

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU
Date: Thursday 1 September 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 Junab Ali - Swindon Borough Council
Cllr Abdul Amin - Swindon Borough Council
Cllr Alan Bishop - Swindon Borough Council
Cllr Richard Britton - Wiltshire Council
Cllr Chris Caswill - Wiltshire Council
Cllr Trevor Carbin - Wiltshire Council
Cindy Creasy - Co-Opted Independent Member
Chris Henwood - Co-Opted Independent Member
Cllr Peter Hutton - Wiltshire Council
Cllr Julian Johnson - Wiltshire Council
Cllr Gordon King - Wiltshire Council
Cllr John Smale – Wiltshire Council
Cllr Caryl Sydney-Smith - 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 Sue Evans - Wiltshire Council
Cllr Nick Fogg MBE - Wiltshire Council

CLlr Charles Howard - Wiltshire Council
CLlr Linda Packard - Wiltshire Council
CLlr Maureen Penny - Swindon Borough Council
CLlr Ian Thorn - Wiltshire Council
CLlr Anthony Trotman - Wiltshire Council

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AGENDA

Part I

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

1 **Apologies for Absence**

2 **Minutes and matters arising**

- To confirm the minutes of the meeting held on Thursday 16 June 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 August 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 (Q1)- Risk / Performance / Finance / Complaints - including drugs information**

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

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

7 **Community Policing - Verbal Update**

8 **Tri-Force collaboration programme**

- Failure to agree Tri-PCP Task Group.
- Verbal update on progress.
- Future reporting.

9 **Restorative Justice**

Progress with out of court settlements.

10 **Wiltshire Criminal Justice Board - Verbal Update**

To receive a verbal report on progress at the WCJB in reducing the incidence of cracked and defective trials and enhancing the victim and witness experience.

11 **Recruitment of Specials - Verbal Update**

12 **Task group updates**

- PCC Commissioning Strategy Task Group
- Tri-Force Collaboration Task Group

13 **PCC Diary report**

Angus Macpherson to present the PCC Diary report.

14 **Forward Work Plan**

To note the forward work plan.

15 **Future meeting dates**

To note the future meeting dates below:

- Thursday 1 December 2016 – Swindon Borough Council Offices.

Part II

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

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WILTSHIRE POLICE AND CRIME PANEL

**DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING
HELD ON 16 JUNE 2016 AT YEOMAN ROOM - THE CORN EXCHANGE, MARKET
PLACE, DEVIZES, SN10 1HS.**

Present:

Cllr Junab Ali, Cllr Abdul Amin, Cllr Alan Bishop, Cllr Richard Britton (Chairman),
Cllr Trevor Carbin, Chris Henwood, Cllr Peter Hutton, Cllr Julian Johnson,
Cllr Gordon King, Cllr John Smale, Cllr Sydney-Smith

Also Present:

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Chris McMullen – OPCC
Allan Johns - OPCC
Carolyn Filmore – OPCC
Naji Dawish – OPCC
Robin Townsend – Wiltshire Council
Emily Higson – Wiltshire Council
Kevin Fielding – Wiltshire Council

1 Appointment of Chairman and Vice-Chairman

Cllr Richard Britton – Wiltshire Council was elected Chairman for the forthcoming year.

Cllr Junab Ali – Swindon Borough Council was elected Vice-Chairman for the forthcoming year.

2 Apologies for Absence

Apologies were received from Cindy Creasy and Cllr Chris Caswill – Wiltshire.

3 Minutes and matters arising

Decision:

- **The minutes of the meeting held on 3 March 2016 were agreed as a correct record and signed by the Chairman.**
- **It was noted that Naji Darwish – OPPC had been in attendance at the 3 March 2016 meeting.**

4 Declarations of interest

It was noted that Cllr Peter Hutton was the Portfolio Holder for Public Protection, Wiltshire Council.

5 Chairman's Announcements

The Chairman welcomed new panel members, Cllr Junab Ali – Swindon Borough Council, Cllr Gordon King – Wiltshire Council and Cllr Caryl Sydney-Smith – Swindon Borough Council.

Cllr John Adams - Chairman of the Dorset PCP was welcomed to the meeting.

6 Public Participation

There was no public participation.

7 PCC Annual Report 2015-16

The Commissioner introduced the PCC's annual performance report for the year 2015-16. The PCP was asked to note the draft annual report and to provide comments on the annual report.

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

The annual report was structured around three sections:

- Section one provides the PCC's overall assessment of policing and community safety in Wiltshire incorporating the learning from inspections by Her Majesty's Inspectorate of Constabulary (HMIC), engagement with victims and local communities. This should be balanced and a

transparent assessment given, highlighting both the achievements and areas to improve.

- Section two identifies the strategic future challenges and opportunities in the coming years.
- Section three updates on the progress in delivering the P&C Plan by each priority and the future challenges and opportunities. The final section three provides an overview of financial information from 2015-16.

Questions and comments raised by the PCP.

- That the report appears to contain no mention of the PCP.
The point was noted.
- “That Wiltshire was safe and had a good police service that had a well-developed understanding of crime, was effective at preventing crime and carried out investigations which were generally good quality” – but good investigations are meaningless without good outcomes to back this up.
- How do you know that crime was being accurately recorded?
Home Office guide lines were now being adhered to, with HMIC inspections regularly being carried out. Wiltshire Police was aiming for 100% accuracy with its recording of crime figures.
- “The threats from crime and criminality are changing and Wiltshire Police needs to balance the complex demands that are placed on it. Protecting people from fraud, violence and cybercrime is presenting new challenges in how public agencies prevent, investigate and prosecute. I need to be assured that my priorities and resources are matched against the threats and risks we face. During 2016-17 when I refresh my P&C plan I will take advice from the Chief Constable on the priorities that require focus and I will balance resources accordingly” – This paragraph should be worded as more of a priority.
The point was noted.
- “I want to work with the newly invigorated Wiltshire Criminal Justice Board to develop the culture of collective responsibility and ownership for the entire victim journey and the performance of the entire system” - How do you envisage achieving this?
A Wiltshire strategy had now been drawn up which would improve the service that was supplied.
- Cyber Crime – How was Wiltshire dealing with this type of crime?

Wiltshire Police was working alongside other forces and agencies, educating the public on the dangers of cyber crime and good partnership working were the keys to tackling this new type of crime.

The Chairman thanked the Commissioner for his report.

8 Review of the Community Policing Pilot

The Commissioner introduced Mike Veale – Chief Constable, Wiltshire Police who gave a review of the background to the Community Policing Pilot which had been carried out in the Trowbridge and Warminster community areas.

Points made included:

- That Wiltshire Police couldn't continue to provide its current level of policing without doing some serious thinking on how it was able to provide good community policing during this period of austerity.
- The need to put victims of crime and witnesses first.
- To change the dialogue – listen more to people.
- The desire to re-design the way Wiltshire police worked – to move away from a rigid, one dimensional way of working.
- Putting the right people in the right place.
- The need to be more authentic in its way of policing.
- That police officers had bought into the new way of working.
- That the Community Policing project would inspire community confidence.
- That a culture change within the force would take 2-3 years, but it would be a real change for the better.

The Chairman thanked the Chief Constable for his presentation.

9 Quarterly data (Q4)- Risk / Performance / Finance / Complaints - including drugs information

The Commissioner outlined a report setting out his quarterly performance data – Quarter Four 2015 – 16.

- After discussion and questions the report was noted.

The Commissioner outlined a report setting out the Budget Monitoring Statement – Quarter Four 2015 – 16.

- The report was noted.

Allan Johns outlined a report setting out the Integrity and Complaints Appeals for the period 1 April 2015 – 31 March 2016.

- The report was noted.

Risk Register – Quarter Four 2015 – 16.

- The report was noted.

The Chairman thanked the Commissioner for his report.

10 **Strategic alliance with Avon & Somerset**

The Chairman advised that the Strategic Alliance with Avon & Somerset had, with the inclusion of Gloucestershire, now become the Tri-Force Collaboration Program.

The Chairman requested from the OPCC a copy of the project plan for Tri-Force Collaboration Program as soon as it became available.

11 **Police Reform Bill - key points and potential impacts**

OPCC were thanked for this report which the Panel found helpful.

12 **Task Group Updates**

Strategic Alliance Task Group

- That the Strategic Alliance had now been replaced by the Tri-Force Collaboration Program.

Specials Task Group

- The target to recruit and retain 500 Special Constables was ambitious but welcomed.
- Bearing in mind the force's previous performance in recruiting and retaining Specials there were serious concerns whether this number could be retained over the longer term by the force.

13 **PCC Diary report**

The Commissioner's diary report was noted.

14 **Forward Work Plan**

The Forward Work Plan was noted with the following:

- That a report on the work of the Wiltshire Criminal Justice Board should be added for June 2017.

15 **Future meeting dates**

- Thursday 1 September 2016 – City Hall, Salisbury.
- Thursday 1 December 2016 – Swindon Borough Council Offices.

(Duration of meeting: 2.30 - 5.10 pm)

The Officer who has produced these minutes is Kevin Fielding, of Democratic Services, direct line 01249 706612, or e-mail kevin.fielding@wiltshire.gov.uk

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



Office for the Police and Crime Commissioner for Wiltshire and Swindon

Quarter One 2016-17 (1 April to 30 June 2016)

For Police and Crime Panel meeting 1 September 2016



Table of Contents

Introduction by Commissioner Angus Macpherson	3
Overall performance dashboard.....	4
1. Prevent crime and anti-social behaviour	5
2. Protect the most vulnerable in society	16
3. Put victims and witnesses at the heart of everything we do	17
4. Secure, high quality, efficient and trusted services	26
Focus on particular Police and Crime Plan objective.....	41
Introduction	41
Objective one.....	42
Objective two	49
Objective three.....	50
Raising awareness of significant topics.....	54

Introduction by Commissioner Angus Macpherson





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 my latest blog.

A handwritten signature in black ink. The signature is stylized and appears to read 'Angus Macpherson'. It consists of a large, circular flourish on the left, followed by the name 'Angus Macpherson' written in a cursive script.







Angus Macpherson

















Police and Crime Commissioner for Wiltshire and Swindon

Overall performance dashboard












Priority 1:	Prevent crime and ASB		
Measure	Data	Infographic	Context
Crime volume	9,607		Significant increasing trend but in line with peers
ASB volume	4,421		Low and significantly reducing
Crime recording compliance	95%		Improving
Satisfaction with visibility	51%		Significant reduction in Wave 13 (Autumn/Winter 2015)

Page 16

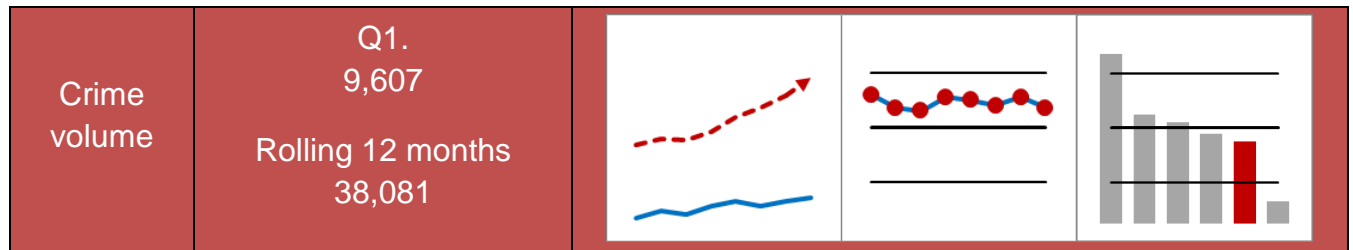
Priority 3:	Put victims and witnesses at the heart of everything we do		
Measure	Data	Infographic	Context
Victim Satisfaction	85%		Inline with peers
Satisfaction with investigation	79%		Stable
Satisfaction with being kept informed	79%		Stable
Outcome rate	23%		Significantly lower than peers
Cracked and ineffective trials	46%		Stable
Cracked and ineffective trials due to prosecution	NA		Court level information not available from HMCTS

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

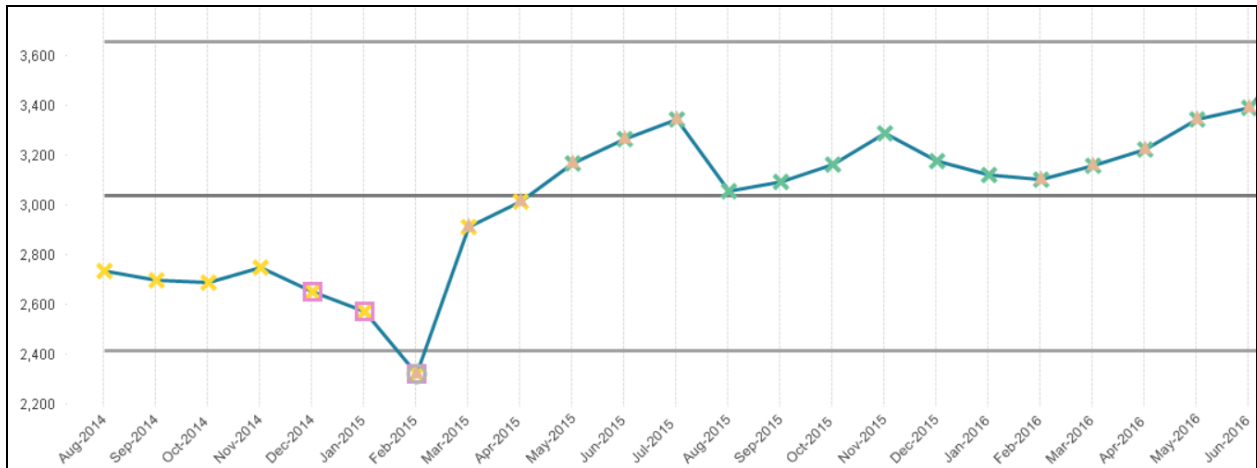
Priority 2:	Protect the most vulnerable in society	
Measure	Data	Infographic
Assessment to be provided within the report drawing upon a range of Management Information indicators		

Priority 4:	Secure high quality, efficient and trusted services		
Measure	Data	Infographic	Context
Public Confidence	84%		Stable and high
Wiltshire Police deal with things that matter to the community	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	90%		High and stable since Autumn 2012
Response rate	80%		Reducing trend due to taking longer to priority incidents.
999 calls answered within 10 seconds	92%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	94%		Stable and high
Quality of files	NA		In development following Transforming Summary Justice changes
Volume of complaints	170		Stable trend
% of complaints recorded within 10 days	93%		Significantly improved
% of complaint appeals upheld	17%		6 appeals completed with 1 upheld

1. Prevent crime and anti-social behaviour



1. 9,607 crimes were recorded during quarter one. The control chart below shows a clear step change in the monthly recorded volume from March 2015.



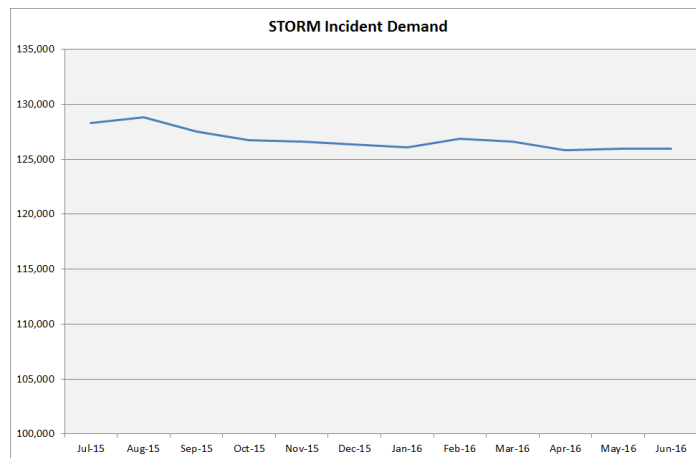
All crime up to June 2016 – control chart

2. In the 12 months to June 2016, 38,081 crimes were recorded. This represents an increase of 14 per cent on the previous 12 months.
3. Nationally, there continues to be an increase in recorded crime, with the latest Crime Survey of England and Wales (CSEW)¹ citing an eight per cent increase in police recorded crime in the 12 months to March 2016.
4. This CSEW estimates that actual incidents of crime have reduced by six per cent during the same period.

1

<http://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingmar2016>

5. This closing of the gap between recorded crime and estimated incidents of crime is perceived nationally as a good indicator of police forces improving their recording practices.
6. Previous Police and Crime Panel performance reports have provided a comprehensive insight into the Force's analysis of the increases in recorded crime.
7. One of the methods used to understand whether the increase is driven by recording practices or actual incidents of crime is to compare recorded crime with the volume of demand coming into the Force from the public.
8. This demand is captured in our command and control system STORM. The demand within this system represents crimes and incidents reported to Wiltshire Police via various methods such as 999, 101 or direct from partner agencies.
9. The control chart below shows that overall demand in terms of reported incidents has not increased and is in fact two per cent lower than the previous year. (125,987 incidents compared with 128,330).



