

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Wessex Room - The Corn Exchange, Market Place, Devizes,
SN10 1HS
Date: Thursday 29 June 2017
Time: **10.30 am**

Please direct any enquiries on this Agenda to Kevin Fielding, of Democratic Services,
County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 or email
kevin.fielding@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
Cindy Creasy - Co-Opted Independent Member
CLlr Anna Cuthbert - Wiltshire Council
CLlr Dale Heenan - Swindon Borough Council
CLlr Ross Henning - Wiltshire Council
Chris Henwood - Co-Opted Independent Member
CLlr Peter Hutton - Wiltshire Council
CLlr Brian Mathew - Wiltshire Council
CLlr Jonathon Seed – Wiltshire Council
CLlr John Smale - Wiltshire Council

Substitutes:

CLlr Peter Evans - Wiltshire Council
CLlr Sue Evans - Wiltshire Council
CLlr Sarah Gibson - Wiltshire Council
CLlr Ruth Hopkinson - Wiltshire Council

CLlr Gordon King - Wiltshire Council
CLlr Jim Lynch - Wiltshire Council
CLlr Tony Trotman - Wiltshire Council
CLlr Caryl Sydney-Smith - Swindon Borough Council

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AGENDA

Part I

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

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

Election of the Chairman

- To elect a Chairman for the forthcoming year.

Election of the Vice Chairman

- To elect a Vice Chairman for the forthcoming year.

2 **Apologies for Absence**

3 **Minutes and matters arising** (*Pages 7 - 12*)

To confirm the minutes of the meeting held on Thursday 2 March 2017.

4 **Declarations of interest**

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

5 **Chairman's Announcements**

- Welcome to the new members of the panel.
- Update on the formation of a National Association of PCPs.
- Reminder of the National Police and Crime Panel Conference in November.

6 **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 23 June 2017. 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.

7 **PCC Annual Report** (*Pages 13 - 36*)

Written report from the OPCC.

8 **Quarterly data (Q4)- Performance / Risk / Finance / Complaints** (*Pages 37 - 94*)

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

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

9 **Deficit/Savings Report**

Written report from the OPCC.

10 **Restorative Justice**

A short film.

11 **Review of Community Policing**

Verbal update on scope and structure from the OPCC.

12 **Specials Recruitment**

Verbal update from the OPCC.

13 **Member Questions**

14 **Forward Work Plan**

To note the forward work plan.

15 **Future meeting dates**

To note the future meeting dates below:

- **Thursday 7 September 2017 – County Hall, Trowbridge**
- **Wednesday 7 December 2017 – Swindon Borough Council Offices**

Part II

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

None

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WILTSHIRE POLICE AND CRIME PANEL

**DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING
HELD ON 2 MARCH 2017 AT ALAMEIN SUITE - CITY HALL, MALTHOUSE LANE,
SALISBURY, SP2 7TU.**

Present:

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

Also Present:

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Naji Darwish – OPCC
Ryan Hartley – OPCC

Kevin Fielding – Wiltshire Council

1 Apologies for Absence

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

2 Minutes and matters arising

Decision:

- **The minutes of the meetings held on Thursday 1 December 2016 and Wednesday 11 January 2017 were agreed as a correct record and signed by the Chairman.**

3 Declarations of interest

There were no declarations of interest.

4 **Chairman's Announcements**

- That the Workshop held on Thursday 23 February at Wiltshire History Centre had been well received. The Commissioner was thanked for his input, and the members for their valued contributions.
- The Chairman asked members for their views on whether future March meetings would be better moved to a late March, or April date, as the next meeting in the schedule was June.
- That at a recent meeting of PCP Chairmen it had been decided to pursue the establishing of a National Association of Police and Crime Panels.

5 **Public Participation**

There was no public participation.

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

The Commissioner outlined a report setting out his quarterly performance data – Quarter Three 2016-17 (1 April – 31 December 2016).

Points made included:

- There were 10,834 crimes recorded during quarter three.
- In the 12 months to December 2016, 40,812 crimes were recorded. This represented an increase of 12 per cent on the previous 12 months.
- Wiltshire's position was not statistically an exception with the recorded crime rate per 1,000 population and also percentage increase both being in line with national average.
- Nationally, there continued 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 September 2016.
- That Wiltshire Police had been graded Good by HMIC in its latest PEEL report.

Requests from PCP members:

- That a new sub group for Aggravated and Hate Crime be added to future Crime volume comparison to previous year tables. *It was agreed by the OPPC that this would*
- That the next report would contain statistical information for Cracked and Ineffective Trials.
It was agreed by the OPPC that this would done for the Q4 report.
- That a report re Responses to 101 Calls to come to the June meeting.
It was agreed by the OPPC that this would done.

Deep Dive – Focus on particular Police and Crime Plan objective.

The report was noted.

Risk Register – Quarter Three 2016-17 (1 April – 31 December 2016).

After discussion the report was noted.

The Chairman thanked the Commissioner for his report, and congratulated Wiltshire Police and the OPPC on the recent HMIC report.

7 Police and Crime Plan

The commissioner presented the revised Wiltshire and Swindon Police and Crime Plan 2017-2021.

The consultation report and final draft Police and Crime Plan were noted.

8 Review of Community Policing

Cllr Richard Britton advised that he had met with Naji Darwish and Chris McMullen – OPCC to look at the structure of the review process.

Cllr Britton was impressed by the scope and ambition of the study. PCP members had been invited to contribute to the process.

It was agreed that Cllr Richard Britton, Cllr Chris Caswill, Cindy Creasy and Chris Henwood, (on a limited basis) would head up the PCP involvement, and would meet with Naji Darwish and OPPC staff for further scoping at a date to be agreed.

9 Service Commissioning - 2017/18

The Commissioner outlined the report which highlighted the PCC commissioning allocations for the Community Safety Fund and Victims Fund 2017/18.

The Chairman felt that the plan contained good useful information.

The report was noted.

10 Member Questions

Three questions raised by Cllr Richard Britton. These questions and responses from the OPPC were contained in the agenda pack.

Supplementary question re Special Constables raised by Cllr Richard Britton.

How will you integrate Special Constables into the New Policing Model?

This was very much a work in progress, the Specials do wish to become part of the wider team. They are a great asset to have, and part of the core of policing.

11 Commissioner's Blog

The Commissioner's Blog was noted.

12 Forward Work Plan

The Forward Work Plan was noted.

13 Future meeting dates

The next meeting of the Police and Crime Panel will be on Thursday 29 June 2017 – Corn Exchange, Devizes.

Future meeting dates were:

- Thursday 7 September 2017 – County Hall, Trowbridge.
- Wednesday 7 December 2017 – Swindon Borough Council Offices.

(Duration of meeting: 10.00 am - 12.25 pm)

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

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

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AGENDA ITEM NO:

POLICE AND CRIME PANEL **29 June 2017**

WILTSHIRE AND SWINDON ANNUAL REPORT 2016-17 – CONSIDERATION OF THE DRAFT ANNUAL REPORT

1. Purpose of Report

- 1.1 The Police and Crime Panel is asked to review this draft annual report and to provide comments and feedback.

2. Background and Main Considerations for the Board

- 2.1 As required by the Police Reform and Responsibility Act 2011, the PCC is required to produce an annual report on the performance against his Police and Crime Plan (P&C Plan). This includes annual financial information and aspects of his statutory functions.
- 2.2 It identifies the highlights of the year, areas to improve, progress against his Plan and future challenges and opportunities.
- 2.3 This report is the second and final report of the revised Police and Crime Plan 2016-18.

3. Structure

- 3.1 This annual report is aimed for a public audience and captures the highlights of the year and the Commissioner's assessment of progress against his Plan. The document has three distinct sections, which is a development from last year's report.
- 3.2 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 transparency assessment highlighting both the achievements and areas to improve is included.
- 3.3 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 2016-17.
- 3.4 The report aims to be concise and provides a high level assessment. Other strategies and reports will provide the detail.

