings enable me to challenge the Chief Constable at the monitoring board over performance, as indeed I did yesterday in relation to response rates.

I was pleased to have one of my regular meetings with the leader of Swindon Borough Council. Local policing is a joint enterprise between the council, health officials and constabulary, and in Wiltshire and Swindon the relationships are strengthening over time. It is essential that we maintain these regular contacts between my office and the two local authorities, as it is something that troubles me about regional policing. This contact at local level must be preserved, and I will be seeking a way to ensure that any regional activity has

local delivery which does not break that relationship between Wiltshire Police, the public and the two local authorities.

In the afternoon, as part of sexual abuse and sexual violence awareness week, I visited the sexual assault referral centre (SARC) in Swindon. This is run by Seqol and funded by health, the police and my office. The hashtag for the week is #itsnotokay. Fortunately, we have seen an increase in confidence by victims in reporting sexual abuse. This facility, which serves the whole of the county, is located in the north of the county, in Swindon. I am pleased that they're beginning to do some more work across the county and my office is encouraging yet more to be done. The facility itself is first class, with comfortable interview suites, which look far more like a lounge at home than a doctor's waiting room. The facility has access to medical support.



In the evening, I had to miss Kyle Files on ITV1. The presenter, Jeremy Kyle, visited the Force last autumn. He interviewed Inspector Steve McGrath about the firearms amnesty and filmed with roads policing officers.

Apparently he was investigating the issue of drugs on UK streets. He uncovered the issue of cocaine being taken in coffee shop toilets using the baby changing tables, confronted a self-confessed drug dealer, and followed officers during an arrest of a suspected drug driver.

I was attending the north Swindon locality board. This was the last opportunity to hear the public's views on my precept proposals, which I take to the Police and Crime Panel on Thursday.

Wednesday 3 February

I spent the morning in Royal Wootton Bassett market. I have to say it was a very cold day, but we were encouraged not to use our tent which offered some protection. The spot we were given instead was under the town hall, which was dry but very cold. The market itself did not seem very busy and our conversations with the public were limited. But the point is, I was there and ready to engage with the public. On advice of my PR team, I did have a haircut!

Back in the car at lunchtime, I drove over to Chippenham to visit the charity Waste Not Want Not (see picture below) that has been supported by the PCC fund run by the Wiltshire Community Foundation. This is a furniture project for those who cannot afford high street prices. It also offers work experience to people on probation orders and others in need. It is open to those on benefits and the elderly, offering very good furniture at affordable prices for those on low incomes, and giving opportunities to offenders to make a new start. Interestingly, a couple of people who had completed their probation orders were still helping out.



In the evening, I attended the final area board of the season at Wilton in the south of the county, where once again I gave my presentation on the precept, which I take to the panel tomorrow morning. The hours this week are already stacking up, but I shouldn't complain because what I do in the diary is exactly what the job entails.

Thursday 4 February

The main event of the day is my presentation of the precept to the Police and Crime Panel and I am very pleased to report that my proposal for a £3.12 average annual rise in the precept was unanimously approved by the panel. I am very glad that I had their support in a proposal which I think is important for the people of Wiltshire and Swindon, and for local policing in the county.

Back to my office in Devizes for a couple of meetings before speaking at a leadership event being held by the Chief Constable, in which he is setting out how he proposes to police Wiltshire and deliver my police and crime plan. This was a very useful evening in ensuring our partners from Swindon and Wiltshire understand the message of local policing and for the Chief to ensure he is known to the leaders in the county.

Friday 5 February

Today I was at the University of Bath, where MBA students who have spent some time with the Force over the last week gave their presentations on the way in which Wiltshire Police is transforming its operational model.

There were eight groups presenting during the morning, and I have to say that every presentation was very good, with a good balance of academic rigour and presentational skills.

I was particularly taken by a graphic use by one of the groups in their comparison of the hero/leader model where our Chief Constable was depicted on a medieval charger slaying dragons.

I know that the Force has gained from the work that the post graduate students have done and I am very pleased that the constabulary has established contact with the business school at the university.

It is something that we can develop over time and I would certainly be very happy to have students in my office as it benefits them and our organisation. Certainly the students in this group were not reticent in coming forward with ideas or criticism. We were entertained and had a very pleasant lunch with the dean of the faculty, a useful networking opportunity.

In the evening, I attended a political supper.

Saturday 6 February

My wife and I attended a function held at Tedworth house in Tidworth. This is a magnificently restored property which the Help for Heroes charity rents from the MoD and has converted to support wounded soldiers.

We looked at the accommodation - particularly the gym and training facilities for those injured, many of whom have lost limbs.

They have a first class indoor skiing facility which works on a process of a revolving water track. It really is a wonderful facility that has been built and it was good to meet the founder of Help for Heroes, Bryn Parry. We were warned at this meeting that there would be some negative publicity in tomorrow's press. I am beginning to feel I should take out a subscription to the Mail on Sunday.

Sunday 7 February

Today is "Visit my Mosque day", and I visited the Hazrat Shahjalal central mosque in Swindon, where I and other visitors were given a very warm welcome. We were given an explanation of the cycle of prayer and other activities that are undertaken within the mosque, all of which was very interesting to an Anglican. Indeed I did feel when we were watching prayers taking place that I had felt equally confused as to what was going on when visiting Catholic churches whilst working in Italy.

I think the concept of an open day is very good, as there is nothing more likely to create rumour and misinformation than a building opened only to members of the faith. The hospitality was excellent, and everything was very well and fully explained.

All in all, a fairly full week.

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Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
3 rd March 2016	Corn Exchange, Devizes	<ul style="list-style-type: none"> • Community Policing update • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task Group Updates • PCC Diary report
16 th June 2016	Corn Exchange, Devizes	<ul style="list-style-type: none"> • Election of PCP Chair and Vice-Chair • PCC Annual Report • Quarterly data (Q4)– Risk / Performance / Finance / Complaints • Briefing on performance data sources – Chris McMullin • Report on changing nature of crime and its impact on local policing in Wiltshire • Strategic alliance with Avon & Somerset • Task group updates • PCC Diary report
1 st September 2016	City Hall, Salisbury	<ul style="list-style-type: none"> • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task group updates • PCC Diary report

30 th November 2016	Civic Centre, Swindon	<ul style="list-style-type: none">• Quarterly data (Q2)– Risk / Performance / Finance / Complaints• Strategic alliance with Avon & Somerset• Task group updates• PCC Diary report
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