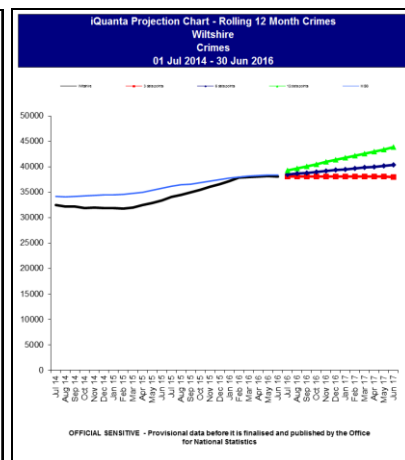
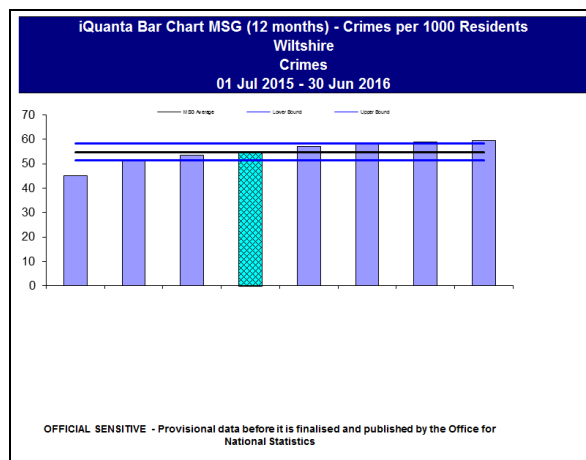
Monthly STORM demand

10. This high level view of incoming demand does not take into account the complexity of the demand, the changing nature of crime or the amount of demand it places on the system to deal with safeguarding and partnership responsibilities.
11. The table below provides regional and peer group context.

Areas	Earlier Period Jul-14 to Jun-15	Later Period Jul-15 to Jun-16	Change	
			Numeric	Percentage
England & Wales	3,618,577	3,903,249	+ 284,672	+ 7.9%
South West Region	281,692	309,585	+ 27,893	+ 9.9%
	101,718	122,100	+ 20,382	+ 20.0%
	79,574	77,407	- 2,167	- 2.7%
	37,303	42,478	+ 5,175	+ 13.9%
	29,700	29,519	- 181	- 0.6%
Wiltshire	33,397	38,081	+ 4,684	+ 14.0%
Most Similar Group	364,290	389,257	+ 24,967	+ 6.9%
	79,574	77,407	- 2,167	- 2.7%
Wiltshire	33,397	38,081	+ 4,684	+ 14.0%
	40,613	44,062	+ 3,449	+ 8.5%
	28,966	32,057	+ 3,091	+ 10.7%
	36,037	39,691	+ 3,654	+ 10.1%
	64,727	73,429	+ 8,702	+ 13.4%
	45,798	47,400	+ 1,602	+ 3.5%
	35,178	37,130	+ 1,952	+ 5.5%
Number of forces in England & Wales with an increase in this category			39	

All crime regional and peer group comparison

12. Despite the increases, Wiltshire’s crime rate per 1,000 population remains in line with peers.



All crime up to June 2016 – most similar group (MSG) position and trend

13. Wiltshire now supplies the Home Office with crime and outcome data via the Home Office Data Hub (HODH). This allows the Home Office to extract information using one system, saving time and resources and also improving the capability for national analysis.

14. There are some teething issues that have been presented by this move, particularly

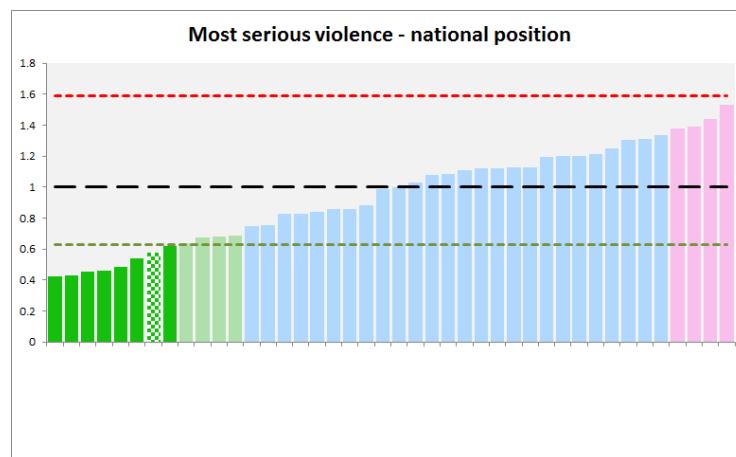
surrounding data accuracy and the Business Intelligence (BI) team is working closely with the Home Office to resolve this issue before the official quarter one publication on 20 October 2016.

15. As a result, a number of the tables and graphics previously used from iQuanta are not available for this report.
16. Wiltshire remains in line with national averages across the majority of crime types with exceptions raised in this report.
17. Wiltshire has an exceptionally low volume of “most serious violence” which includes all the crime classifications shown in the table below.

Code	Description
0010	Murder
0020	Attempted Murder
0041	Manslaughter
0042	Infanticide
0043	Intentional Destruction of a Viable Unborn Child
0044	Causing Death by Dangerous Driving
0046	Causing Death by Careless Driving (under influence of drink or drugs)
0048	Causing Death by Careless or Inconsiderate Driving
005D	Assault with Intent to Cause Serious Harm
0371	Causing Death by Aggravated Vehicle Taking

Most serious violence Home Office classification codes

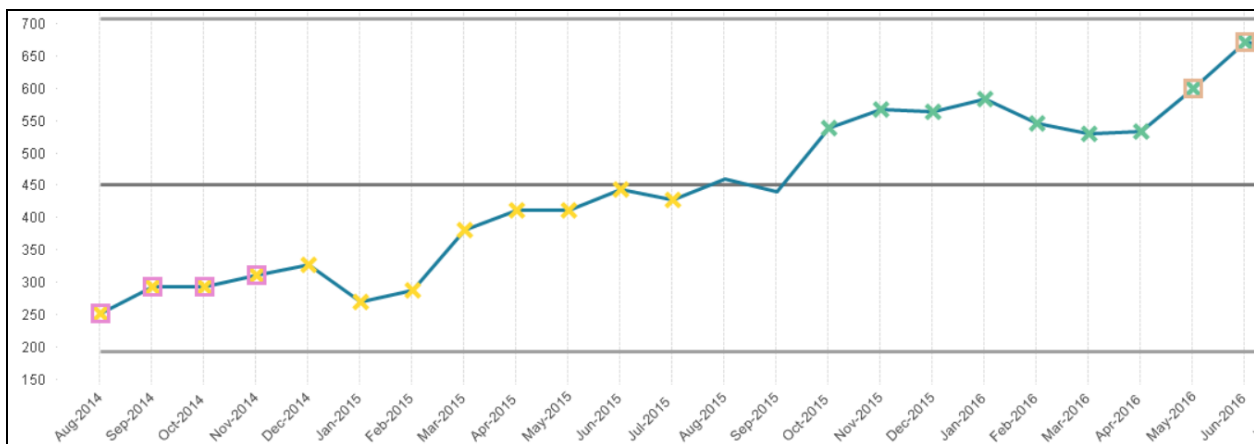
18. Wiltshire has the seventh lowest most serious violence crime rate in the country as shown in the chart below.



Most serious violence national position

19. While Wiltshire remains in line with the national average for the majority of crime groups, exceptions during quarter one have been identified and they predominantly relate to crime groups affected by improved recording practices: violence without injury and public order offences.

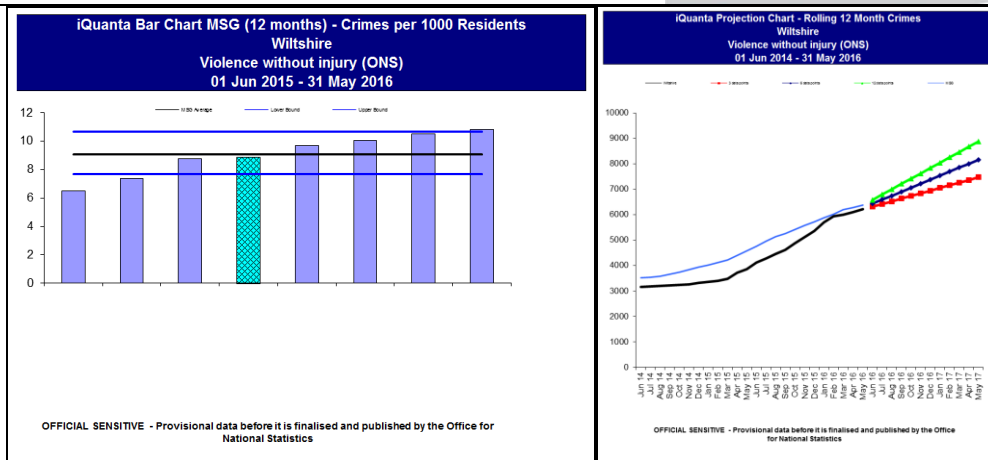
20. Violence without injury consists of offences such as common assault, harassment and threats to kill. Wiltshire recorded 6,460 violence without injury crimes in the 12 months to June 2016 which represents a 57 per cent increase compared to the previous year.



Violence without injury control chart

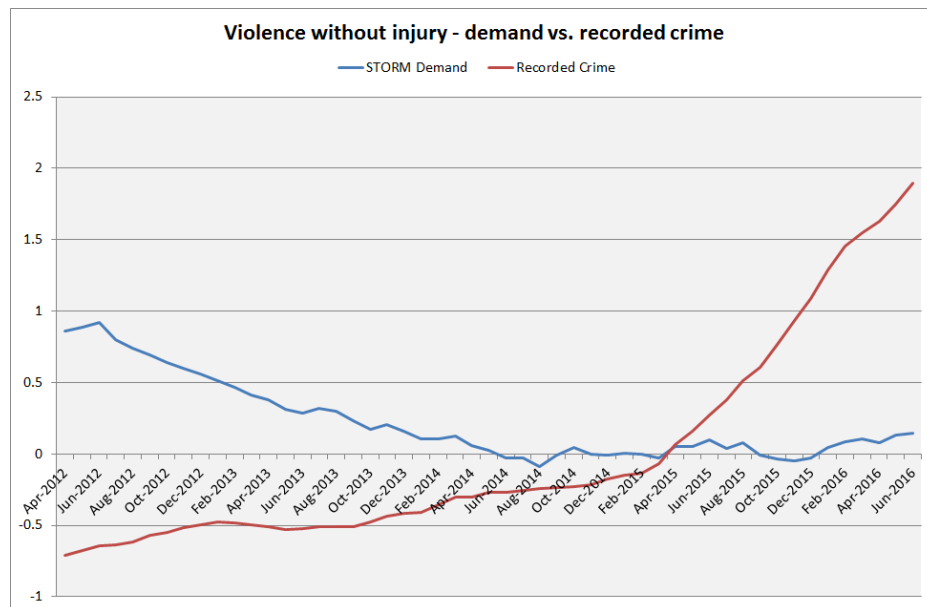
21. This increase of 2,352 recorded crimes is primarily driven by the recording of low-level common assaults.

22. The iQuanta charts below are for the 12 months to May 2016 as the most reliable and up to date peer comparisons.



Violence without injury up to May 2016 – most similar group (MSG) position and trend

- 23. Despite a 57 per cent increase, Wiltshire remains in line with peer average and in recent months the Force has been consistently tracking in line with the peer group trend.
- 24. The chart below looks at whether the increase in recorded crime is being driven by recording practices or actual incidences of violence.



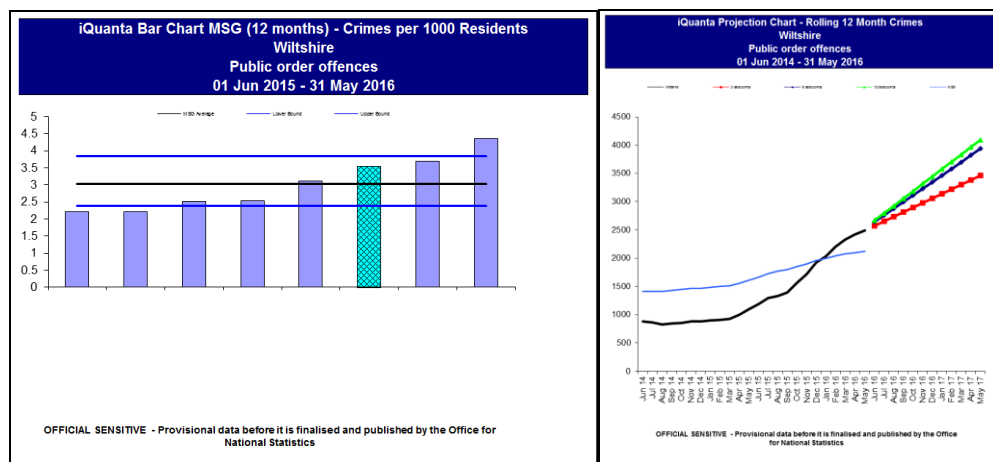
Violence without injury demand vs. recorded crime - standardised

- 25. STORM demand relating to violence without injury remains stable and totalled 19,753

for the 12 months to end of June 2016. The volume of recorded violence without injury crimes has significantly increased.

26. It is believed that what the Force was once recording as anti-social behaviour (ASB) is now being more accurately identified as a crime. As well as low-level common assaults, this affects the recording of public order offences.

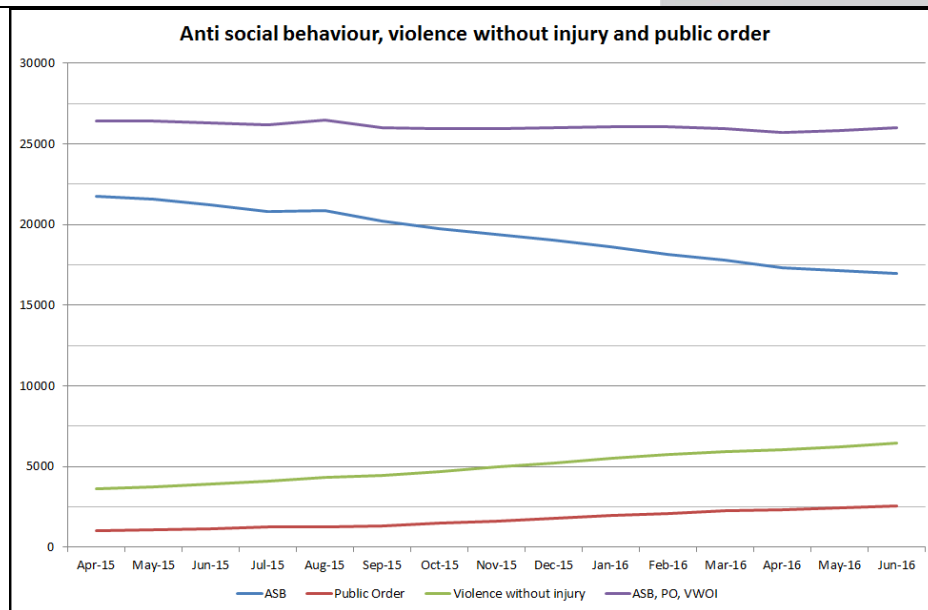
27. Wiltshire recorded 2,549 public order offences in the 12 months to June 2016. This represents a 115 per cent increase on the previous year (1,365 recorded crimes).



Public order up to May 2016 – most similar group (MSG) position and trend

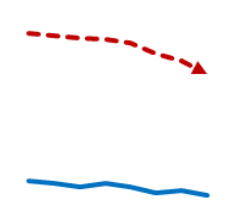
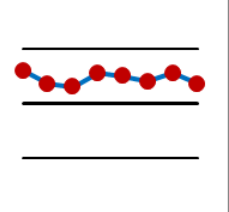
28. The rate of recorded public order offences is increasing at a greater rate than the peer average.

29. The chart below puts the increase in violence without injury and public order offences in context with the reducing ASB trend.