3.5 A summary of the activities and progress from the Police and Crime Plan 2016-18 is also attached for information.

4. Next steps

4.1 PCP feedback will be considered and incorporated. The report will be designed and published at the end of July 2017.

5. Recommendations

5.1 The Police and Crime Panel is asked to review this draft annual report and to provide comments and feedback.



DOCUMENT CONTROL SHEET

Name of document:	Annual Report 2016-17
Version:	1.2
Status:	DRAFT
Classification:	Protect - Policy
Owner:	Angus Macpherson
Date of this version:	08/06/2017
Produced by:	Naji Darwish
Synopsis and outcomes of consultation undertaken:	Annual report covering 2016-17 including assessment of OPCC work, police performance and delivery
Approved by:	DRAFT
Date ratified:	
Copyholders:	CMB & OPCC
Next review due:	Final version to go to PCC
Enquiries to:	Naji.darwish@wiltshire.pcc.pnn.gov.uk

Version	Feedback from	Amendments made
1.1	1 st cut shared with OPCC staff	Wording and grammar
1.2	Paul Deal	Proof read and amendments made

The Commissioner's Annual Report 2016-17

Foreword

I am delighted to be presenting my first annual report following my re-election in 2016 as Police and Crime Commissioner (PCC) for Wiltshire and Swindon. My role is to ensure that you have the police and community safety services to keep you safe. I hold the Chief Constable to account for delivering efficient, effective and trusted services.

Turnout in the PCC elections increased nationally which I believe is a result of voters becoming more familiar with the role thanks to increased transparency and accountability. The public hold me to account for the policing services at the ballot box.

I will continue to represent the public's legitimate demands and aspirations for policing. Making myself accessible and visible to the public, I will keep working hard to listen and understand the concerns of everyone in our communities.

In my second term I am building on the firm foundations laid down during my first term in office. My approach will be to continue working with Chief Constable Mike Veale, partners, the community and voluntary sectors. We are beginning to see the fruits of significant investment in mobile technology, police modernisation and closer working with partners as the Force becomes more efficient.

This annual report provides an update on the progress made during 2016-17 in delivering my Police and Crime Plan (P&C Plan) 2015-17, an overview of Wiltshire Police performance and my analysis of the challenges and opportunities that lay ahead.

I assess the state of policing by reviewing a range of information including recorded crime figures, service performance measures, external inspections by Her Majesty's Inspectorate of Constabulary (HMIC), and your views and experiences of the services you receive. This is reported quarterly to the [Police and Crime Panel](#).

Section one provides my overall assessment of policing and community safety in Wiltshire and Swindon, incorporating the learning from inspections by HMIC, engagement with victims and local communities.

Section two identifies the future challenges and opportunities that face Wiltshire and Swindon

Section three summarises the progress in delivering the P&C Plan by each priority and the specific future challenges and opportunities for that priority.

Section four provides an overview of financial information from 2016-17 including a breakdown of spending.

1. State of policing and community safety in Wiltshire and Swindon

I continue to be optimistic about the state of policing and community safety in Wiltshire and Swindon despite the evolving threats, reforms and reduced resources which continue to challenge all public sector organisations. I am heartened that we are meeting these challenges and that, with public sector partners, are being innovative, bringing services together to keep the people of Wiltshire and Swindon safe.

Overall I believe we are making good progress in delivering my P&C Plan and an effective and efficient police service. We are beginning to make improvements to the criminal justice system in Wiltshire and Swindon. The Force, with its partners, is responding well to the complex demands and threats from criminals, both in Wiltshire and online. There are areas for improvement which I will outline.

My assessment is supported by external assessment. Wiltshire Police is inspected by HMIC annually under the Police Effectiveness, Efficiency and Legitimacy (PEEL) programme. An inspection report is published in each of the three areas of business, with an overarching assessment on leadership. Wiltshire Police is one of only seven police forces to achieving a rating of “good” in all areas of HMIC PEEL inspection, with outstanding work identified in treating its staff with fairness and respect.

I must mention the shocking events in Westminster, Manchester, London Bridge and nearby Borough Market. The threat posed by terrorism is constant. Police officers and staff are at the frontline of the battle to protect us and this is the primary duty of the Chief Constable. Local policing teams have an important role to play: working with communities, gathering intelligence and helping to identify those at risk of radicalisation. I fully acknowledge and support our national and regional commitments to identify and counter terrorism.

Crime recording compliance and recorded crime

In the 2015-16 annual report I outlined the step change towards an ethical performance culture, ahead of the Home Office-commissioned Curtis Review on police crime recording. The Chief Constable and I agreed that arbitrary targets introduced perverse incentives and distrust of police services. This was based on the principle that the police must record all crime as accurately as possible. The changes were in place throughout 2016-17.

Wiltshire Police improved its crime recording compliance with the proportion of all crimes being recorded correctly first time rising from around 88 per cent to 96 per cent. This rise means that recorded crime figures are more reliable which enhances the understanding of crime and our response to it.

In 2016-17 crimes recorded by Wiltshire Police increased by nine per cent in comparison to 2015-16. Wiltshire Police’s earlier introduction of ethical crime recording and improved crime recording compliance is shown in the graph below. This has now stabilised as other forces have implemented the recommendations and Wiltshire’s nine per cent increase is below the national increase of 11 per cent.

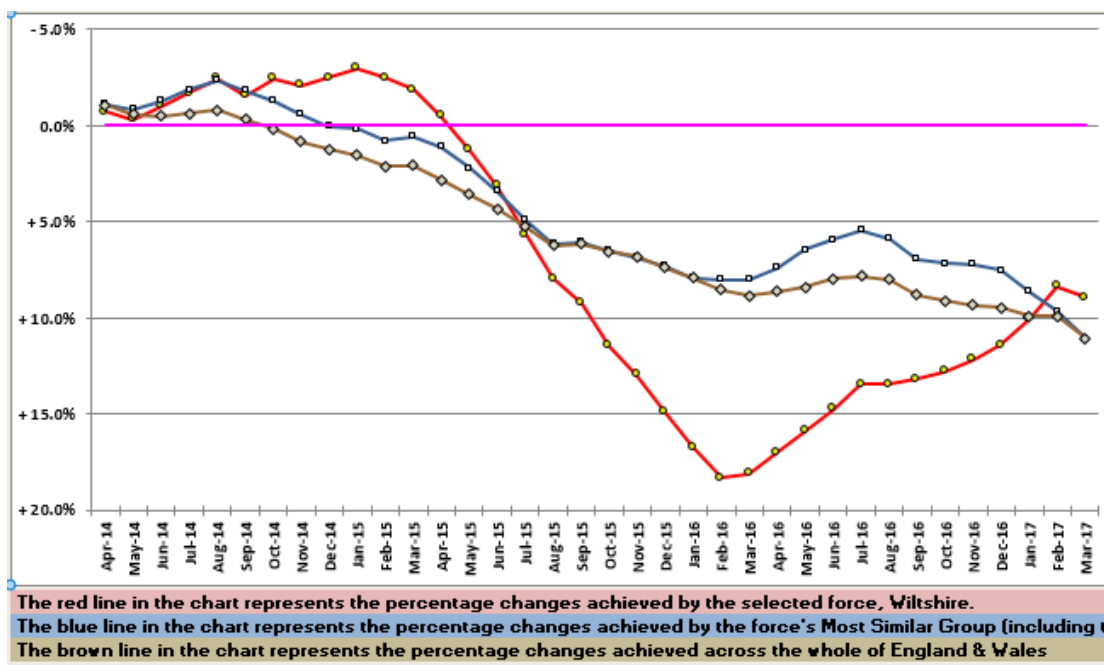


Figure 1 Percentage change compared to previous year trend. All crime up to March 2017

Both nationally and in Wiltshire the rise has been driven by increases in violence without injury of 22 per cent (25 per cent nationally), violence with injury of 12.7 per cent (8.1 per cent), and an 11.3 per cent increase in public order offences (40 per cent nationally).

The dramatic fall in anti-social behaviour correlates with the increases in the crime types above. Anti-social behavior, violence without injury and public order offences were often susceptible to different interpretations of the technical crime recording guidance.

I agree with the Office for National Statistics that the large volume increase is related to changes in recording practices and processes. I am satisfied that performance overall is due to recording practices. However analysis does show that there are specific crimes where there are genuine increases.

Domestic burglary was identified in 2016 as a challenge in relation to how many offenders are held responsible in some form for the crimes they commit. This has continued to be a significant challenge at five per cent, compared to national and regional rates of eight and 11 per cent respectively. This is now combined with an identified increase in the number of dwelling burglaries in Wiltshire of 21 per cent (279 more than 2015-16). Nationally burglary has increased by six per cent. However Wiltshire's increase is higher, caused by a specific series of offences and the historically low level of dwelling burglaries in recent years.

As a result, dwelling burglary is now a Force priority. There is a comprehensive plan putting additional resources and focus into preventing such crimes and pursuing offenders. Performance is monitored at daily, weekly and monthly Force tasking meetings to ensure the right resources are in place. The way in which evidence is gathered and investigations are conducted is under review. I will continue to monitor the impact of these interventions with the Chief Constable in 2017-18 to determine the need for further action.

The second area where recorded crime is rising relates to vehicle offences. Vehicle offences are 28 per cent higher (749 offences) than in 2015-16 and the rate has moved above that of our peers. This is in comparison with national and regional increases of 11 and 12 per cent respectively. Three

quarters of these offences in Wiltshire and Swindon were preventable, where the vehicle was insecure or valuables were left on display. A high profile crime prevention campaign has been undertaken, particularly in locations which are at higher risk and additional policing resources have been deployed.

After extensive analysis, I am confident that the overall rise in police-recorded crime is predominantly caused by more ethical police recording practices. The British Crime Survey (BCS), which asks people about their experiences of a range of crimes in the past year, is stable. I believe that recorded crime should converge with the BCS level as police recording standards improve.

I am confident that the police have identified dwelling burglary and vehicle crime as genuine areas of concern and I will hold the Chief Constable to account for addressing these issues.

In the PEEL assessment on effectiveness HMIC said: “Wiltshire Police is good in respect of its effectiveness at keeping people safe and reducing crime ... The Force is good at preventing crime and tackling anti-social behavior. It is good at tackling serious and organised crime and has the necessary arrangements in place to respond to national threats.”

In 2016 the rollout of the seven community policing teams was completed across Wiltshire and Swindon. This remodelling returns policing to our communities and brings together police community support officers (PCSOs), neighbourhood officers, response officers and local crime investigators in one team. Community teams are responsible for managing crime in that community from beginning to end and building relationships with local communities.

This model is still developing and I will receive an evaluation in summer 2017 into how well it is operating. There are still substantial areas for development, particularly in enhancing communications and relationships with local communities, ensuring staff have the right skills to operate in more holistic roles and that teams have the capacity to prevent crime through problem solving, rather than responding to incidents after they have occurred.

Wiltshire Police emergency 999 response has continued to be exceptional. However the Force has become aware - through performance information and public feedback - that non-emergency 101 calls is not at a sufficient standard. The answering of 101 calls is consistently good, with over 90 per cent answered in 30 seconds. However completing these calls has taken too long and caused delays for the public. Calls times are lengthening, increasing the time callers are waiting to have their problem resolved. The reasons for this include the introduction of a victim vulnerability assessment for all calls, more detailed work to record crime to comply with recording standards and recruitment and retention challenges.

I have been presented with a detailed improvement plan which covers every aspect of the operation, including the structure of teams and the flow of calls, increased training and multi-skilled teams, enhanced leadership and career progression to retain staff and reduce turnover. As a significant number of callers require an update on their cases, I have set out in my new P&C Plan 2017-21 to increase the ways the public can contact Wiltshire Police. The changes agreed will take time fully to deliver improvements. I have asked the Chief Constable to bring in these changes as quickly as possible and I will continue to monitor the service the public receives.

In previous reports I said that more needed to be done to recruit and develop a more diverse workforce that represented the public which Wiltshire Police serves. A critical factor was the reinstatement of the best use of stop and search scheme (BUSS), which was achieved in 2016. All our communities must feel they are treated in the same way by their police service. Wiltshire Police has been working with the College of Policing, CommTas, staff associations and community groups to review policies and procedures aimed at improving recruitment and development of all staff with protected characteristics. There is extensive work underway to increase BME representation

throughout Wiltshire Police. This is not about artificially boosting numbers but having systems that identify and maximise the talent of the best people. I want to congratulate the Chief Constable and his team for achieving an outstanding grading by the HMIC in the way it treats its staff with fairness and respect.

I was pleased that the HMIC recognised this activity in its legitimacy inspection in which it stated: “The Force has values and behaviours that are clearly understood by the workforce and in line with the code of ethics. Treating the people it serves fairly and with respect is at the core of the Force values and behaviours, and forms the basis of all training.”

Communities in Wiltshire and Swindon play a key role in keeping their communities safe. I am delighted and humbled by the passion and dedication shown by local people. There are the 10,000 who have signed up for community messaging; the many active members of “watch” schemes across the county and those dedicating time in volunteer roles such as special constables and police cadets.

In 2015-16 I committed £1 million to increase the number of special constables to 500 during my second term. We have made excellent strides by recruiting 303 special constables so far. The figure of 500 special constables is an ambition to aim for, rather than a number to chase. Far more important is integrating and retaining special constables in our community policing teams. I would rather have 350 fully integrated and supported officers giving up hours per month, than simply recruiting 500.

I believe Wiltshire Police is in a good financial position with strong financial management. It met its savings requirements of £2 million in 2015-16 and £17.7 million since 2010. I took the decision to increase the police precept by 1.9 per cent in 2016-17 and to allocate £315,000 from my commissioning budget to protect local policing.

Part of meeting the financial challenge is ensuring the Force is effective at managing demand. This requires significant and systematic work with local authority, health and criminal justice partners to prevent crime and intervene as early as possible to prevent issues escalating. In Wiltshire and Swindon, we are well down this path with effective arrangements for public protection with both Wiltshire Council and Swindon Borough Council.

My assessment of Wiltshire Police is supported by HMIC’s “good” grading in effectiveness which says of the Force: “It has a track record of effective budget planning and good financial planning. Effective processes are in place to manage demand for its services and the Force is using various methods to assess future demand ... Wiltshire Police has well-established partnership arrangements and is working well with those partners to assess demand and service delivery for the future.”

My new P&C Plan 2017-21 outlines a range of initiatives and service integration that continue this development and build on our achievements. We are responding to these challenges through innovation and effective leadership, ensuring we are making decisions for the benefit of the public, victims and witnesses.

Key to a successful organisation is having the right leadership and culture in place. This has been a central focus for the Chief Constable and his team over my first term and is starting to produce sustainable results by developing leaders throughout the Force and so providing a foundation for Wiltshire Police to continue to meet the challenges now and in the coming years.

HMIC says: “Wiltshire Police has defined clearly what it expects from its leaders and this is understood at all ranks and levels. Training programmes, recruitment processes and promotion procedures focus on the quality and capacity of leadership. All staff HMIC spoke to understood fully and could explain the Force’s values. The Force has reviewed its leadership capability to identify gaps in knowledge, skills and behaviours and uses this information to appoint the right people to the right roles ... By

taking the radical step of removing some middle and senior police ranks from its management structure, the Force has empowered a new pool of ... current and future leaders.”

I commend the Chief Constable for his leadership and the determination, bravery and public service that every officer, member of staff and volunteer demonstrates every hour of every day. Their hard work and dedication, coupled with strong support from partner agencies and the public, has delivered my P&C Plan and kept the people of Wiltshire and Swindon safe. We must never forget the commitment of Wiltshire Police officers and staff to public service and the personal risks they take to protect us.

Signature

Photo

Angus Macpherson
Police and Crime Commissioner
July 2017

DRAFT

2. Future challenges and opportunities for policing and community safety in Wiltshire and Swindon

Following my re-election in May 2016 I consulted on and launched a new P&C Plan 2017-21. Whilst this annual report covers the previous plan, the challenges and opportunities I have identified are fully articulated in the new plan.