Rolling 12 month comparison – ASB, violence without injury and public order

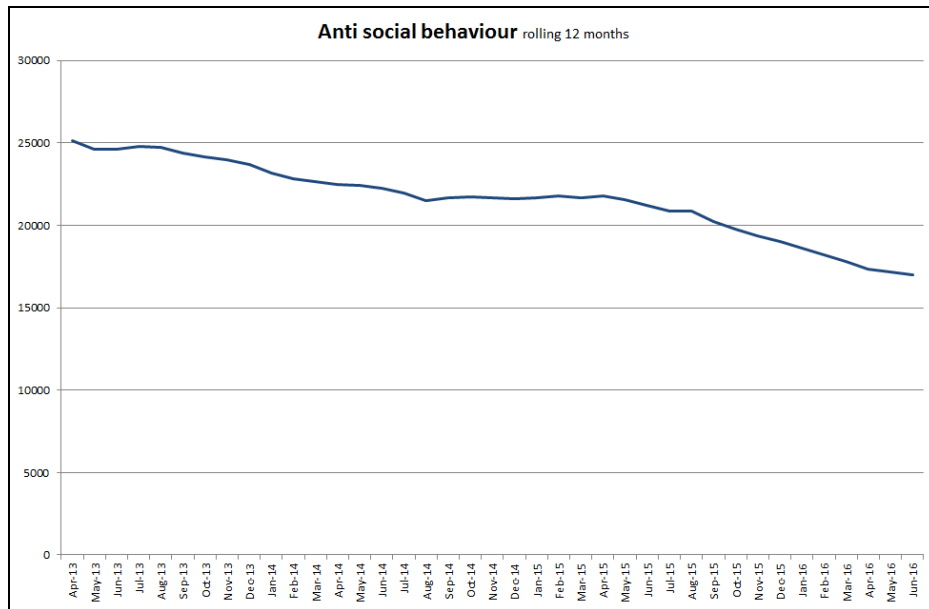
- 30. The rolling 12 months ASB volume to end of June 2016 has decreased by 20 per cent compared to the 12 months to June 2015 (a reduction of 4,220 incidents).
- 31. This significant reduction correlates with the significant increases in low-level violence and public order offences. When the volumes of ASB, violence without injury and public order offences are combined, the overall volume has still marginally reduced by one per cent (324 fewer crimes and incidents).

ASB Volume	Q1. 4,421 incidents Rolling 12 months 16,982 incidents	 
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32. The volume of ASB continues to reduce. There were 4,421 incidents reported during quarter one.

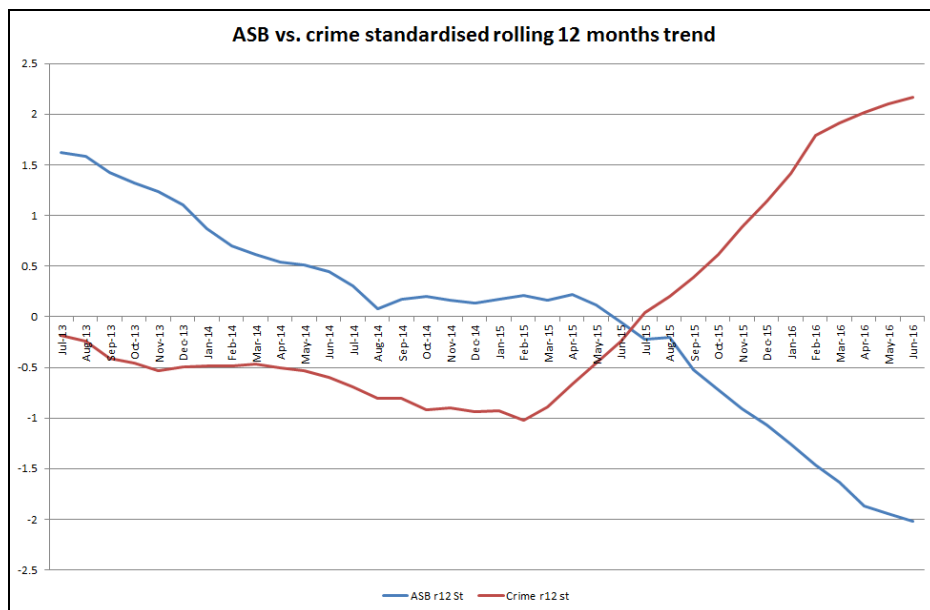
33. There were a total of 16,982 incidents reported in the 12 months to June 2016 which

equates to a 20 per cent reduction on the 21,202 incidents recorded in the 12 months to June 2015.



ASB up to June 2016 – rolling 12 months

34. The significant decreasing ASB trend correlates with the significant increasing trend in crime as shown in the chart below.

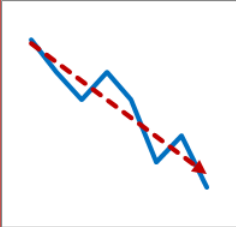


ASB versus crime – standardised rolling 12 months trend comparison

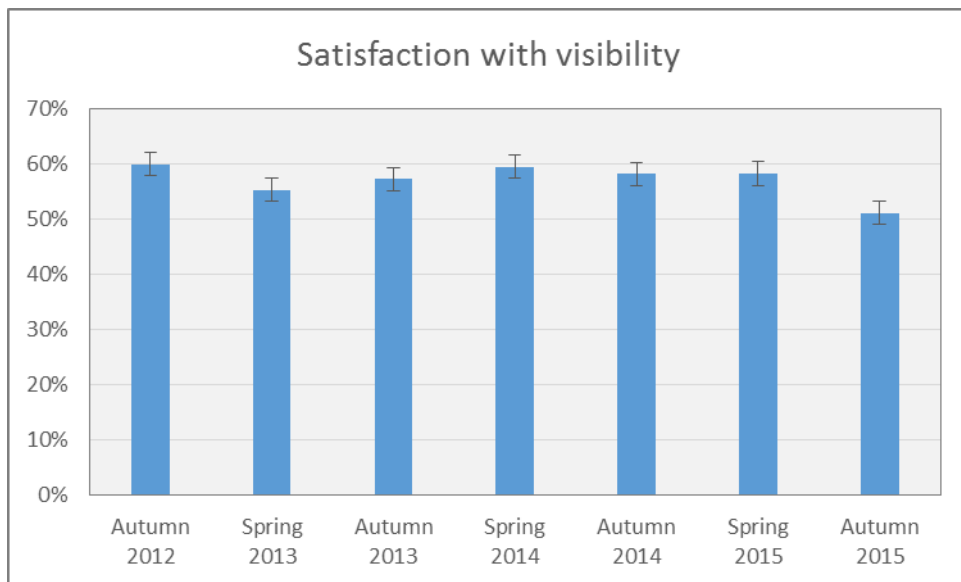
35. The chart above further demonstrates the link between recording anti-social behaviour and crime more accurately.
36. Peer information is not available for ASB and so drawing comparisons against forces of a similar size and demography is not possible.



37. Wiltshire Police and the OPCC are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.
38. By recording crimes correctly, victims of crime receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local communities; PCCs, forces and their partners are able to fully understand the extent of demands made on them and government policy can be developed to reduce crime.
39. Since June 2016 a new process has been adopted within Wiltshire Police whereby all reports of crime and incident categories which have the potential to contain criminal offences (such as anti-social behaviour reports) are reviewed on a daily basis by a specialist team which ensures that they are correctly recorded to enable the best possible service to victims.
40. In this short period of time this specialist team has assisted the Force to achieve 95 per cent crime recording compliance. The team is working hard to improve beyond this current position with every crime reported being recorded correctly and in a timely manner.

Satisfaction with visibility	51 per cent (±2.1 per cent; Wave 13 Autumn / Winter 2015)	
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- 41. This information comes from the public opinion survey which I commission twice a year.
- 42. There has not been another wave of the survey since the quarter three performance report and therefore there is no additional information to report.
- 43. The next wave of survey data was due to be received before the end of August. The Force and my office will then review the results, our approach and opportunities for improvement through the public service and quality board.

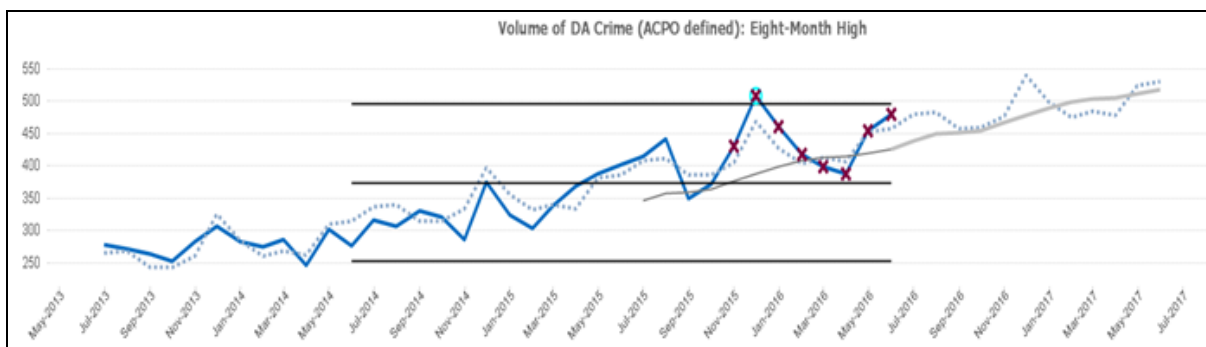


Satisfaction with visibility up to Autumn / Winter 2015

2. Protect the most vulnerable in society

Management Information

44. It is acknowledged that the nature of vulnerability is wide ranging.
45. There are a number of measures which are used to understand how effective the Force is at protecting the most vulnerable in society.
46. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).
47. 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.
48. The volume of recorded domestic abuse is significantly increasing, in line with the increase in overall violence against the person.



Domestic abuse control chart

49. These figures relate to all crimes of a domestic dispute nature in line with the National Crime Recording Standard (NCRS) but are mainly related to violence against the person (VAP): ABH, common assault and harassment. However, the increases are predominantly in harassment and violence without injury whereas violence with injury and serious assaults remain within normal levels.
50. The Force is auditing domestic abuse to identify threat, harm and risk to repeat victims and opportunities to prevent future victimisation. The findings of this research were due to be presented at the VDB at the end of August.

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

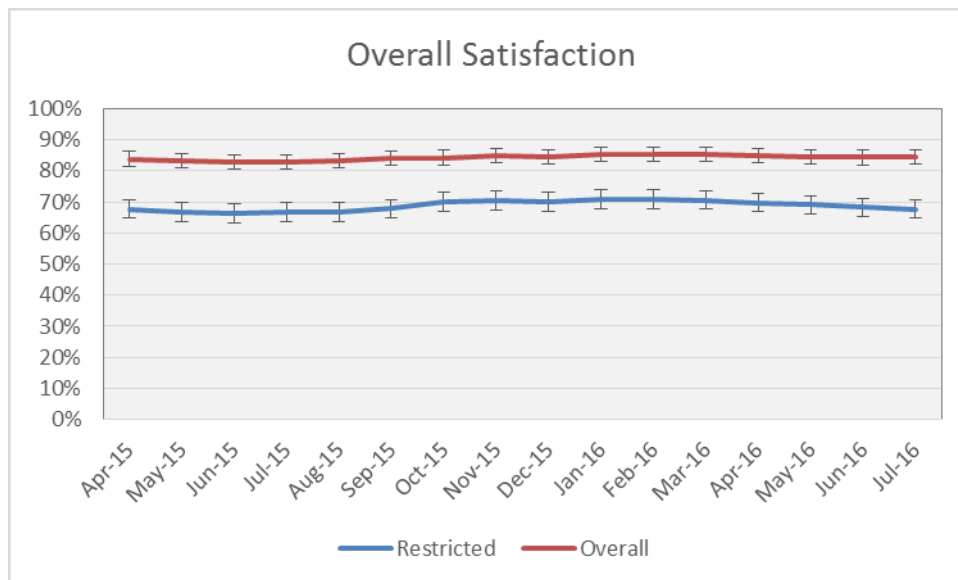
Victim satisfaction	85 per cent (12 months to July 2016)	
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51. I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

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

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

53. 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.

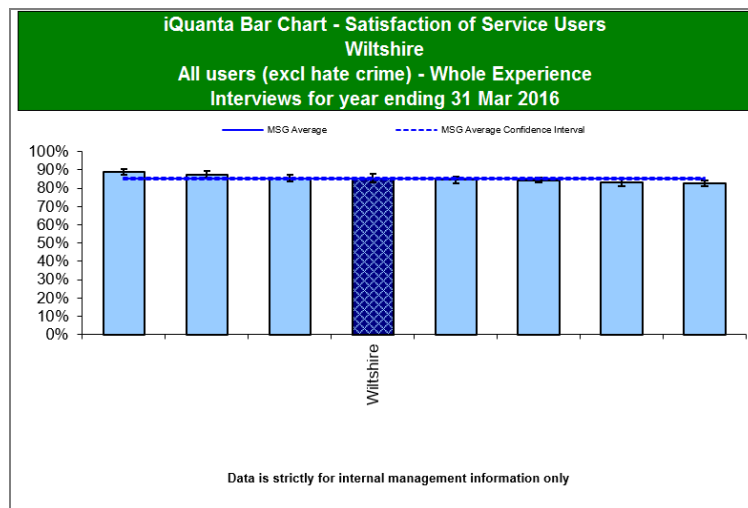


Victim satisfaction rolling 12 month trend – overall and restricted methodology

	Restricted Satisfaction		Overall Satisfaction	
Year Ending	Jul-15	Jul-16	Jul-15	Jul-16
Satisfaction	66.7%	67.7%	82.9%	84.6%
Confidence Interval	3.1%	3.2%	2.5%	2.4%
Range High	69.8%	70.9%	85.4%	87.0%
Range Low	63.5%	64.5%	80.3%	82.2%
Annual Change	1.0%		1.7%	
Comparison	No significant change		No significant change	

Victim satisfaction change comparison – overall and restricted methodology

54. Wiltshire remains in a good place with victim satisfaction, in line with the average of similar forces for the most recently available data (to March 2016).



Overall satisfaction rate within the similar force group

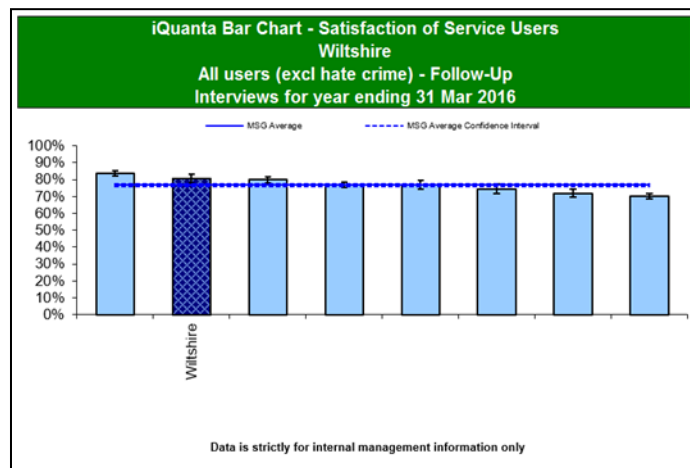
55. The survey is broken down into four sub-groups:

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

56. The most recently available data for the most similar force groups and the national picture (to March 2016) places Wiltshire in line with peers for overall satisfaction as well as in the four sub groups surveyed.