I undertook a large consultation process on the new plan. It involved holding four live question and answer sessions on Facebook and Twitter to answer points raised directly by the public; producing a video setting out the proposals; and carrying out the usual survey. I was delighted with the response to this consultation and the different ways I was able to speak to local communities. I am confident that this new plan sets the right direction and is fully supported by the people of Wiltshire and Swindon.

Local policing is central to the direction I have outlined in my new plan. The new community policing model has been rolled out across the Force. Whilst we need continually to improve and refine this approach, other areas of policing need to develop. The evaluation due in summer 2017 will provide an opportunity to review how this model is operating and identify areas to improve.

The next phases involves examining how the police investigate crimes, respond to and support vulnerable victims and ensure we bring as many offenders as possible to justice. In 2017 the Chief Constable and I will be presented with a significant system thinking review of this area of the organisation. I believe it will remove departmental silos and ensure the service is focused on the victim. Ensuring the policing response is effective is the precursor to further work with partners to integrate services that I have set out in the P&C Plan 2017-21

I have been lobbying central government for fairer funding for Wiltshire. We receive one of the lowest shares of Home Office funding for police per head of population. This is unfair and does not recognise that each policing area has national, regional and local obligations. I believe Wiltshire has made significant steps to become more modern and efficient but it is perversely penalised by an outdated police funding formula that is focused on traditional crime types. The Policing and Fire minister is due to receive proposals on new funding arrangements for policing in 2017. I will continue to lobby MPs and ministers to provide funding that does not disproportionately disadvantage the people of Wiltshire and Swindon.

I take over as chair of the Wiltshire Criminal Justice Board in 2017-18. This board draws together partners involved in the criminal justice process: investigations by police, prosecutions by the Crown Prosecution Service, the trial process led by HM courts service, through to sentencing, release and rehabilitation. During 2017-18 we have a real opportunity to implement the improvements we have started and ensure we protect the principles of justice whilst both putting the victim at the heart of everything we do and preventing reoffending.

3. Progress in delivering my Police and Crime Plan 2015-17

This report provides an overview of the progress against the four priorities within my previous P&C Plan 2015-17. Under each priority I provide a brief assessment of the progress, followed by a selection of achievements and challenges.

Priority One: Prevent crime and anti-social behaviour

Residents, visitors and businesses in Wiltshire and Swindon should be able to live without the fear of crime and anti-social behaviour. Wiltshire is a safe place but you should be able to 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.

Highlights in 2016-17 include:

- Recorded crime in Wiltshire increased by nine per cent in comparison to 2015-16, slightly below the recorded crime rise of 11 per cent nationally.
- Both nationally and in Wiltshire the rise has been driven by increases in violence without injury of 22 per cent (25 per cent nationally), violence with injury of 12.7 per cent (8.1 per cent nationally), and an 11.3 per cent increase in public order offences (40 per cent nationally).
- The fall in anti-social behaviour incidents correlates with the increases in violence without injury and public order offences
- A total of 96 per cent of all recorded crime now meets Home Office compliance rules first time
- Supporting local people to help keep their communities safe by recruiting 303 Special Constables, with the aim of reaching 500. This is in addition to the 130 volunteers supporting Wiltshire Police in a variety of roles.
- Community Messaging continues to increase its members with 10,000, up 2,200 people on the previous year, receiving information from their local police teams. Members will now receive messages from Dorset & Wiltshire Fire and Rescue Service.
- Community Speed Watch has grown from 250 members in 2013 to 850 members across 144 sites in Wiltshire and Swindon.
- The Safe Drive Stay Alive road safety education has been delivered to 7,500 students and 3,000 military personnel. This is in addition to the high profile campaigns and operations to tackle driving whilst using a mobile phone and cycle safety.
- Making policing mobile and completing the roll out of laptops, smartphones and tablets to all staff.
- Salisbury and Chippenham are recognised, by receiving the Purple Flag award, for the efforts to improve the safety of the night time economy.
- The Integrated Offender Management programme has continued to expand its focus on repeat violent and domestic abuse perpetrators to proactively monitor, support and prevent the most persistent offenders from repeat offending.

- Our Counter Terrorism teams and partners are continuing to deliver the national CONTEST strategy. Keeping us protected from - and disrupting - attacks, working with partners to stop people becoming terrorists and preparing for the impact of any attacks.

Challenges and opportunities

- The devastating attacks in Westminster, Manchester and London Bridge/Borough Market are a reminder of the exceptional bravery and professionalism of all emergency services. Changing threats mean I will keep my Police and Crime Plan under review to ensure the Chief Constable has what he needs to keep us safe
- Financial austerity continues to place pressure on my budgets. As services are reduced, the potential impact on crime and community safety is increased with a greater expectation on police to resolve issues. We have seen this in the area of mental health and we are responding both nationally and locally to address these issues.
- The police funding formula review is due to be presented in 2017. I will continue to lobby for fair funding for Wiltshire.
- Domestic burglary - and holding offenders responsible - has continued to be a significant challenge. The number of dwelling burglaries in Wiltshire has increased 21 per cent (279 more than 2015-16). As a result, domestic burglary is now a Force priority with a comprehensive plan putting additional resources and focus into preventing and pursuing offenders. I will continue to monitor the impact of these interventions with the Chief Constable in 2017-18 to determine the need for further action.
- Vehicle offences are 28 per cent higher (749 offences) than in 2015-16 and the vehicle crime rate has moved above that of our peers. Three quarters of these offences were preventable (vehicle insecure or valuables left on display). A high profile crime prevention campaign has been undertaken, particularly in locations which are at higher risk, and additional policing resources deployed.
- Continuing to invest in technology, equipment and infrastructure. I want to see direct access to police systems by officers and staff to enable them to reduce the need to write up paper records and allowing them to stay out on the beat.
- As we have recruited a significant number of Special Constables in 2017-18 I am asking the Chief Constable to ensure we are supporting and retaining these committed volunteers.

Priority Two: Protecting the most vulnerable in society

There is a continuing focus on this priority by all public services with a collective duty to ensure that we protect the most vulnerable in society. The most vulnerable are often those who need the greatest support, often by numerous organisations, each responding to their element of the situation.

Public partners are working to redesign services that prevent escalation of problems and to take a wider problem-solving approach. Working with people who use our services the most - either as offenders or victims - means we can anticipate an escalation of problems and work to prevent crime and anti-social behaviour and not just respond to it.

The response to vulnerability is continuing to improve. HMIC and Joint Targeted Area Inspections (JTAI) in 2016 have identified excellent collaborative responses, breaking down organisational silos, and developing an increasingly multi-disciplinary response.

Highlights in 2016-17 include:

- Implementing the recommendations by HMIC made in its vulnerability Inspection in 2016.
- The creation and additional investment in the Multi-Agency Safeguarding Hub for Children with local authority partners is now embedded and extremely positive. HMIC and JTAI inspections have been excellent and extremely positive.
- In areas of mental health and vulnerability worked with partners to identify opportunities to support people will prevent crime and help protect the public
- The Bobby Van service now supports vulnerable victims of cybercrime with home visits and cyber security advice.
- Commissioning with Wiltshire and Swindon Clinical Commissioning Group mental health professionals to work 24/7 in the CCC from July 2017 to assess those in mental health crisis and advise police officers.
- Commissioning alongside Swindon Borough Council to provide independent domestic violence advocacy and outreach support to victims of domestic abuse
- Contributing £170,000 to the treatment services for people with substance misuse problems who are at risk of offending
- Supporting Circles South West to work with probation and police to prevent reoffending by sex offenders.
- Working with the Nelson Trust to expand its harm reduction work for those working in the sex trade to cover Wiltshire
- Police youth engagement officers working with schools, youth offending teams and community policing teams to improve cyber safety and tackle cyberbullying, grooming and the so-called sexting of young people.

Challenges and opportunities

- Building on the infrastructure projects and single view data project to identify with partners areas for service improvement and integration of services that support early intervention and problem solving.
- Working with Adult Safeguarding Boards and building on the learning from the Multi Agency Safeguarding Hub (MASH) to improve the safeguarding of vulnerable adults.
- Seeking opportunities during the recommissioning exercise in 2017 to further integrate services for victims of domestic abuse and to ensure they are improved.
- Continuing to work with partners to ensure those suffering mental health crisis are not placed in police custody as a place of safety and there is suitable alternative provision.
- Working with NHS England to improve services provided across Wiltshire and Swindon to victims of rape and sexual assault
- Redesigning substance misuse services in 2017 for commissioning in 2018, making sure that there are clear pathways from the criminal justice system and that we can prevent crime by tackling underlying causes such as substance misuse as early as possible.

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Priority Three: Putting victims and witnesses at the heart of everything we do

Great strides have been made in improving the focus on victims and witnesses, since PCCs were given responsibility for commissioning services for victims. In Wiltshire, Horizon Victim and Witness Care has been in place since March 2015. It provides a single point of contact for vulnerable victims.

Working alongside the police, Horizon is updating, supporting and signposting victims and witnesses on their journey through the criminal justice system. Victim Support is providing practical and emotional help for victims who need it. I also commission specialist services for the most vulnerable victims of certain crimes.

I have invested more money into services for victims of crime and anti-social behaviour, helping them cope and recover from its impact. These services will continue to develop as outlined in my P&C Plan 2017-2021.

The formality and procedures are designed to achieve an impartial and fair justice system but can be alienating, disempowering and intimidating for the victim. The Wiltshire Criminal Justice Board is working to address these challenges and use restorative approaches to help empower victims and allow offenders to confront the impact of their crimes.

Highlights in 2016-17 include:

- A total of 81 per cent of victims are satisfied with the service they have received from the police
- Horizon Victim and Witness Care celebrated its second anniversary. Since it was established in March 2015 it has supported 8,100 vulnerable victims of crime. Horizon continues to expand and develop. In 2016-17 the support to victims of crime was widened to include victims of fraud and burglary.
- At any one time Horizon Victim and Witness Care can be supporting around 7,000 victims and witnesses for the 6-700 cases listed.
- In 2016-17 more than 1,100 people were referred to Victim Support which provides emotional and practical support to help victims to cope and recover from crime and ASB.
- I have commissioned specialist support from the Intercom Trust for victims of hate crime.
- With NHS, local authorities and Wiltshire Police I co-commissioned the Sexual Assault Referral Centre (SARC) in Swindon where specialist care and support is provided to victims of sexual offences.
- A hugely successful Restorative Together conference was held to increase awareness of restorative justice and increase support for restorative approaches.
- All frontline police officers, sergeants, inspectors and special constables are being trained to use restorative practices, providing swift and immediate justice for victim and offender in ASB and low-level crimes.

- Our Restorative Justice volunteers are developing rapidly, building experience of restorative case conferences for victims and offenders.
- Live court links are now in use, increasing efficiency and enabling police officers to give evidence away from court. In future these links will also support vulnerable victims and witnesses

Challenges and opportunities

- Horizon has had an extremely positive impact on the way victims and witnesses are supported. I expect the service to continue to develop over the coming years. My office will review the victim services landscape and see how support can continue to improve.
- As chair of the Wiltshire Criminal Justice Board 2017-18, I will continue to review and support the way all partners in the system work to improve the victim journey, work effectively with offenders and deliver justice outcomes for all.
- I want restorative approaches to continue to develop and become an everyday tool in policing. RJ empowers victims to have a voice and helps them cope and recover by getting answers to questions which were not aired in court. It helps offenders to confront the impact of their crime on the victim and those around them.

Priority Four: Secure high quality, efficient and trusted services

Police and criminal justice services should be accessible to everyone and of the highest standard. I believe that Wiltshire Police delivers a high quality and efficient service. The “good” HMIC PEEL inspection provides a platform that the Chief Constable and his team are already building on to drive more improvements.

Efficiencies of £17.7 million have been made since 2011, which has required changes to the way we deliver services. I wholeheartedly support the Chief Constable’s values-based leadership and his work to empower officers and staff throughout the organisation. The work is receiving national attention and shows that we are thinking differently about how services are delivered, not only in the police but jointly with other public services in order to address the causes and impact of crime.

Highlights in 2016-17 include:

- Wiltshire Police is one of only seven police forces to achieving a rating of “good” in all areas of HMIC PEEL inspection, with some areas outstanding
- A total of 81 per cent of the public having confidence in Wiltshire Police
- A total of 75 per cent of people believing that Wiltshire Police deals with things that matter to the community
- Achieving 94 per cent of 999 calls being answered within ten seconds
- The successful roll out of the community policing model, that decentralises the police response to crime and removes bureaucracy.
- Wiltshire policing area having one of the lowest spends on police per head of population in the country.
- Reinstating the best use of stop and search scheme (BUSS). Since the scheme was suspended, rapid improvement was delivered to address non-compliance. This included a revised information gathering process, a new lay observation policy and community trigger procedure which are published on the Wiltshire Police website.
- Police officers are now leading prosecutions for low-level traffic offences with a conviction rate of over 90 per cent
- Completing the rollout of laptops, tablets or smartphones to all staff who can work flexibly in our communities
- Completing the move to Bourne Hill in Salisbury as part of the community police roll out – sharing with Wiltshire Council, working alongside other services and saving money.
- Continuing to collaborate with other regional police forces to identify opportunities to share operational support services
- The annual report of “Professional standards, integrity and complaint appeals” produced by the independent complaints adjudicator provides me with a detailed assessment of performance in this area.

- Independent Custody Visiting (ICVs) uses volunteers to check on the treatment of detainees and the conditions in which they are held. It also ensures that their rights and entitlements are being observed. We had 21 ICVs as at 31 March 2017. In 2016 – 17, there were 10,545 detainees in custody, a slight increase over the previous year. A total of 139 visits were made to the custody suites, compared to 108 last year (65 at Melksham and 74 at Swindon). The scheme continues to work well and good working relationships continue between the ICVs and the Force.

Challenges and opportunities

- Wiltshire receives one of the lowest levels of Home Office funding for policing across the country. This is unfair. The new police funding formula is due to be delivered in 2017. I have been lobbying MPs and ministers to address this unfairness, and to ensure that the Force has enough resources to keep Wiltshire and Swindon safe.
- I will review and hold the Chief Constable to account for the implementation of the CCC improvement plan and will continue to monitor the service the public receives.
- My estates strategy is being published, setting out how the estate will meet the needs of Wiltshire Police, support police modernisation and ensure we are not wasting money on buildings. The strategy reduces the size of the police estate and improves the capability of the estate we need. I am determined that I will make sure the police have the estate facilities and ICT to tackle criminals and keep us safe. Every pound spent on buildings which we no longer need is not spent on frontline policing. The investment in technology means that officers and staff can work in our communities, not behind a desk.
- Technology presents opportunities to make policing more efficient. It also presents new threats to our communities and changes the expectations of the public when they need to contact the police. During 2017-18 I will continue to work with our ICT partners Wiltshire Council to deliver my P&C Plan and ICT strategy. We will seek to move on to national or regional mobile solutions that offer the technology we need to tackle criminality, be visible and more efficient.