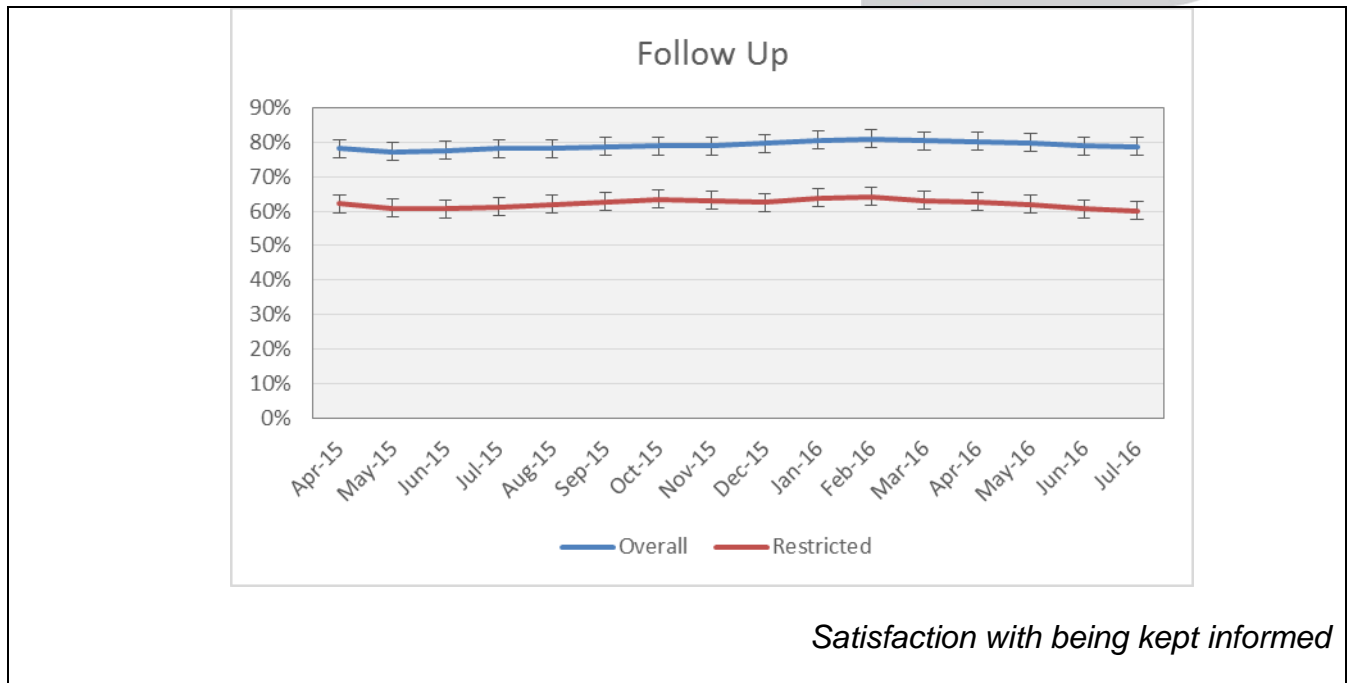
Satisfaction with being kept informed	79 per cent (12 months to July 2016)		
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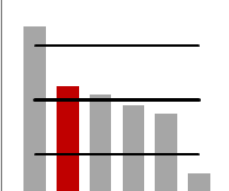
- 57. Satisfaction with being kept informed is a survey measure which seeks to understand whether victims are satisfied with how well they were kept up to date with developments regarding their crime.
- 58. When compared to peers, Wiltshire is above average and remains on the bounds of significantly above its peers. Nationally, Wiltshire is rated seventh out of 43 forces for the same measure (to March 2016). This area can be a significant driver for overall satisfaction and it is therefore important that this measure is monitored.



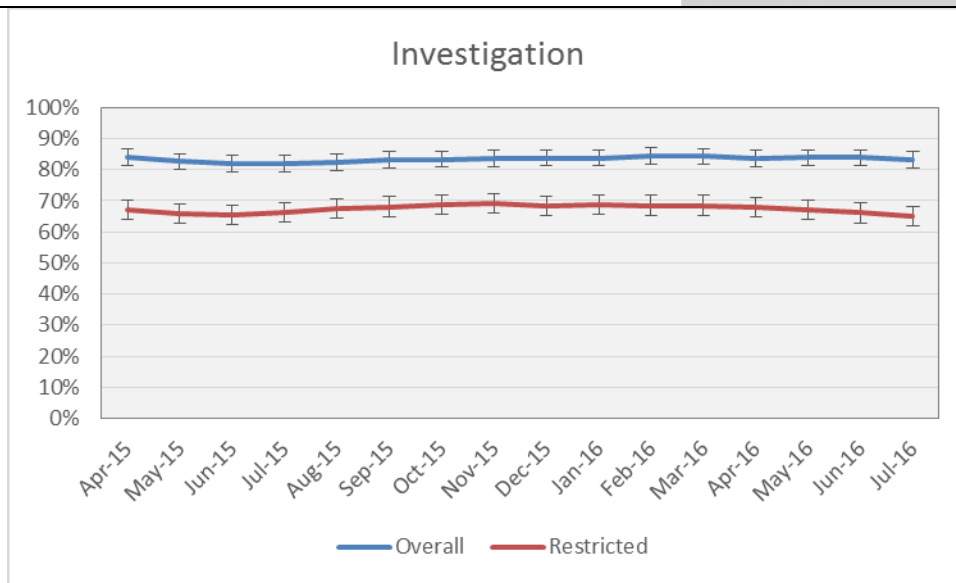
Satisfaction with being kept informed within the similar force group

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



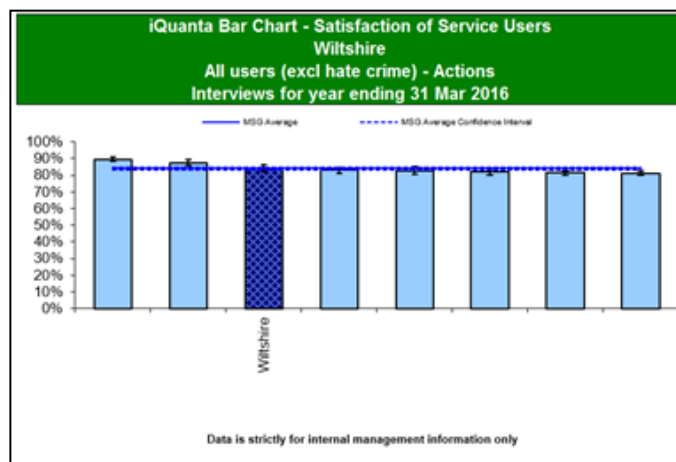
<p>Satisfaction with investigation</p>	<p>79 per cent (12 months to July 2016)</p>		
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60. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a question mandated by the Home Office. The chart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

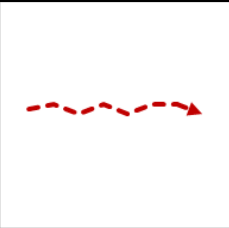


Satisfaction with investigation

61. The broader theme of 'actions taken' is assessed by the Home Office. Results for this question places the Force in line with peers for data available to March 16.



Overall satisfaction with actions taken within the similar force group

Outcome rate	23.1 per cent (12 months to March 2016)	
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62. The outcome rate for the 12 months to June 2016 was 23.1 per cent. This is in line with the regional rate of 20.4 per cent and national rate of 22.1 per cent.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	3,903,249	860,854	22.1%
South West Region	309,585	63,250	20.4%
	122,100	17,878	14.6%
	77,407	20,331	26.3%
	42,478	10,310	24.3%
	29,519	5,921	20.1%
Wiltshire	38,081	8,810	23.1%
Most Similar Group (Average of Component Forces)	405,317		25.7%
Wiltshire	38,081	8,810	23.1%
	77,407	20,331	26.3%
	32,057	6,619	20.6%
	44,062	10,680	24.2%
	39,691	11,842	29.8%
	73,429	17,187	23.4%
	47,400	12,883	27.2%
	53,190	16,546	31.1%

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

63. While the overall outcome rate does not show Wiltshire as an exception, there are differences within crime types.

64. Positively, Wiltshire has a strong position when it comes to most serious violence. The table below shows Wiltshire in a strong position with a higher rate than national, regional and peer perspectives.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	25,574	10,269	40.2%
South West Region	1,838	702	38.2%
	706	143	20.3%
	657	314	47.8%
	113	78	69.0%
	232	98	42.2%
Wiltshire	130	69	53.1%
Most Similar Group (Average of Component Forces)	2,498		43.5%
Wiltshire	130	69	53.1%
	657	314	47.8%
	251	89	35.5%
	253	86	34.0%
	216	99	45.8%
	580	241	41.6%
	144	50	34.7%
	267	149	55.8%

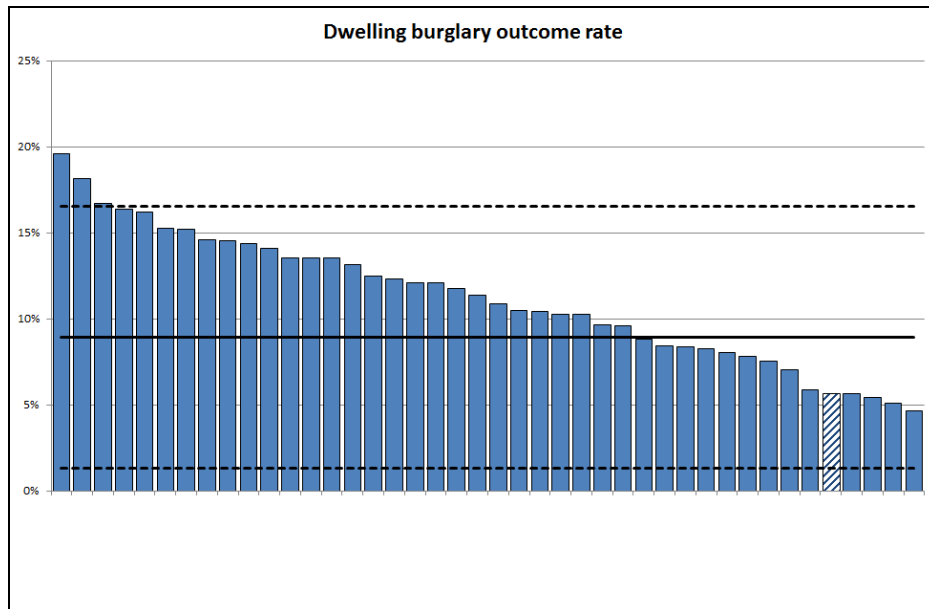
Wiltshire most serious violence outcome rate compared to the most similar group and south west region

65. One area where Wiltshire has not seen any improvement is in the rate for dwelling burglary which remains stable and significantly lower than peer and national averages.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	194,500	17,534	9.0%
South West Region	12,163	1,157	9.5%
	4,887	348	7.1%
	2,404	369	15.3%
	1,530	212	13.9%
	2,022	153	7.6%
Wiltshire	1,320	75	5.7%
Most Similar Group (Average of Component Forces)	14,215		12.5%
Wiltshire	1,320	75	5.7%
	2,404	369	15.3%
	1,490	153	10.3%
	1,372	171	12.5%
	1,371	226	16.5%
	2,787	378	13.6%
	1,441	138	9.6%
	2,030	340	16.7%

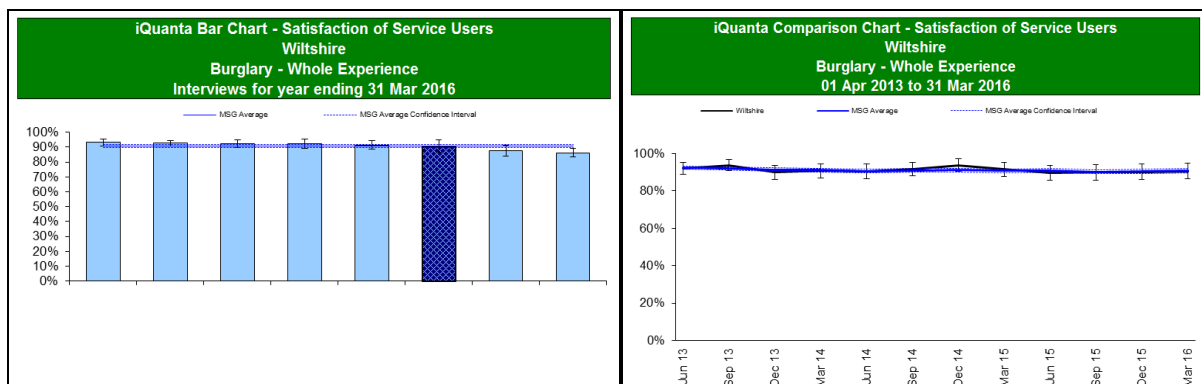
Dwelling burglary outcome rate compared to the most similar group and south west region

66. Wiltshire remains in the lowest quartile nationally. However, three of the eight lowest forces are within the south west region.



Wiltshire Police dwelling burglary outcome rate national position – 12 months to June 2016

67. The Force is required by the Home Office to survey victims of burglary. The chart below is the most up to date iQuanta information and shows that 90.4 per cent (± 4.1) of victims of burglary are satisfied with the service they receive from Wiltshire Police. This figure is consistent and is in line with peer average.

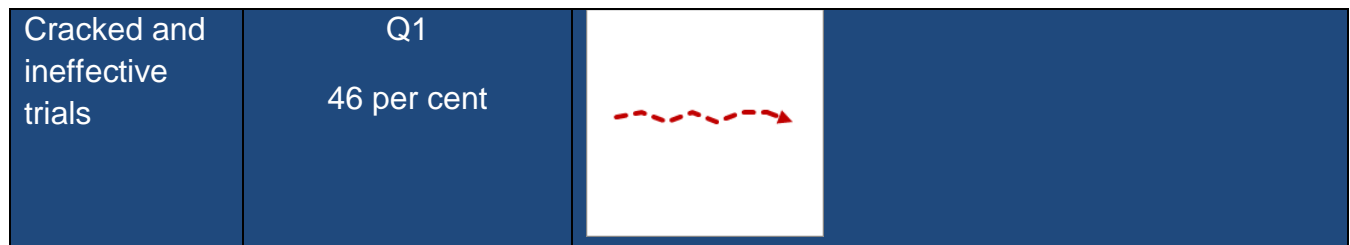


Wiltshire Police dwelling burglary victim satisfaction rate – peer position and trend

68. An improvement plan has been developed and is being implemented across the three operational hubs. Governance of this improvement plan was due to be reported to

the Strategic Delivery and Transformation (SD&T) board in August which is chaired by the chief constable.

69. I will seek assurances from the Force regarding this improvement plan at the next Commissioners Monitoring Board (CMB).



70. A total of 245 trials were listed during the first quarter 2016-17 of which 46 per cent were cracked or ineffective.


71. The HM Courts & Tribunal Service (HMCTS) has had difficulties providing data since May due to system changes. The information within this report uses information HMCTS has been able to supply.

League table (Qtr to Jun)	Trials	Effective	Cracked	Ineffective	Vacated
North Hampshire	223	67.3%	24%	9%	55
Wiltshire	245	53.9%	36%	10%	53
West Hampshire	303	51.8%	29%	19%	28
Isle of Wight	30	50.0%	47%	3%	14
South Hampshire	78	48.7%	38%	13%	8
South East Hampshire	140	40.0%	49%	11%	20

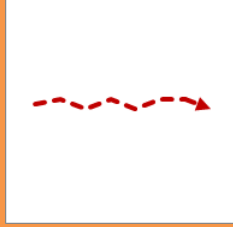
Wiltshire cracked and ineffective trial rate position – quarter one 2016-17

72. 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.

73. The high-level cracked and ineffective trial rate remains stable.


Cracked and ineffective trials due to prosecution	Not available		
<p>74. HMCTS has been unable to provide the reasons for cracked and ineffective trials at court level. Data is only available at Hampshire, Isle of Wight and Wiltshire combined level.</p> <p>75. The key themes at this high level for prosecution reasons are evidence and witness issues.</p>			

4. Secure, high quality, efficient and trusted services

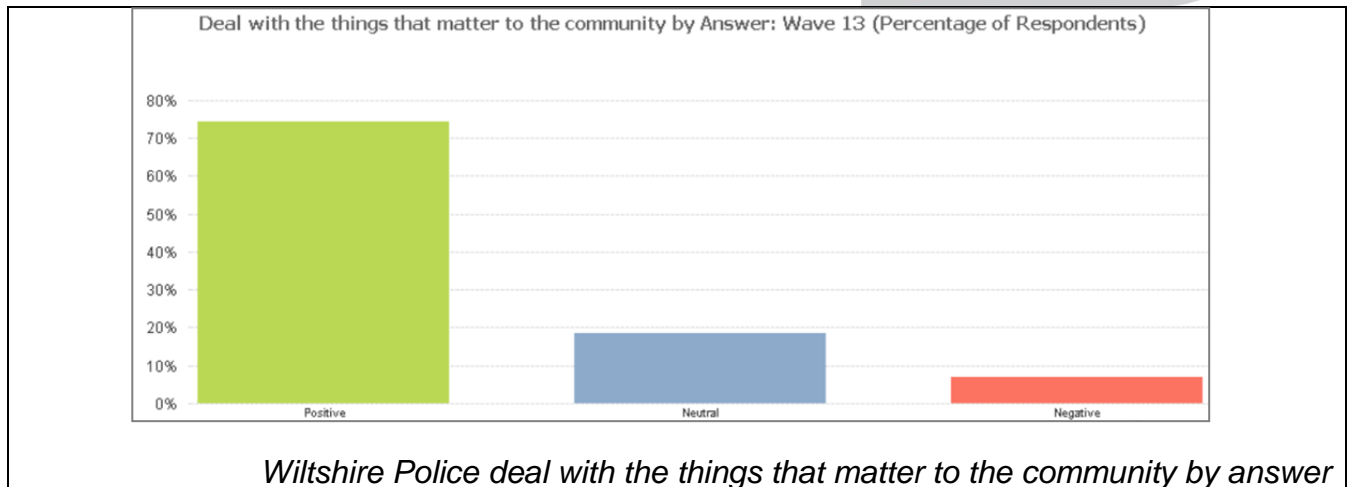
Public confidence	84 per cent Stable and high		
<p>76. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.</p> <p>77. There has not been another wave of the survey since the quarter three performance report and therefore there is no additional information to report.</p> <p>78. The next wave of survey data was due to be received before the end of August. The Force and my office will then review the results, our approach and opportunities for improvement through the Public Service and Quality Board.</p>			

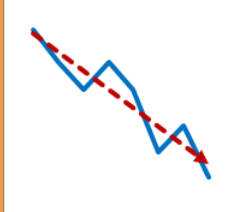
Number Surveyed	2067	2341	2112	2167	2149	2114	2117	
Confidence Interval	±2.2%	±2.0%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%	
Measure	Autumn 2012	Spring 2013	Autumn 2013	Spring 2014	Autumn 2014	Spring 2015	Autumn 2015	Average
<i>Feel safe during the day</i>	92%	94%	95%	95%	95%	95%	94%	94%
<i>Feel safe after dark</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

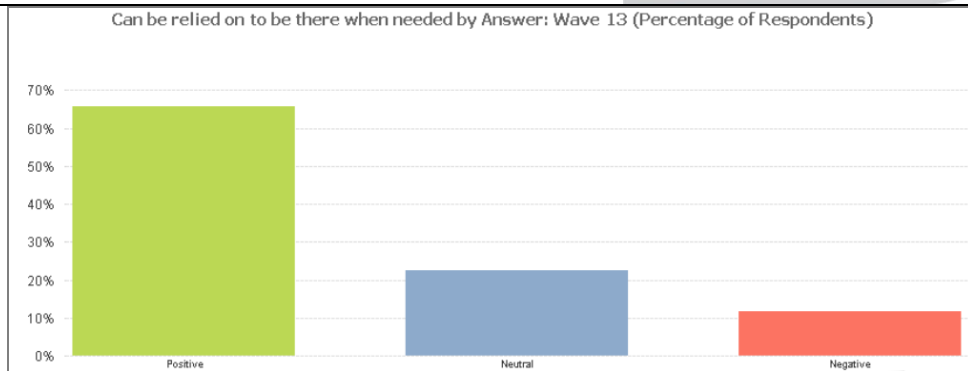
Wiltshire Police deal with things that matter to the community	74 per cent Stable and consistent since Autumn 2012	
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- 79. This measure enables me to understand whether the Force is listening to its communities and dealing with things that matter to them.
- 80. This information comes from the public opinion survey.
- 81. There has not been another wave of the survey since the quarter three performance report and therefore there is no additional information to report.
- 82. The next wave of survey data was due to be received before the end of August. The Force and my office will then review the results, our approach and opportunities for improvement through the Public Service and Quality Board.



<p>Wiltshire Police can be relied upon to be there when needed</p>	<p>66 per cent Significant decrease</p>		
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- 83. This information comes from the public opinion survey.
- 84. There has not been another wave of the survey since the quarter three performance report and therefore there is no additional information to report.
- 85. The next wave of survey data was due to be received before the end of August. The Force and my office will then review the results, our approach and opportunities for improvement through the Public Service and Quality Board.

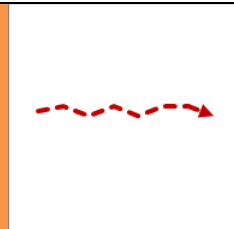


Wiltshire Police can be relied upon to be there when needed - by answer

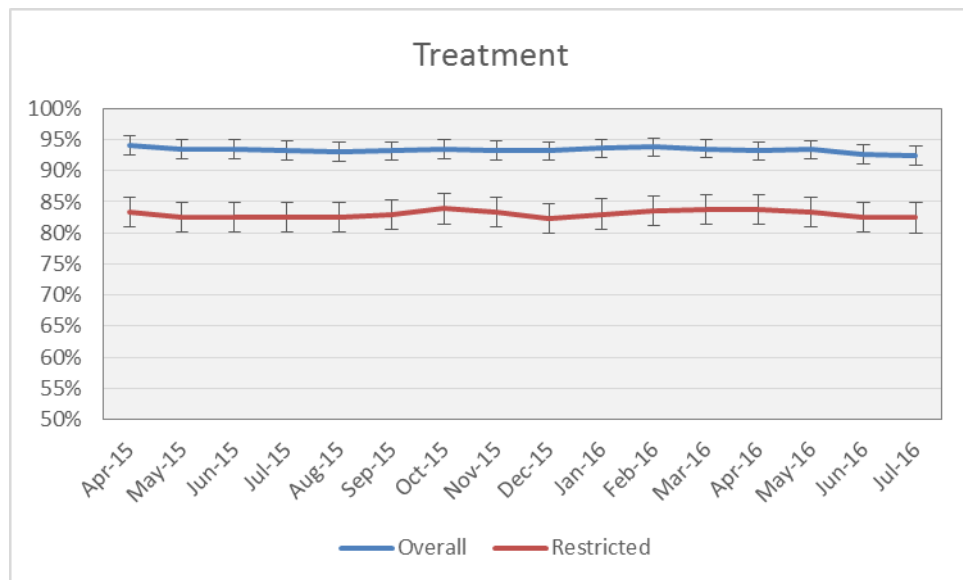
Wiltshire Police treat me with respect

90 per cent - public opinion

92 per cent - victim satisfaction

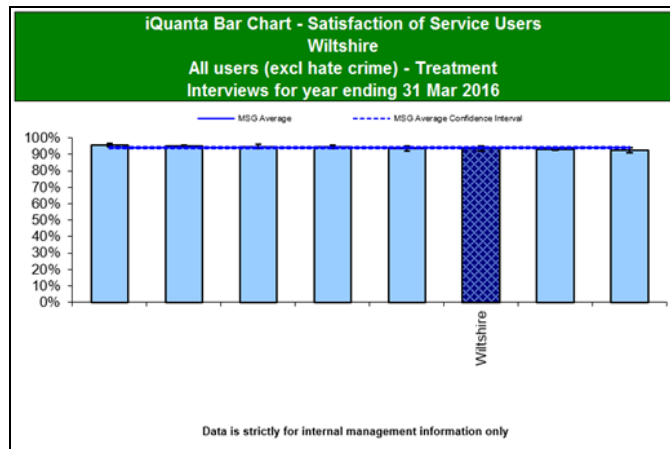


86. Responses to this question in the satisfaction survey show that 92 per cent of people believe they were treated with respect by Wiltshire Police when they were a victim of crime.



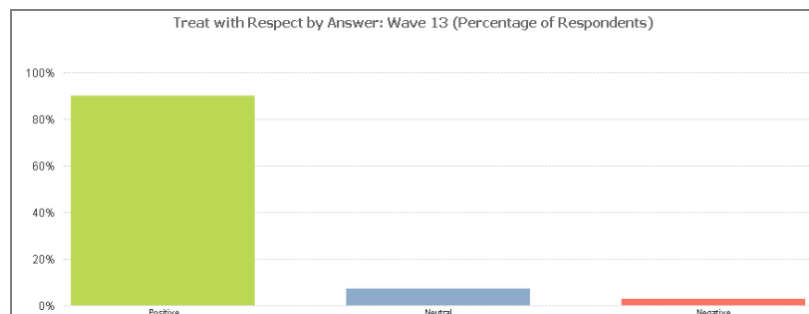
Wiltshire Police treat me with respect – overall and restricted satisfaction

87. Wiltshire remains in line with peers for satisfaction with treatment for data available to March 2016.

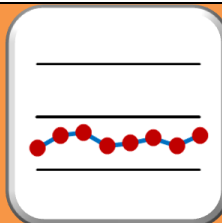



Wiltshire Police satisfaction with treatment rate – peer position

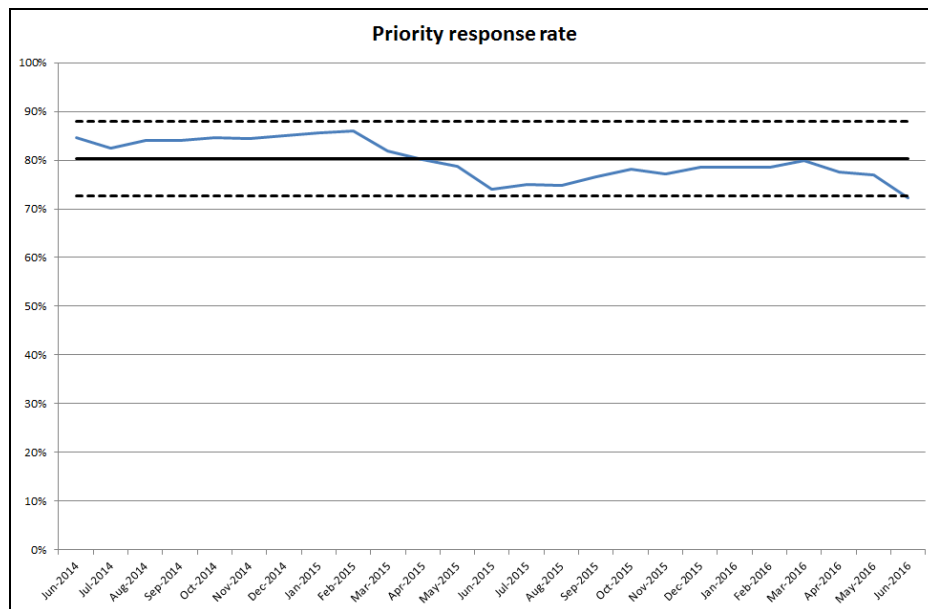
88. Added to this, 90 per of those surveyed in the public opinion survey believe that they would be treated with respect. This is stable across all surveys dating back to autumn 2012 and across the different sector areas. Seven per cent of the remaining respondents gave a neutral response, with only 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

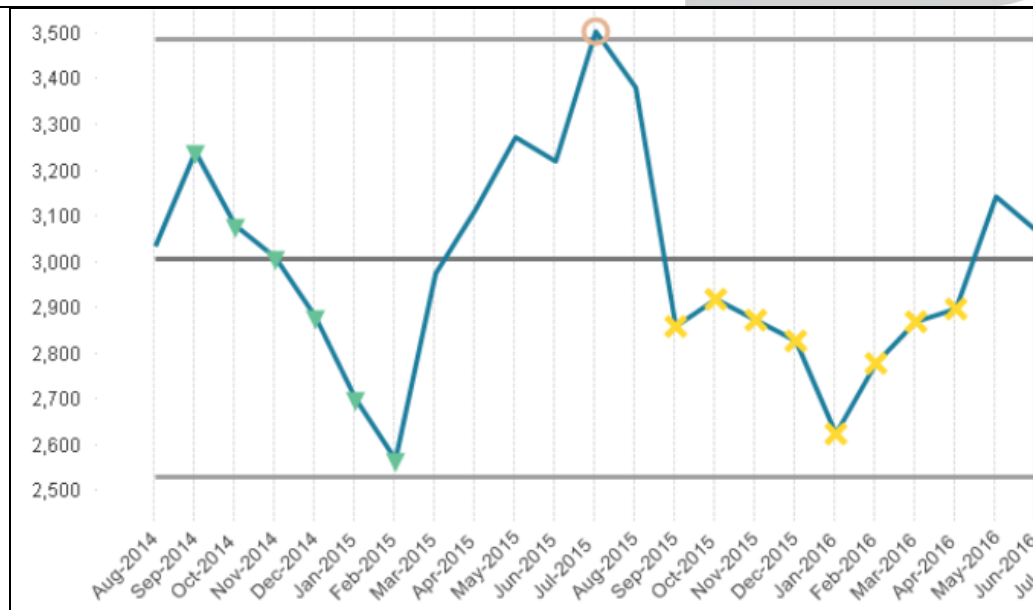
Response rate	Q1 80 per cent	 
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89. The response rate measure assesses how frequently Wiltshire Police arrives at emergency and priority incidents within a service level agreement (SLA) of 15 minutes for urban emergencies, 20 minutes for rural emergencies and one hour for priority incidents.
90. The Force attended 13,492 emergency and priority incidents within quarter one, of which 10,777 were within SLA (80 per cent).
91. The emergency response rate for quarter one is 89 per cent with 3,937 of 4,441 incidents attended within SLA.
92. The chart below shows the priority response rate remains lower than the average of the last two years.



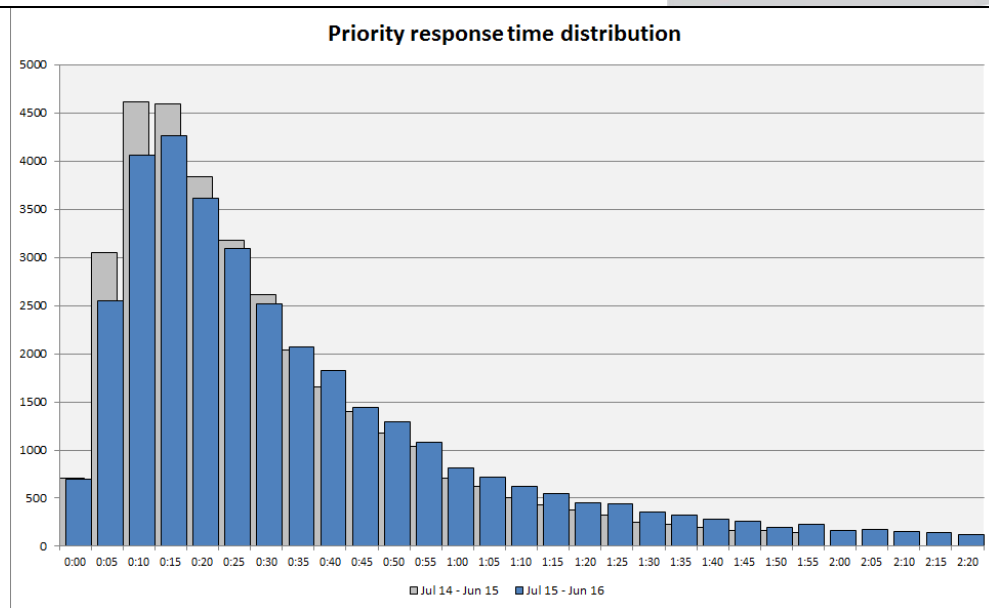
Priority response rate by month

93. During quarter one, 6,840 incidents were attended within the one hour SLA out of a total of 9,051 incidents. This equates to 76 per cent.
94. The volume of priority response calls follow a clear seasonal pattern and is within expected levels.




Volume of priority calls per month

- 95. This is a very high-level view of what is attended and does not have the power to show the actual demand on resources to investigate crime and complete appropriate safeguarding activities.
- 96. The deterioration in response rate has had no effect on how satisfied victims are with the service Wiltshire Police provides.
- 97. Response and call handling measures still use some form of standard or target to meet. The Force needs to complete a review of these measures and methods to ensure it enables the appropriate understanding of what is important to victims and witnesses, the quality of the service it provides, if it is efficient, effective and value for money.

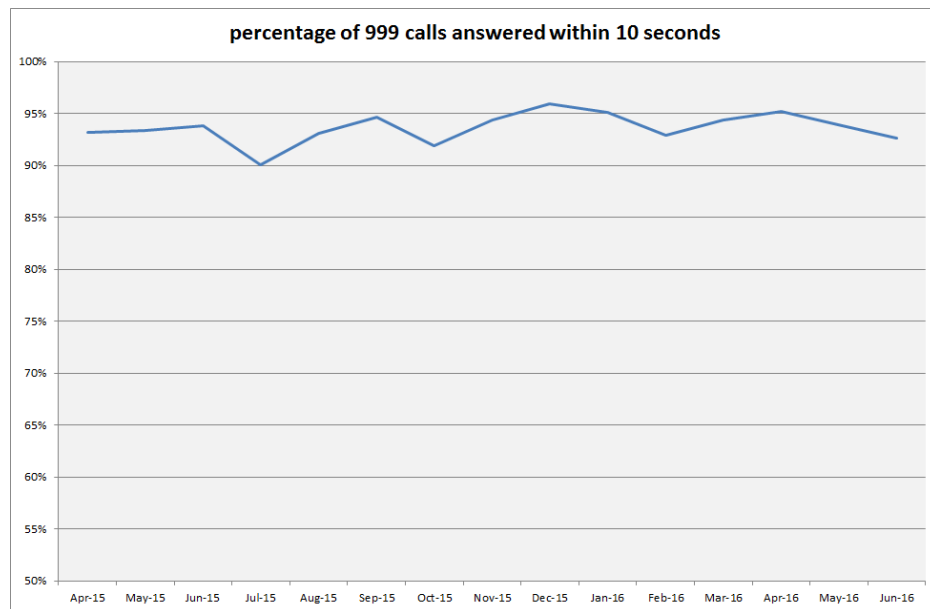


Priority response time distribution

98. The chart above shows the response rate distribution for 95 per cent of all priority incidents between July 2014 and June 2016. The reason five per cent has been excluded is because the majority of these are outliers and a result of administrative errors.
99. The average arrival time between July 2015 and June 2016 was 45 minutes. A total of 90 per cent of incidents were attended within one hour and 35 minutes and 95 per cent were attended within two hours and 20 minutes.
100. An action plan has been in place for several months which does not appear to have improved the response rate to priority incidents.
101. The Force is managing this work through the Demand Management Group (DMG) to identify ways to reduce demand on response officers. This involves identifying demand which is more appropriately dealt with by partner agencies, understanding and reducing hidden or internal demand created by processes and ensuring the right level of resources and abstractions are managed.