4. Summary of financial performance

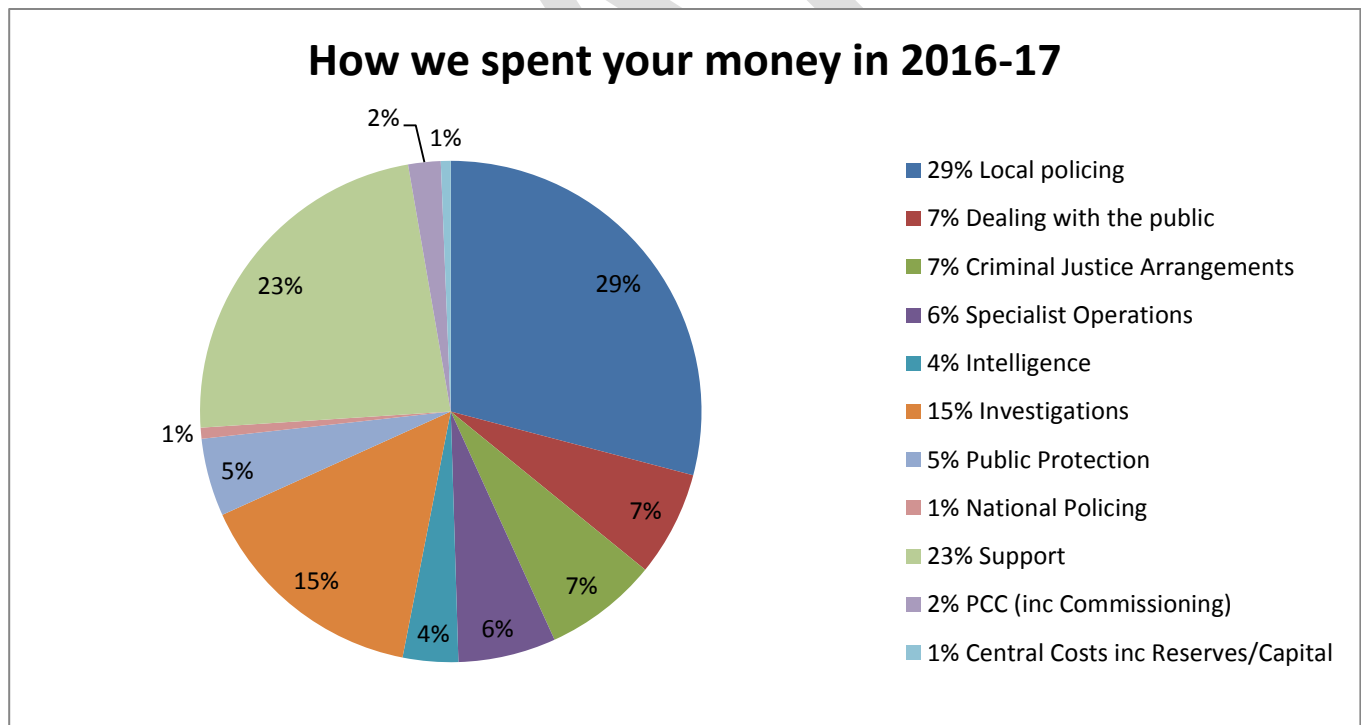
During 2016-17, my determination to protect frontline services and local policing has continued. To reduce the projected funding gap of £3.7 million in 2016-17 I took the decision to raise the police and crime element of council tax by 1.9 per cent. This increase reduced the funding gap by £814,000 and meant that the amount of savings required has been reduced. This has allowed me to direct this money to protect frontline and local policing.

Most people I speak to share my view that this is worth the increase of £3.17 per year for a Band D property to £170.27.

In 2016-17 I have:

- Maintained the lowest policing precept in the South West.
- Received an income of £105.4 million with £63.4 million (60 per cent) from the Home Office, £42 million (40 per cent) from the local police precept to keep Wiltshire and Swindon safe.
- Allocated to the Chief Constable Mike Veale £103.1 million to delivering policing services
- Delivered £2.1 million of efficiencies (and £17.7 million efficiency savings since 2011)

In 2016-17, we spent your money on the following areas:



*OPCC includes £2.1 million commissioning of services - OPCC Office costs less than 1%

I am responsible for commissioning services other than policing to deliver my P&C Plan. This is funded by direct grants from central government or by money I allocate from the overall budget.

Commissioning Fund 2016-17

I set a budget of £1,227,095 for this fund in 2016-17 this was supplemented with £136,737 of underspend in 2015-16. This makes up over 50 per cent of the cost attributed to my office. This fund supports the delivery of my P&C Plan objectives and obligations to partner agencies. The fund supports collaborative arrangements with local authority, third sector providers and Wiltshire Police.

Service / project	Provider	2016-17 spend (£)
Commissioning for substance misuse services	Swindon BC	69,380
Commissioning for substance misuse services	Wiltshire Council	105,992
Community safety grant	Swindon BC	70,000
Running costs - Youth Offending Teams	SBC & WC	216,634
Community Messaging	Wiltshire Police	90,658
Community Speed Watch	Wiltshire Police	88,548
Junior Good Citizen	Wiltshire Police	2,810
Diversionary activity for young people at risk of ASB / crime	SPLASH	54,835
WP Volunteers Officer	Wiltshire Police	62,685
ASB Advocacy Service	Victim Support	48,000
Match funding Home Office child sexual exploitation	Swindon BC & Wiltshire Council	33,000
Interviews with those at risk of child sexual exploitation	Missing People	31,345
Volunteer support to Salisbury CCTV	Salisbury Citiwatch CIC	25,000
Independent appeals adjudicator	Wiltshire OPCC	15,258
Horizon Victim and Witness Care	Wiltshire Police	273,594
Offender Management support	Circles West	10,000
Commissioning and Programme Manager	Wiltshire OPCC	73,037
Outreach - sex workers	Nelson Trust	17,191
Support former police dogs	WAGs	500
Mental health triage	Swindon CCG	49,000
In case of emergency (ICE) cards	Victim Support	336
Medium domestic abuse outreach	Splitz	737
Other costs	Wilts OPCC	25,363
Total Community Safety Fund		1,363,832

Victims Fund 2016-17

This is a specific allocation by the Ministry of Justice for victim services and restorative justice services. In 2016-17, the amount provided to me was £826,119. This helps me to commission services to improve services for victims.

Victim Services spend	2016-17 spend (£)
Victim Services Commissioning / provision	377,750
Services for victims of sexual violence and domestic abuse	216,548
Services for victims of child sexual abuse	89,000
Restorative justice services	76,128
Building capacity and capability in the voluntary and community sector	17,132
Associated costs of commissioning	48,960

TOTAL	826,119
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For further details about financial information please consult the medium term financial plan, and the [draft statement of accounts 2016-17](http://www.wiltshire-pcc.gov.uk/Home.aspx) which are available on my website <http://www.wiltshire-pcc.gov.uk/Home.aspx>

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5. Engagement

An important part of my role is to engage with you so that I understand your concerns and priorities when it comes to policing and the criminal justice system. Your feedback is crucial in drawing up my Police and Crime Plan which sets the direction for the Force.

During 2016-17 my focus was on expanding the ways in which you can contact me and give me your views. In addition to the extensive P&C Plan and policing precept consultation I have been listening to people's concerns across Wiltshire and Swindon, attending events, such as summer Solstice, Swindon and Salisbury Pride, Bengali new year celebrations, Eid festival, Trowbridge food festival and services of remembrance. I have spent time out and about in the city of Salisbury and the towns and villages of Wiltshire and Swindon. I have been delighted to speak to various audiences including college students, the Black Police Association, Women's Institutes, the National Farmers Union, Neighbourhood Watch annual meeting, Rotary Club and many more besides.

I was especially pleased to attend the Wiltshire Youth Summit in Devizes in February. I always value the feedback I receive from young people, including our Wiltshire Police volunteer cadets who joined me for takeover challenge day and to raise money for good causes with a sleepout in February.

It is critical that I listen to concerns and articulate the direction for policing and justice, and the wider implications of national policy. Through my blogs I consider the impact that events and issues happening locally and nationally have on Wiltshire. You can read my blogs by visiting www.wiltshire-pcc.gov.uk and select Your PCC/PCC blog.

I believe it is also important to engage with the men and women who work and volunteer for Wiltshire Police in order to understand the challenges they face. I have spent time with Tri Force officers including dog handlers and roads policing. I greatly value their professionalism, bravery and dedication to making our communities safe.

Working with partner agencies is key to delivering a successful policing service. My office is actively involved with a wide range of public bodies and partnerships. Some are identified in the diagram below:



Accountability

Police and Crime Panel

I am ultimately responsible to the electorate of Wiltshire and Swindon for my performance in office. However the Wiltshire and Swindon Police and Crime Panel (PCP) has the power to scrutinise my activities, including the ability to review my Police and Crime Plan and annual report, request papers and call me to public hearings. The PCP can veto decisions on the local policing precept and the appointment of a new Chief Constable.

I want to thank the panel members for continuing to provide scrutiny and support to my office and myself. They have provided vital support in developing and supporting the performance, culture changes and have provided guidance and feedback on my Police and Crime Plan.