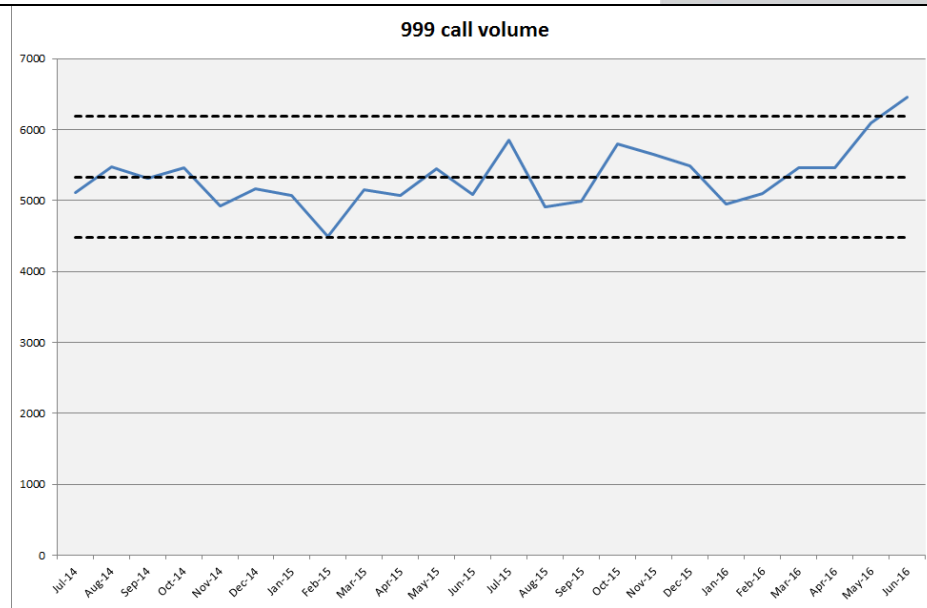
999 calls answered within 10 seconds	Q1 92 per cent		
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102. During quarter one, 92 per cent of all 999 calls received (18,012) were answered within ten seconds.

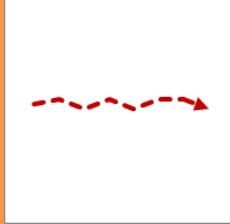


Percentage of 999 calls answered within ten seconds

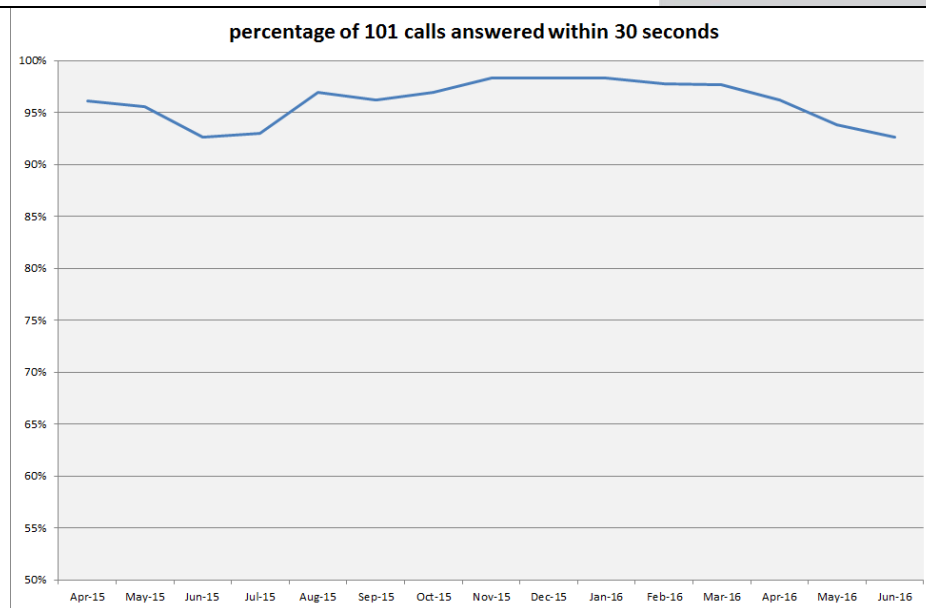
103. It is reassuring that the Force has maintained the capability to answer a consistently high proportion of 999 calls within ten seconds given the high demand during May and June as shown below in the control chart.



999 call volume by month


101 calls answered within 30 seconds	Q1 94 per cent		
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104. A total of 81,880 101 calls were received by Wiltshire Police during quarter one. Ninety four per cent were answered within 30 seconds. This figure remains stable and consistently high.



Percentage of 101 calls answered within 30 seconds

105. There are no concerns about Wiltshire’s capability to answer 101 calls.
106. There is concern with regards to the Force’s capability to answer calls directed into the Crime Recording and Incident Bureau (CRIB) with only 44 per cent of calls being answered within the 30 second SLA during the first quarter (24,410 out of 47,173) .
107. With demand increasing during the summer and staff abstractions, there is often a dip in performance during summer months; however, 44 per cent is exceptionally low.
108. The Force is addressing this performance concern through the operational senior leadership team performance meeting on a monthly basis. It is acknowledged that with a CRIB answer rate this low there is the potential to increase 999 demand with callers hanging up and redialling 999. Satisfaction with ease of contact is likely to reduce, providing the potential for complaints.
109. However, the Force is showing the capability to manage risk in the fact that emergency calls and incidents are routinely answered and attended well within acceptable time frames.

Quality of files	Q1 NA		
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110. This measure relates to an internal assessment of the quality of full files which the Force submits to the Crown Prosecution Service.

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

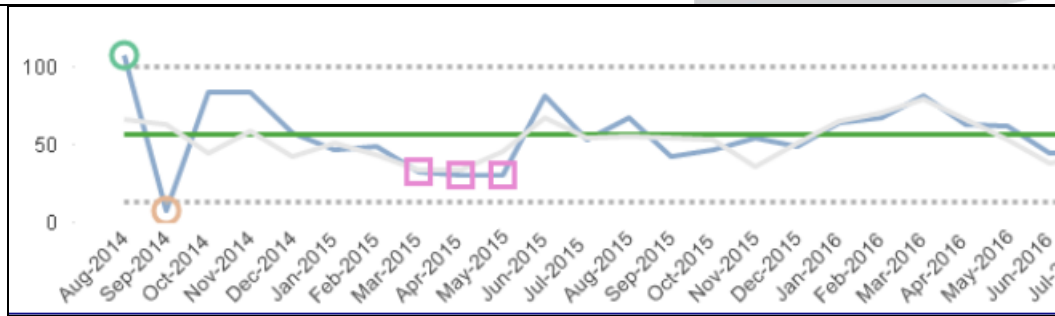
112. The framework which assesses the quality of files is the most comprehensive it has ever been and, judging by the improvements seen, is adding value.

113. 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 had to be adapted to ensure it remains an accurate and fit for purpose method of assessing file quality.


114. It was hoped that this information would be available to report on at the end of quarter one. However, the data capture process is still in the process of being adopted, meaning that there is not a complete or reliable data set to report on at this early stage.

Volume of complaints	Q1 170		
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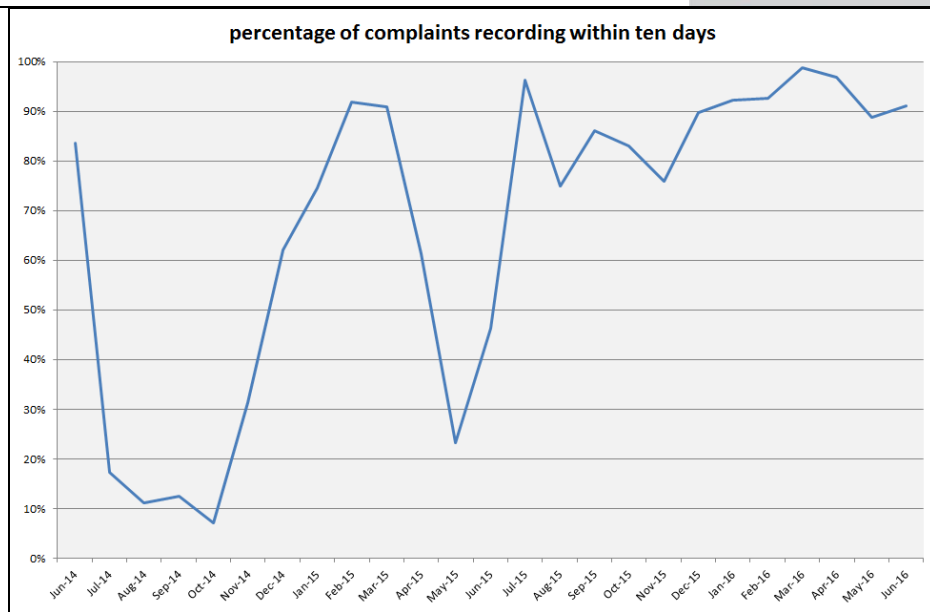
115. The volume of complaints recorded remains relatively stable and within expected levels as can be seen in the graph below.



Recorded complaint volume

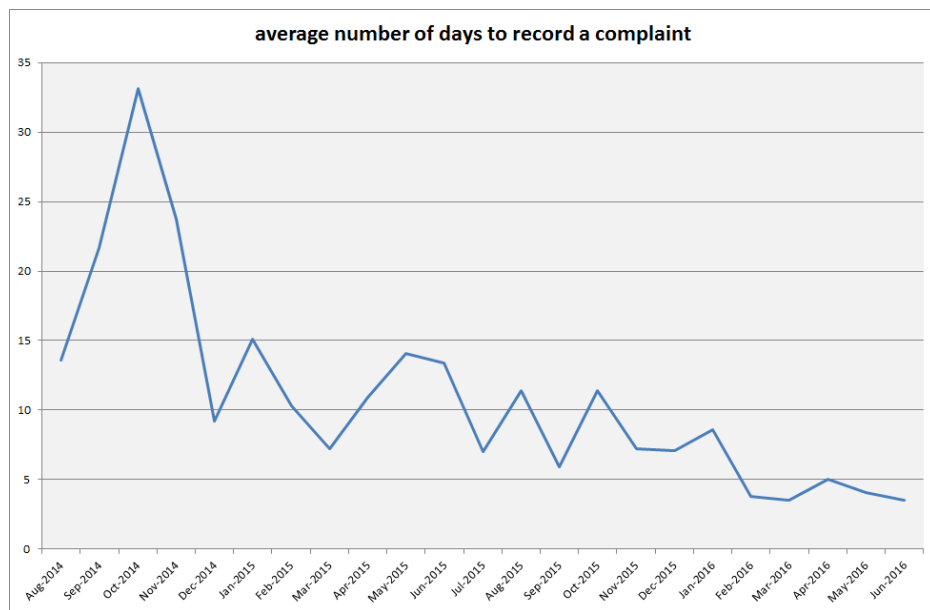
Percentage of complaints recorded within 10 days	Q1 93 per cent		
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116. The percentage of complaints recorded within ten days has been strong and consistent since January 2016 following issues in previous years.




Percentage of complaints recorded within ten days – by discrete month

117. In the latest quarter it took four days on average to record a complaint. This is below the Independent Police Complaints Commission’s (IPCC’s) ten working days level of expectation and a good improvement on previous years.

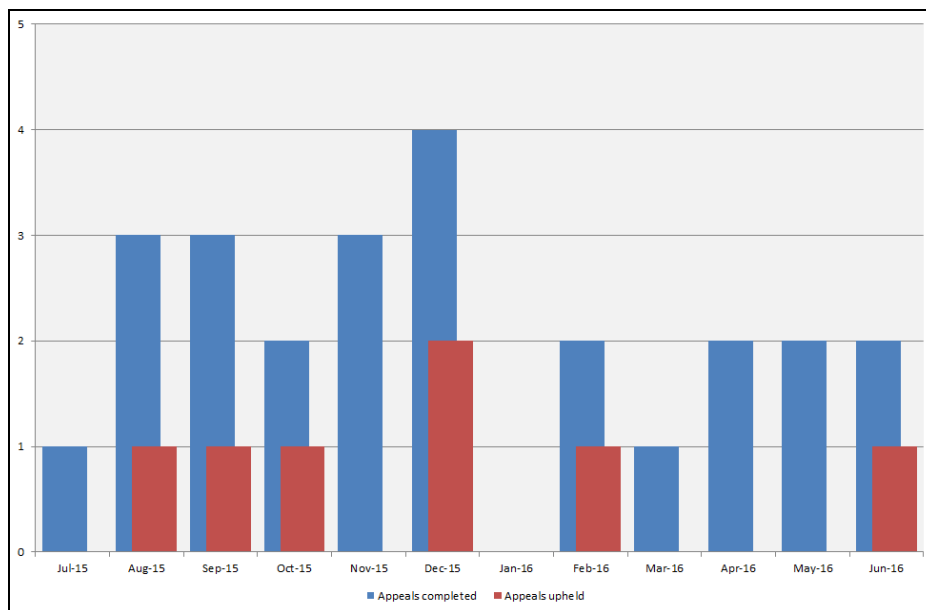


Average number of days to record a complaint

Percentage of complaint appeals upheld	Q1 16 per cent (1 out of 6 appeals)		
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118. 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.

119. 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

120. In the last 12 months, there have been 693 complaints recorded. Twenty five complaints resulted in an appeal and, of those 25 complaints, only seven were upheld (one per cent of all complaints).

121. For quarter one, one of the six completed appeals was 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

In this part of the report, specific focus is given to one of the priorities within my plan. This is intended to provide detail of important activities which cannot be easily quantified through numerical measures.

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 examined 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	

Examination of priority focus throughout the year

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



Prevent Crime and ASB

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

There are three objectives within this priority:

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

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

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

Objective one

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

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

The new ASB powers are now being used widely by our staff. These include public space protection orders which are an effective way of improving the surrounding areas for the public.

There is presently a dedicated ASB victim support officer working across the county. This work includes raising the profile so that victim support services can effectively support victims of ASB, and ensure that victims are regularly reporting the issues.

Regular multi-agency work takes place to develop sustainable approaches to problems, such as providing evidence about the link between the saturation of off licences and late night refreshment premises and high levels of ASB and nuisance to residents.

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

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

The OOCd manager has provided training to all Response, neighbourhood policing teams and local crime teams across the Force regarding the new community resolution and restorative justice Force procedure guidance.

The training has also been given to new recruits and is now a permanent feature on future training schedules for new intakes and sergeant and inspector leadership programmes.

There has been an increase in the more creative use of resolutions. Engagement with external groups such as Motiv8 and U-Turn has been positively received and appears to be having the desired impact on the offenders.

There is a restorative justice strategy board, the members of which include police, OPCC and partner agencies, to help form the 'Restorative Together – Wiltshire and Swindon' model

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

The currency of volunteering is value and recognition, and we have more work to do to achieve the valuing of the contribution our volunteers make. Volunteering remains an important strand in enabling success of my plan. The existing volunteer panel and strategy help support this effort.

Community Speed Watch (CSW) is the most active volunteer group, growing from about 250 members in 2013, to now close to 750 across 138 sites in Wiltshire and Swindon. A further six CSW sessions are planned for 2016, averaging 20 members at each session.

The business case for attracting, recruiting and training 500 Specials has been completed and a team is in place to deliver this over the next two years. Work is

ongoing to identify retention themes within the Special Constabulary. Feedback in regard to the deployment and performance of Specials within the new community policing model remains positive. The rollout of the smart phones to Specials is underway, with officers receiving the same kit as regular colleagues, which has been positively received.

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

The youth engagement officers (YEOs) are up and running. They have been getting to know young people in their areas and are fully engaged with all secondary schools across the county. They spend about half of their time in schools, providing various inputs to educate children.

There are now four cadet units in operation, with further advertising taking place in Salisbury, which will recruit in September 2016. They have conducted many activities across the county, including raising awareness of knife crime and new psychotic substances, presenting a crime prevention stand in shopping centres, and marshalling public events.

Junior Good Citizen took place on 6th June in Swindon and 20th June in Wiltshire. This is a scheme designed to educate children about situations which can end up causing injuries or accidents, encourage them to respond appropriately to emergency situations and highlight the contribution that they can make to creating safer communities by being good citizens. The scheme is organised by Wiltshire Police but supported by:

- Swindon Borough Council
- Wiltshire Council
- Dorset & Wiltshire Fire and Rescue Service
- British Red Cross
- British Transport Police - on behalf of Network Rail
- Swindon Youth Offending Team.

1.05 Working with partners to identify and prevent those at risk of radicalisation

The Prevent part of the Government's Contest strategy addresses all forms of terrorism and violent extremism. Its overarching aim is to stop people becoming terrorists or supporting terrorism and violent extremism. It has three objectives (the three 'I's):

- Responding to the extremist ideological challenge and those who promote it

- Preventing individuals from being drawn into terrorism or violent extremism and ensuring they are given appropriate support and advice
- Working with sectors and institutions where there are risks of radicalisation which need to be addressed.

Dealing with these issues is a partnership responsibility, and the Contest strategy provides the framework by which to achieve this. This is included and supported by many of the activities listed within this section, such as youth engagement, volunteers, community policing model, and regional intelligence gathering.

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

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

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

High-risk individuals are now being accepted on to the cohort. There is still more work to be done with the Community Rehabilitation Company so we are working together with the National Probation Service to resolve high risk cases. The police continue to develop an effective protocol to enable this to happen.

Attendance and compliance on the scheme is roughly 75 per cent, and 64 per cent of nominals have been identified as having a drugs problem which is directly contributing to their reoffending. Despite an increasingly large and slightly riskier cohort, reoffending remains fairly consistent compared to previous periods.

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

This area of work is being examined by the Wiltshire Criminal Justice Board particularly working with probation and local authorities. This is a problem across the county and presents real difficulties in areas where affordable and supported housing provision is already very low. I will continue to discuss this with partner agencies.

1.08 Working with partners to improve the management of evening and night time economies and alcohol related anti-social behaviour

The licensing team within Wiltshire Police continues to be proactive, supported by both Swindon Borough Council and Wiltshire Council, in providing advice and guidance to licensed premises, assisted by the local police officers.

Purple flag is an accreditation process similar to the green flag award for parks and the blue flag for beaches. Purple flag are awarded to town and city centres that meet or surpass the standards of excellence in managing the evening and night time economy. In February 2016, Chippenham was awarded purple flag status which is a great recognition of the town's safe night time environment. A considerable amount of effort has gone into this achievement, which was a fine example of partnership working between Wiltshire Council and Wiltshire Police, with help from the street pastors, the chamber of commerce, Pubwatch and Chippenham Business Improvement District (BID).

Swindon continues to work towards purple flag status. The use of closure notices for problematic licensed premises has proved effective in both Swindon and Salisbury with the result of premises improving their processes and complying with their licenses and conditions. Operations to combat the selling of alcohol and tobacco to under-age customers have taken place in Swindon in partnership with trading standards and further operations are planned. The use of robust assessments has resulted in many premises being conditioned effectively to meet the licensing objectives, this has been a result of good partnership working with the council's licensing officers.

Wiltshire Police and Wiltshire Council licensing teams worked together to visit licensed premises to advise and collate intelligence around the Euro 2016 tournament. Good work was carried out by PCSOs visiting relevant premises where they were able to forward information to the planning teams to assist in staffing and resources.

1.09 Working with partners to ensure that business are supported to protect themselves and their customers against cybercrime

The cyber crime communication strategy is in place which includes a social media presence to deliver prevention advice and alerts. A partnership group has been created combining community safety partnerships (CSP), police, education and organisations

such as age UK to understand and plan to mitigate the impact of cyber crime on communities.

The regional Cyber Information Sharing Platform known as CISP is now live and seeks to share information on cyber incidents and how to protect organisations. This is being co-ordinated by the regional cyber crime protect officer and orchestrated locally.

Business-specific presentations have already been arranged for local chambers of commerce and small business groups. The key messages - raising awareness of what cyber crime is, what can be investigated, the impact an attack could have on their organisation/company and their clients, importance of training staff, prevention expectations and signposting for on-going support and advice.

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

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

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

There are currently 7,947 people signed up on the Wiltshire and Swindon community messaging system, with 316 registered administrators who can send out messages to the local communities. The recent average message rating from the public was five out of six.

1.11 Working with the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.

The Road Safety Unit (RSU) continues to work closely with partners in delivering education to colleges and companies (Network Rail) on general road safety and

drink/drug drive messages.

Promoting the current summer drink/ drug drive campaign, the partnership has held roadshows highlighting the dangers and increasing awareness, tying in with the Euro 2016 UEFA championships.

Social media is being used to raise awareness of road safety. For example, July 2016 saw the launch of a bicycle safety social media campaign.

Safe Drive Stay Alive was recently presented at the Army HQ, Andover to senior military officials as well as chief fire officer of Dorset & Wiltshire Fire and Rescue. This has been widely accepted as an exemplary model for delivering safe driving education throughout schools and colleges and will be rolled out nationally by the Army in consultation with our road safety partnership.

Current figures regarding killed and seriously injured people on the roads, puts Wiltshire and Swindon on a similar number to the previous year with no apparent spikes so far. The Tri-Force team is responsible for the patrol of the strategic road network, enforcement and investigation of serious traffic collisions.

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

The Automatic Number Plate Recognition (ANPR) improvement project addresses mobile fleet, static cameras, more flexible ways of accessing the information and new ways of exploiting the data. Procurement has taken place to improve the cameras available, and the units have started arriving. These will now be fitted to the various locations throughout the county that have an ANPR camera.

Discussions regarding how ANPR could be progressed more collaboratively are in progress with Avon & Somerset and Gloucestershire.

Objective two

Wiltshire Police is visible, approachable and trusted in all communities

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

Wiltshire Police has recently announced the move to a new operating model called 'Community Policing'. This model brings together different roles into one team, working with the community. There are currently nine sectors within the area served by Wiltshire Constabulary, each with an Inspector leading the police officers and staff which protect the communities. The Police will attend community area boards in Wiltshire and localities in Swindon, to provide an update to the public on policing and other work that has taken place.

Community Policing is in essence collaboration between the police and the community to resolve the serious problems that exist in communities and build better relations with each other and partner agencies. It is essential to identify and address the root cause of problems that lead to repeat calls so that demand placed upon the teams is reduced.

Research suggests that members of the public talk to PCSO's more than they ever would to Police Officers. The role of the PCSO has changed over time, as they are now the single point of contact and are responsible for managing their beat area. This should provide a better service to the public, and to area boards, town councils, parish councils, and partners.

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

All staff now have personal issue laptops or tablets depending on their role. This rollout has been positively received so far. The new technology, along with reliable internet access, enables staff to work within the communities, rather than needing to unnecessarily return to the police station.

This investment significantly supports the rollout of the new policing model, which not only improves the working practices of staff by being able to work alongside partners, but also improving the visibility of policing in communities.

1.15 Communities can trust that crimes that are reported are recorded appropriately

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

The audit team work closely with the contact centre to ensure the errors are fed back, and expertise within the crime recording practices are shared. As of the 15 June the team had reviewed 3,817 records and any errors found had been corrected.

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

Objective three

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

1.16 The South West Regional Organised Crime Unit which covers Wiltshire and Swindon

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

Covert assets previously managed and owned in-force have migrated across to ROCU and continue to provide service to Wiltshire. Redefinition of what the National Crime Agency (NCA), ROCU and forces are expected to deliver is being clarified by NCA and may have some impact on local capabilities and expectations. For example, clarification of the type of offences ROCU will manage will potentially change the level of offences Wiltshire is expected to manage.

The South West ROCU has extended its capabilities to include Technical Support Unit (TSU) and Undercover (UC) managed by the South West Police Collaboration Programme.

1.17 Working with partners to reduce the threat and risk to Wiltshire from terrorism, enabling our communities to go about their lives freely and with confidence

Wiltshire Police works extensively with partners within Contest, the UK's strategy for countering terrorism. This aims to:

- Pursue: stop terrorist attacks
- Prevent: stop people becoming terrorists
- Protect: strengthen our protection against terrorist attack
- Prepare: mitigate the impact of attacks.

Wiltshire Police, together with Police forces throughout the UK, has a dedicated Counter Terrorism Security Advisor (CTSA) team that focus on reducing the vulnerabilities within the Wiltshire community from the threat of terrorism and domestic extremism.

The CTSA team delivers key elements of the Protect strand within the National Counter Terrorism Strategy (Contest). They are trained, coordinated and tasked by the National Counter Terrorism Security Office (NaCTSO) in partnership with the security service to reduce the impact of terrorism by:

- Protecting the UK's most vulnerable and valuable sites and assets
- Enhancing the UK's resilience to terrorist attack
- Delivering protective security advice across the crowded places sector

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

The Major Crime Investigation Team (MCIT), known as Brunel, currently covers Wiltshire and Avon and Somerset police force areas. Gloucestershire joined this team in December 2015. A number of focus groups around key areas of MCIT business were established, aimed at pooling best practice across the three forces and working towards effective inter-operability and corporacy.

The next stages of this collaboration focus on what could be done better or more efficiently given the new three-force structure. Assistant Chief Constable (ACC) Jon Stratford from South Wales has recently been appointed as one of the new ACCs within the collaboration, and will be taking on overall responsibility for Brunel MCIT.

1.19 Working with the Local Resilience Forum (LRF) partners to plan, respond and help recover from emergencies and major incidents

I was provided with a briefing from the Major incident Planning manager in August 16 and have been reassured that this action is being fulfilled.

Within Wiltshire and Swindon there is an LRF established under the requirements of the Civil Contingencies Act 2004. The executive group is chaired by the Chief Constable and includes all category one responders (Police/fire/ambulance/local authorities/NHS England/Public Health England/Environment Agency plus the military). This meets twice a year but has a monthly teleconference to discuss key emerging issues.

The LRF meets its seven civil protection duties required under the Act: co-operation, information sharing, risk assessment, emergency planning, business continuity (BC) management, and communicating with the public.

In order to deliver this, the LRF practitioners (emergency planners) work together one day each month to deliver the work of the LRF (risk assessing, plan delivery, exercise planning etc). The LRF produces around 27 documents and guides that are mostly generic. The work of the LRF is strongly linked to the Prepare side of the Governments Counter Terrorist strategy in that it delivers Consequence Management to any incident whether CT or a man-made or natural disaster.

Each month the LRF agencies Emergency Planning leads meet for a day to deliver the work of the LRF with five functional groups involved in the delivery.

- Warning & Informing (Media & Communications and Resilient Telecommunications.) Chaired by Police.
- Risk Group. Chaired by Swindon Borough Council
- Training & Exercising. Chaired by Dorset & Wiltshire Fire and Rescue Service
- Extreme Weather. Chaired by the Environment Agency
- Voluntary Agencies. Chaired by Wiltshire Council

A Community Risk Register is published which looks at the risks affecting Wiltshire and Swindon as outlined in the annual National Risk Assessment. Various multi-agency exercises will take place each year based against threat and risk or to meet legal obligations around COMAH sites etc.

Recent work includes:

- Involved in Exercise Defender Consequence where a multi-agency Strategic Coordinating Group dealt with a series of unfolding CT incidents.
- Strategic Media Training.
- Reviewing the Threats contained with the National Risk Assessment and applying a local risk to them. This is part of a regional piece of work.
- Engagement with Dstl Porton Down and MOD Corsham. Both Critical sites with high risks.

1.20 Tri-force services for firearms, roads policing and dog teams

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

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

Roads Policing assets operate in line with the national calendar of events, and during this review period a number of operations have taken place including some aimed at organised crime group (OCG) and terrorist activity. Ongoing development of counter terrorism intervention activity is being progressed with the South West Counter Terrorism Intelligence Unit (SWCTIU) and Special Branch as part of some national work (being led by the Roads Policing Operations team within Tri Force).

Firearms operations are supported through the Authorised Firearms Officers (AFO) and Specialist Firearms Officers (SFO) deployed across Wiltshire. With the raising of the national threat assessment, work is currently underway linking in with the national portfolio holder for preparation of any national threats or counter terrorism incidents and ensuring the preparedness of the policing response.

Tri-Force have a new management structure in place with the appointment of ACC Jon Stratford and Superintendent Mark Sellers.

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 believe require consideration:

Annual Report 2015/16

The panel reviewed and commented on the draft annual report 2015/16 which has now been published. This provides a comprehensive summary of the challenges and opportunities for policing and community safety in Wiltshire and Swindon in 2016/17.

The three significant challenges highlighted in the report are addressing the low outcome rates for dwelling burglary, implementing the diversity and inclusion strategy to ensure Wiltshire Police reflect the communities they serve and securing fairer funding for Wiltshire and Swindon.

Best Use of Stop and Search (BUSS)

Following the suspension of Wiltshire Police from the BUSS scheme an improvement plan has been completed and workings with HMIC to ensure Wiltshire Police regain entry into the scheme later this year.

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2016-17

Last reviewed : 20 Aug 2016
Risk Appetite is : 30

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	Mitigation Update Aug 2016	Residual Risk Score				Date reviewed	Register update May 16
											L	C	I	Score		
PUBLIC CONFIDENCE & INTEGRITY																
1	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 PSQB developing engagement plans with public and stakeholders to inform development of P&C plan		1	3	3	9	20/08/16	Maintain - Strategic risk - BAU residual risk
2	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		1	2	4	8	20/08/16	Maintain - Strategic risk - BAU residual risk
3	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 PCC has signed the Committee on Standards in Public Life ethical checklist. Which included explicitly holding the CC to account to implement the College of Policing's code of ethics		1	2	4	8	20/08/16	Maintain - Strategic risk - BAU residual risk
4	18/08/15	Wiltshire Police fail to have internal HR organisational policies and services that meet the duties and aims under the Equality Act 2010.	Do no fulfil legal duty and values of organisation Failure to attract the best talent for the organisations Failure to maximise the skills of workforce Increased risk of HR tribunals and litigation Damage relationship and reputation as an employer	Reputation Operational delivery Performance	3	3	3	27	HR Policies sets out obligations and procedures to meets its duties Recruitment, redeployment and support policies in place Equality and Diversity Charter to be launched Recent ET raised areas for force to improve and increase staff training, PCC receiving regular Awaiting Diversity Development Plan due November from Police to address shortfalls	Diversity and inclusion strategy to be presented to CMB in Sep Contas recommendations made numerous recommendations to overhaul training, targeted recruitment, mentoring and culture change Additional resources agreed include 3 dedicated roles to lead on the strategy	3	3	3	27	20/08/16	Maintain - recommended that risk score is unchanged until mitigation is delivered
5	18/08/15	Wiltshire Police fail to have operational policies and services that meet the duties and aims under the Equality Act 2010	Do no fulfil legal duty and values of organisation Wiltshire Police does not reflect the diversity of the community it serves Failure to identify and respond to demands of diverse communities Damage to public confidence in policing - disproportionate effect in communities Reputational damage to PCC, OPCC and Police	Reputation Operational delivery Performance	2	3	3	18	Wiltshire Police have policies related to Stop and Search Assessment of victims vulnerability, including aspects of diversity Specialist support services in place for ensuring support for a range of diverse groups Work within the P&C Plan looks to increase awareness and training for officers in understanding different needs of communities Action plan completed to address BUSs compliance and submitted to HMIC - awaiting feedback Independent S&S community trigger, policy review and new forms completed to address information gaps in place and operating	A hate crime scrutiny group have been set up to provide challenge and advice on policies and procedures related to diversity. This mitigation is linked to risk 1 and risk 4	2	2	3	12	20/08/16	Maintain - recommended that risk score is unchanged until mitigation is delivered
6	18/08/15	PCC and OPCC fail to commission services that meet the duties and aims under the Equality Act 2010	Do no fulfil legal duty and values of organisation Failure to attract most effective solutions and suppliers Failure to consider equality in Police and Crime Plan	Reputation Operational delivery Performance	2	2	3	12	OPCC works within procurement and rules Funding agreements ensures responsibilities are met by third parties Extensive relationship with community and 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 Review of all commissioning process is completed and in place for 2016/17		2	2	2	8	20/08/16	Maintain - Strategic risk - BAU residual risk
EFFECTIVE GOVERNANCE AND SCRUTINY																
7	18/08/15	Tri-Force enable services collaboration 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	Governance proces replicates the regional structures to provide oversight, assurance and appropriate decision making structures TOR agreed by Strategic Board 4 principle decisions makers clear Programme team has clear programme brief and resource to deliver agreed actions from Strategic Board Programme team following five case methodology advocated by HM treasury Priority areas for programme to team to explore business cases determined by the Strategic Board		2	2	3	12	20/08/16	Maintain - Strategic risk - BAU residual risk
8	18/08/15	Tri-force, regional and other collaborative 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	3	3	4	36	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 Collaboration, contracts are agreements in place for all collaborations 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 Regional governance arrangements have now been in place for 1 quarter. ACC in place for Tri-force collaborations and another for regionalised services Each meet PCCs on regular basis in addition to governance arrangements Each PCC has regional portfolio to lead on behalf of region All regional & tri-forces services standing agenda item at CMB		2	2	4	16	20/08/16	Maintain - Strategic risk - BAU residual risk