Joint Independent Audit Committee

The Joint Independent Audit Committee provides independent assurance on the corporate governance and risk arrangements in place for both the PCC and the Chief Constable. The committee identifies areas for improvement, checks and tests governance arrangements and supports the development of improvements according to good governance principles.

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Police and Crime Plan 15-17 activity closure list



Priority one: Prevent Crime and anti-social behaviour

Reference	Activity	Status
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	Business as usual
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	Included in new plan 3.02
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	Included in new plan 1.05
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	Included in new plan 3.08
1.05	Working with partners to identify and prevent those at risk of radicalization	Business as usual
1.06	Working with the National Probation Service and Community Rehabilitation Company to improve the Integrated Offender Management service to reduce offending	Included in new plan 3.07
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.	Further work will be lead by the WCJB partners and CSPs
1.08	Working with partners to improve the management of evening and night time economies and alcohol related anti-social behaviour	Included in new plan 1.08
1.09	Working with partners to ensure that business are supported to protect themselves and their customers against cybercrime	Included in new plan 1.12

1.10	Extending the community messaging scheme to increase the numbers signed up and include important messages from partners	Completed - Business as usual
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.	Included in new plan 1.09
1.12	Updating the Automatic Number Plate Recognition system across the Wiltshire and Swindon to enhance capabilities to respond to crime	Completed
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	Completed incorporated into new plan 1.03
1.14	Mobile technology is used effectively, allowing officers and staff to work flexibly in our communities by December 2015	Completed
1.15	Communities can trust that crimes that are reported are recorded appropriately	Included in new plan 1.01
1.16	The South West Regional Organised Crime Unit which covers Wiltshire and Swindon	Business as usual
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	Business as usual
1.18	The Major Crime Investigation Team which covers Wiltshire, Avon and Somerset and in the future Gloucestershire police forces	Business as usual
1.19	Working with the Local Resilience Forum (LRF) partners to plan, respond and help recover from emergencies and major incidents	Business as usual
1.20	Tri-force services for firearms, roads policing and dog teams	Included in new plan 4.06
Priority two: Protecting the most vulnerable in society		
Reference	Activity	Status
2.01	Develop a shared understanding of vulnerability and referral pathways with partners	Included in new plan 2.01
2.02	Implementing tools that can identify vulnerability to better direct resources and improve the service to vulnerable people	Included in new plan 2.01
2.03	Working with both Wiltshire and Swindon Local Safeguarding Children Boards (LSCBs) to develop flexible local models for multi-agency safeguarding hubs (MASH), where social workers, police, health professionals and others share information and work together to protect children from harm	Included in new plan 2.07
2.04	Working with both Wiltshire and Swindon local safeguarding adults boards (LSABs) to deliver obligations under the Care Act 2015 to safeguard and protect vulnerable adults and explore opportunities to develop a MASH model for vulnerable adults	Included in new plan 2.07

2.05	Ensuring officers and staff offer crime prevention advice to communities and provide crime prevention measures to the most vulnerable	Included in new plan 1.11
2.06	Working with partners and troubled families projects to identify and provide coordinated support to those individuals and families with complex needs	Included in new plan 2.05
2.07	Protecting high risk victims of domestic abuse by bringing police, local authorities, health professionals, domestic abuse support services and others together to share information, identify risks and co-ordinate responses	Included in new plan 2.06
2.08	Implementing the mental health concordat with partners in health and local authorities to ensure those in a mental health crisis are supported appropriately	Included in new plan 2.07 & 2.08
2.09	Working with health partners to pilot access to mental health triage support for police to help those in a mental health crisis	Included in new plan 2.07 & 2.08
2.10	Commissioning with both Wiltshire and Swindon councils' drug and alcohol services to reduce harm caused by alcohol and substance misuse, increase those in treatment and prevent crime and anti-social behavior	Included in new plan 2.10
2.11	Ensuring officers and staff are able to support those with vulnerabilities, including older people, mental health, people with autism and victims of domestic and sexual abuse	Completed - Business as usual
2.12	Providing identification and prevention for victims, increased training and awareness for staff and specialist services to support victims of sexual abuse	Included in new plan 2.07
2.13	Working with schools, LSCBs, third sector agencies, Youth Parliament and others to raise awareness of cybercrime, grooming and sexual abuse to keep young people safe	Included in new plan 1.12
Priority three: Putting victims at the heart of everything we do		
Reference	Activity	Status
3.01	Commissioning Horizon Victim and Witness Care to provide a single point of contact for victims. Working alongside the police, Horizon will support, signpost to appropriate services, and guide victims and witnesses on their journey through the criminal justice system	Included in new plan 3.01
3.02	Commissioning additional services to provide practical and emotional support for victims who require help to deal with the impact of crime	Included in new plan 3.01
3.03	Analysing victim experiences to help improve services and provide innovative schemes which will reduce repeat victimisation and the impact of crime	Business as usual
3.04	Supporting witnesses by working with Citizens' Advice witness care staff who can arrange court visits and support victims and witnesses in their appearance at court	Included in new plan 3.01

3.05	Working with Wiltshire Council and Swindon Borough Council to commission specialist support services for victims of domestic abuse (DA) and sexual offences, including independent domestic abuse advisors; Sexual Assault Referral Centres and practical and emotional support that reduces risk	Included in new plan 3.03
3.06	Ensuring there are appropriate support services for victims of hate crime	Completed - Business as usual
3.07	Increasing awareness of the community trigger that enables local communities to ensure that persistent anti-social behaviour is dealt with appropriately	Completed - Business as usual
3.08	Delivering the Victims' Code of Practice 2013, the Right to Review, EU Directive and the Witness Charter	WCJB - Business as usual
3.09	Working together to adopt a culture of collective responsibility and ownership for the victim journey and the performance of the system	WCJB - Business as usual
3.10	Working to ensure that trials are effective and not failing to proceed due to lack of time, failure to attend court etc, as these unfairly impact on victims, witnesses and defendants	WCJB - Business as usual
3.11	Supporting the improvement of court facilities to protect victims, such as giving evidence by video link and separate waiting areas	Included in new plan 3.06
3.12	Keeping victims and witnesses informed on the progress of investigations through face-to-face meetings, phone calls, letters and emails	Included in new plan 3.01
3.13	Developing vulnerable victim suites which enable victims to talk to police and criminal justice services in a comfortable and supportive environment	Included in new plan 4.01
Priority four: Secure high quality, efficient and trusted services		
Reference	Activity	Status
4.01	Calls to the police are answered efficiently and responded to effectively	Included in new plan 4.05
4.02	Local communities are very satisfied with the service they receive from the police	Included in new plan 1.02
4.03	Wiltshire Police has a diverse and empowered workforce that reflects its values and behaviours	Included in new plan 4.13
4.04	Achieve a minimum rating of "good" by Her Majesty's Inspectorate of Constabulary (HMIC) in its Police Effectiveness, Efficiency and Legitimacy (PEEL) programme	Included in new plan 1.10, 4.01 and 4.12
4.05	Deliver a financial strategy that meets the Government's austerity requirements (estimated to be at least £3m a year)	Completed

4.06	Commence by September 2015 a pilot that creates a single local policing, response and investigations team. This will provide one team with the responsibility for all aspects of an investigation. Learning from this pilot is anticipated to be evaluated by April 2016	Roll out completed - included in new plan 1.03
4.07	Will develop and implement a Strategic Alliance between Avon & Somerset and Wiltshire constabularies and the respective Police and Crime Commissioners	Action no longer achievable
4.08	Have co-located reception services with partners by December 2015	Completed
4.09	Complete and consult with stakeholders on the findings and proposals for custody facilities by November 2015	Included in new plan 4.02
4.10	Will share office accommodation in Trowbridge, Salisbury, Chippenham and Swindon with local authorities	Included in new plan 4.01
4.11	Move into shared facilities with Wiltshire Council in Tisbury and Melksham	Included in new plan 4.00
4.12	Implement a digital evidence management and interviewing system by April 2016	Included in new plan 3.06
4.13	Ensure that every community policing team is accessible to the public in a range of locations in the community; where possible working alongside partners	Included in new plan 4.01
4.14	Will increase the range of online services including crime reporting, virtual front counters and license applications in line with its digital strategy	Included in new plan 4.03
4.15	Enable and empower more police-led prosecutions for less serious offences	Business as usual
4.16	Reduce the delays to planned court dates and adjournments that waste time and resources and let victims and witnesses down	WCJB - Business as usual
4.17	Implementing Home Office proposals to transfer police complaints to the Office of the Police and Crime Commissioner (OPCC)	Included in new plan 4.14
4.18	Providing an independent appeals process for complainants	Business as usual
4.19	Independently scrutinising custody conditions through the Independent Custody Visiting scheme (IVS)	Business as usual

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Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter Four 2016-17 (1 January to 31 March 2017)

For Police and Crime Panel meeting 29 June 2017



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Introduction by Commissioner Angus Macpherson

This document provides the performance information for quarter four against my Police and Crime Plan 2015-17.