11	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 developments through attendance on all strategic service / transformation boards All decisions discussed at CMB		1	3	3	9	20/08/16	Maintain - BAU residual risk
STRATEGY, SERVICE QUALITY & TRANSFORMATION																
12	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	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 - with all staff issued with laptops / tablets are required 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 force and Wilts Council resolved Regional agreement that solutions would be identified as part of regional STORM project development NWOW evaluation completed and feeding into transformation development as part of new P&C plan	Significantly improved capability Laptop and tablet rollout completed ICT enabling projects added to forthcoming business benefit review by continuous improvement team Resource demand on development but overtime anticipated to be incorporated into BAU as projects are completed ICT projects remain significantly complex and challenging	3	2	3	18	20/08/16	Maintain and continue to mitigate risks
13	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 to identify suitable sites in Warminster area Information feeding into masterplanning and overall estate requirements	Masterplanning work progressing well and completion anticipated by year end	2	3	3	18	20/08/16	Maintain
14	18/08/15	Roll out of community policing model is not managed effectively as a project and is not aligned to priorities in Police and crime plan priorities	Anticipated benefits are not delivered Operating model is not sustainable Service quality decreases satisfaction for victims and public falls visibility falls Risks to other elements of P&C plan increase	Reputation Operational delivery Performance	3	3	4	36	Pilot based on two years planning and systems thinking review Evidence based approach to build model from bottom up Project team meeting monthly - includes OPCC Contained pilot area to assess changes and improve failsafe safe plan in place if significant challenges emerge Workforce fully engage and local communities fully informed and engaged in process Process continues to evolve and develop and will need to reflect local communities needs Evaluation completed and successful pilot presented to CC and PCC Staggered rollout plans being finalised with ongoing engagement with local communities Finalising rollout requirements such as estates, ICT, HR etc	Rollout lead by ACC Board and project board meeting monthly and bi-weekly Roll out dates agreed and project team finalising logistics to deliver staggered roll out	2	3	3	18	20/08/16	Maintain - maintain over rollout period
15	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 WCJB planning day held in Feb 16 to agree priorities and strategic actions Creation of shared performance framework to develop collective ownership	Performance framework being presented to forthcoming board Restorative justice coordinator appointed to bring together restorative approaches and align agencies RJ strategy agreed by WCJB Victims and RJ sub group being developed to coordinate victim requirements across CJS process OPCC awaiting Taylor review on YOT and other reviews of MOJ policy - anticipated Autumn 16	2	2	3	12	20/08/16	Maintain - Strategic risk - BAU residual risk
16	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 PCP sub group to be established to support development Commissioning process review completed and implemented process changes. This will be incorporated into the new P&C plan processes	All existing commitments reviewed Agreements in place for all commitments Future agreements to meet commissioning guidance Ongoing new commissioning with LAs meeting all legal and procurement requirements Quarterly PCC commissioning meeting to review current performance of provision	2	3	3	18	20/08/16	Maintain - Strategic risk - BAU residual risk
17	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 intervals CMB discuss emerging developments with partners Recent partnership events focusing on specific areas of interest and partnership focus	Autumn statement may increase risk significantly Managed in year cuts to YOT and positive discussions have mitigated risks as far as possible	2	2	3	12	20/08/16	Maintain - Strategic risk - BAU residual risk
18	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	20/08/16	Maintain - Strategic risk - BAU residual risk
19	18/08/15	Tri-force enabling services collaboration 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	Governance and programme team in place Tightly focused on improving enabling services to maximise existing tri-force collaborations - HR, ICT & finance systems Other areas are of less priority PID bid to HO successful to support ICT infrastructure alignment and collaboration Business cases being drafted by programme team, advised by design authority, working groups and programme board Each area has to pass numerous gateway points to progress to the next stage and the Strategic Board must approve progression to next stage		2	3	3	18	20/08/16	New Risk

RESOURCES																
20	18/08/15	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	Budget build process completed 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) Budgets for 16-17 set	Underspend currently projected in 16/17	1	2	2	4	20/08/16	Maintain - Strategic risk - BAU residual risk
21	19/08/15	Failure to set a balanced budget with precept level agreed 2017-18	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 improving police visibility and productivity	Medium Term Financial Strategy begins in Sep - based on current assumptions Significant impact likely from Autumn statement Feb precept and budget setting process. Align to new P&C plan and resources to deliver Links to risk 25	1	2	2	4	20/08/16	Maintain - Strategic risk - BAU residual risk
22	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	Reserves still within acceptable levels and debt free	1	2	2	4	20/08/16	Maintain - Strategic risk - BAU residual risk
24	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 PEEL Inspection received and graded 'good' Introduction of Police Objective Analysis into budget monitoring to provide alternative view of spend vers. Savings	New P&C plan to further enhance planning process with Force to ensure clear alignment from Strategic assessment, P&C, areas for focus and the MTFS	1	3	3	9	20/08/16	
25	06/01/16	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 £2.5m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16	Publication of National Rural Crime Network's report on funding formula and rural committees. As a member Wiltshire will continue to support and lobby with other PCCs PCC raising issue in media and lobbying MPs Home affairs select committee challenging HO on delays to review	2	4	4	32	20/08/16	

GREEN = risk has decreased since last update

RED = risk has increased since last update

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COMMISSIONER'S BLOG

POLICE AND CRIME PANEL

1 September 2016

Introduction

I now write a regular blog on individual topics in which I have a specific interest. This new format replaces the previous diary blog which was a simple record of events I had attended. My blogs are published on my website (www.wiltshire-pcc.gov.uk) and the contents of them are copied below for the Panel's information.

PROTECTING CHILDREN FROM BEING LABELLED CRIMINALS

14 July 2016

Last week I spent an evening at the Corn Exchange in Devizes with senior police officers and "stakeholders" (to use the jargon).

The guests were drawn from a wide range of public agencies and included teachers, social workers, probation workers, youth workers, councillors, magistrates and prosecutors.

It was one of a series of events which are the brainchild of Chief Constable Mike Veale. He believes strongly that close co-operation between Wiltshire Police and these various agencies is the only way that the needs of vulnerable people can be properly addressed.

It was a worthwhile event and I applaud Mr Veale for organising it, and the various guests for giving up an evening to ponder these issues. In this blog I would like to focus on one of the issues raised: vulnerable children.

One of Mr Veale's senior officers, Det Supt Craig Holden, spoke about the worrying problem of young people who go **missing** (anyone whose whereabouts cannot be established and where the circumstances are out of character, or the context suggests they may be at risk) or who are reported **absent** (not at a place where they are expected or required to be and with no apparent risk).

Det Supt Holden then set out some sobering statistics about children missing in the Wiltshire Police area (which covers Wiltshire and Swindon).

He said that, in 2015, 423 children were recording as missing. There had been a total of 897 incidents reported, and so some of these children had gone missing a number of times. In fact the top 20 most regularly missing children had – between them – gone missing 550 times.

Children who go missing regularly can appear on the surface to be "street wise". Some may commit offences and end up in court.

But beneath that "street wise" exterior you will often find a young person who is vulnerable, insecure and sometimes traumatised.

Wiltshire Police figures suggest there are currently 142 young people who are victims of child sexual exploitation (CSE) or at risk of being exploited.

As Commissioner I set the strategy for policing and community safety in Wiltshire and Swindon. One of the four priorities I have set out in my [Police and Crime Plan](#) is to protect the most vulnerable in society.

The Force has a talented and dedicated team of officers and staff who work closely with council partners to keep children safe from abuse.

The discussion in the Corn Exchange made me reflect on what can be done to try to protect children in care from becoming criminalised for minor offences. The concern is that, once they have a criminal record, their life chances will be blighted and they will run the risk of entering a downward spiral of criminality.

I was very interested to read a recent report by Lord Laming for the Prison Reform Trust which looked at the over-representation of children in care in the criminal justice system.

He found that half of the children in custody in England and Wales have, at some time, been in care.

His report, [In Care, Out of Trouble](#) describes how looked-after children are often prosecuted for challenging behaviour that would normally be dealt with by parents in a family home.

A recently retired magistrate told his inquiry she “often raised concerns about the way trivial incidents in children’s homes resulted in police call-outs and prosecutions in circumstances where ordinary parents would never resort to criminalising their own children”.

The report says low-level criminal behaviour should not be recorded as a crime but should instead lead to a referral to a welfare agency.

Lord Laming’s review highlights the need for children’s social services, youth offending teams, police and other criminal justice agencies to work closely together and to avoid court proceedings unless absolutely necessary.

Restorative justice could well have a part to play in keeping such children out of court.

As some readers may be aware, I have recently commissioned a new service called [Restorative Together](#) under which carefully-chosen volunteers are trained to bring victims of crime and offenders together, enabling everyone affected to repair the harm and find a positive way forward.

The scheme’s co-ordinator said she was recently invited into a school in the Wiltshire Police area to work with two nine-year-old pupils who had fallen out. With the help of one of her newly-trained facilitators a satisfactory outcome was reached.

I would like to think that this non-judgmental but nevertheless rigorous and challenging process could be put to good use in children’s homes when the circumstances do not, in all honesty, warrant calling out the police.

As a society we need to think about what we can do, as parents, grandparents, carers or public officials, to set our children on the right path as decent, law-abiding citizens.

Last month, the outgoing president of the Faculty of Public Health, Professor John Ashton, suggested that parents should receive lessons in how to bring up their children.

Mr Ashton was concerned about a minority of children leaving school in trouble emotionally or mentally and suffering from things like eating disorders, obesity, anxiety and stress.

Lessons in parenting skills could also help to improve discipline and communication.

Children, in my view, need to be able to go out and play in the way that my generation did. That is how we learned to explore the great outdoors and assess risks.

I believe that parents should encourage their children to join organisations such as Scouts, Guides and Brownies.

The **Volunteer Police Cadet** scheme is also a splendid way for boys and girls, aged 14 to 17, to contribute to society and achieve. There are cadet groups in Swindon, Chippenham and Trowbridge, and recruiting will open in September for a new group in Salisbury.

We all have a responsibility to bring up the next generation as decent, law-abiding citizens. Striving to keep vulnerable children from becoming criminalised for minor misdemeanours should be a priority.

SOUP AND A SANDWICH FOR THE FOLK WHO'VE FALLEN THROUGH THE CRACKS

8 August 2016

For over ten years now I, along with other volunteers, have been organising a soup run for the homeless in Swindon, called the Filling Station. It operates on just one night a week from a car park in the centre of the town and does so without any statutory grants or funding.

I wanted to take this edition of my blog to tell you more about the charity and a cause which I am very passionate about.

One of the jobs I do for the Filling Station is to drive the van to the car park. Due to being required at many events as PCC, I can only commit to do this about once a month, but if I find myself with a free Thursday evening, I will often spend it here.



Picture Copyright by Vicky Scipio Swindon Advertiser

The service supports a number of people, some we see every week whilst others come along in times of hardship. The average number of clients in the last quarter was 48, with a high of 57 and a low back in March of 33. Overall the numbers are steady and not showing any decline or increase.

Each of the clients is offered soup and a hot or cold drink as well as a hot dog. In addition they are each given a bag of tinned food, typically soup, beans, stew and rice pudding. This is topped up with toiletries, like soap, loo roll and body spray. The van also has a supply of underwear and socks.

For a Thursday night there is a rota of four drivers, and then we are joined by between six and ten volunteers but we never know if there will be any.

Before Thursday night the van has to be packed. For that there are nine teams of two from Wroughton Church, who ensure that 60 bags of tins are made up, as well as a supply of hot dogs, drinks, mugs and clothes from our store.

We are lucky to work with Swindon-based homeless charity Threshold Housing Link, which from its hostel in Harding Street, prepares Thermos flasks of hot water and soup that we collect on the way to Carfax Street.

Over the years we have had various agencies attending the soup run. We are now joined by two outreach workers from Threshold who are there regularly, and we have occasional support from drug and alcohol workers from Change Grow Live (CGL). It is some time since we saw a mental health worker or indeed any of the nurses from the health centre that we park close to. The site was originally chosen because of its proximity to the Walk-in health centre but my understanding is that access is not as easy as it was and sadly, outreach has stopped.

The other group of supporters are the sandwich makers. In the main these come from churches in the town and there are over 15 groups on the rota. They undertake to supply about 100 rounds of individually packed sandwiches, some milk and fruit as well as any other edible treats such as cake or biscuits. I don't know how many people are in each group. But assuming there are ten that is over 150 people who are involved. Other groups visit and support from time to time. Nationwide Building Society has brought food for an evening and we occasionally get 30 ready meals from another group.

The clients who come and use the service turn up in a car park week after week for a free handout of food. But all our clients have multiple needs to be supported.

Mental health problems, drug or alcohol misuse can and do lead to homelessness. At the same time, being homeless can impact on people's mental wellbeing and can lead to drug and alcohol problems.

It may be a surprise to you that not all our clients are homeless. But they are in a cycle which includes homelessness. Interestingly a large number of the clients are known to the probation service or the Community Rehabilitation Company (CRC). I did a survey last year at which point there were just under 40 people known to be rough sleeping in Swindon. Of that group ten were CRC cases and two were in the care of probation. Yet here they were without shelter.

In my first term as Commissioner I made a grant to ensure that those released from prison were met "at the gate" and their accommodation sorted out. That became a duty of probation and the CRC, but, with over 30 per cent of those homeless on the streets in their care, it seems to be an issue that needs focus and challenge again.

Homelessness is not just a Swindon thing, it is happening across the whole of our county, but you might say it is more visible in Swindon. There has been an issue with the homeless in Devizes camped to the rear of the Police Headquarters, and I know that Wiltshire Councillor Jonathon Seed has been looking at the problems in Salisbury. In Trowbridge, one of the mayor charities is Breakthrough Trowbridge, a charity which not only those who are already homeless, but also those who are faced with the prospect of being homeless.

During my most recent evening at the Filling Station I had to call the police. It is always difficult to know what to do for the best. There were 60 clients and ten volunteers in an open car park when two of the clients started having “words”. The client group are very practised at defusing such matters by splitting the parties up, which happened in this instance. But as the person in charge for the evening I have to think about the safety of both the clients and volunteers, so I called 101 to see if the police could direct a unit to maintain the peace. I am aware that sometimes those fuelled by drugs or alcohol are a match for even the youngest and fittest volunteer! The two combatants came back together and were heading to the dual carriageway. After a few punches were slung they parted. It was all over as fast as it started and they were back to being the best of mates again.

When the patrol arrived all was peaceful and I felt a bit of a fraud for making the call. To make matters worse, some needles had been pointed out to me earlier, so I asked the officers if they had a “sharps” box. We returned to clear up, only to find the needles had gone, probably tidied away, I know not where, by the clients themselves.

On the wall in my office I have a printout of Maslow’s hierarchy of needs. It is the basis on which we can all build our lives which includes having food, water and shelter. It sounds so simple, but the time I spend at the Filling Station shows me what can happen when one of these elements is removed.

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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
1 st September 2016 10am	City Hall, Salisbury	<ul style="list-style-type: none"> • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Restorative Justice • Tri-Force collaboration programme • Task group updates • PCC Diary report
1 st December 2016 10am	Civic Centre, Swindon	<ul style="list-style-type: none"> • Quarterly data (Q2)– Risk / Performance / Finance / Complaints • Tri-Force collaboration programme • Task group updates • PCC Diary report
11 th January 2017 10am	tbc	<ul style="list-style-type: none"> • PCC Budget 2017/18 and MTFS • Tri-Force collaboration programme • Task group updates • PCC Diary report
2 nd February 2017 10am	tbc	<ul style="list-style-type: none"> • Formal consideration of PCC Precept proposal • Victim Support Service (Horizon) update • Tri-Force collaboration programme • Task group updates • PCC Diary report

<p>2nd March 2017 10am</p>	<p>tbc</p>	<ul style="list-style-type: none"> • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Tri-Force collaboration programme • Task group updates • PCC Diary report
<p>June 2017</p>	<p>tbc</p>	<ul style="list-style-type: none"> • Election of PCP Chair and Vice Chair • PCC Annual Report • Quarterly data (Q4)– Risk / Performance / Finance / Complaints • Tri-Force collaboration programme • Task group updates • PCC Diary report