As this is the quarter four report, this document provides the performance summary for 2016-17.

All further information and details of delivery against the Police and Crime Plan is contained in my draft annual report 2016-17.





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Angus Macpherson







Police and Crime Commissioner for Wiltshire and Swindon

















June 2017

Overall performance dashboard











Priority 1:	Prevent crime and ASB		
Measure	Data	Infographic	Context
Crime volume	10,025		Significant increasing trend but in line with peers
Anti social behaviour (ASB) volume	3,895		Long term reducing trend with short term increases
Crime recording compliance	96%		Good
Satisfaction with visibility	53%		In line with previous years

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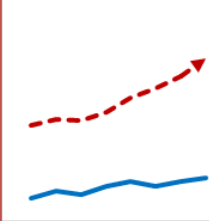
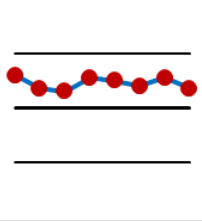
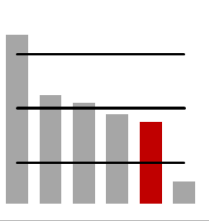
Priority 3:	Put victims and witnesses at the heart of everything we do		
Measure	Data	Infographic	Context
Victim Satisfaction	81.4%		Inline with peers
Satisfaction with investigation	73.4%		Stable
Satisfaction with being kept informed	75%		Above average and inline with peers
Outcome rate	18.1%		Inline with national average but below peer average
Cracked and ineffective trials	50%		Stable
Cracked and ineffective trials due to prosecution	13%		Low rate for Magistrates court

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

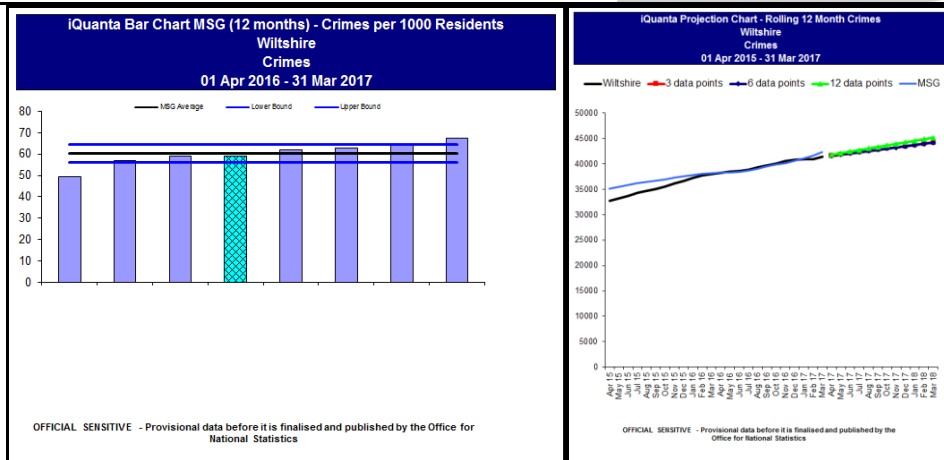
Priority 2:	Protect the most vulnerable in society	
Measure	Data	Infographic
Assessment to be provided within the report drawing upon a range of Management Information indicators		

Priority 4:	Secure high quality, efficient and trusted services		
Measure	Data	Infographic	Context
Public Confidence	81%		Stable and high
Wiltshire Police deal with things that matter to the community	75%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	65%		Significant reduction over two years, likely to be linked to 101 and CRIB answer rate
Wiltshire Police treat me with respect	88%		High and stable since Autumn 2012
Response time: Immediate Priority	10m 46s 55m 41s		Improving trend in the time it takes to arrive at priority incidents
999 calls answered within 10 seconds	94%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	90%		High but reducing trend
Quality of files: First files Full files	51.6% 97.6%		Improved full file quality
Volume of complaints	201		Slight reducing trend
% of complaints recorded within 10 days	96%		Sustained improvement
% of complaint appeals upheld	36%		11 appeals completed with 4 upheld

1. Prevent crime and anti-social behaviour

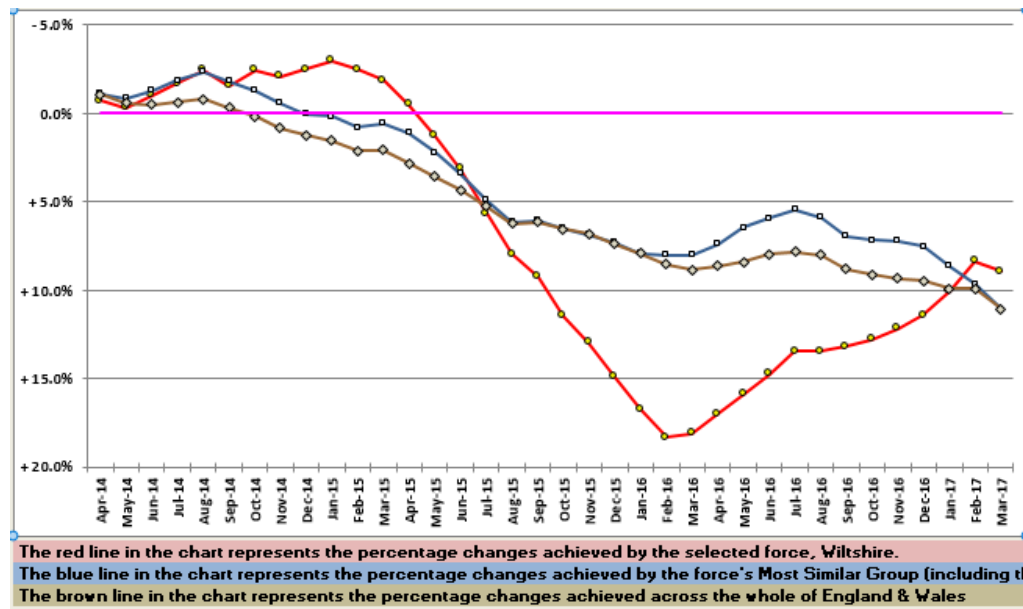
<p>Crime volume</p>	<p>Q4. 10,025</p> <p>Rolling 12 months 41,431</p>			
<ol style="list-style-type: none"> 1. There were 10,025 crimes recorded during quarter four. 2. In the 12 months to March 2017, 41,431 crimes were recorded. This represents an increase of nine per cent on the previous 12 months. 3. This section will put Wiltshire's rate of change in the context of national and peer group changes and will draw upon both crime recording factors and crime increases. 4. Nationally, the Office for National Statistics (ONS)¹ has reported an increase of nine per cent in police recorded crime in the 12 months to December 2016. 5. The ONS publication states that the large volume increases are thought to reflect changes in recording processes and practices rather than crime. The publication acknowledged that there appeared to be genuine increases in some of the lower volume and higher harm categories. 6. The latest information through iQuanta suggests that police recorded crime continues to increase. The figures, which have yet to be formally published, show an increase of 11 per cent nationally in the 12 months to March 2017. 7. There are three elements that help contextualise Wiltshire's position: where we have come from (rate of change), our current position (per 1,000 population) and where we are heading (trend and forecast). 8. Wiltshire's nine per cent increase in the 12 months to March 2017 is lower than the 11 per cent national increase but statistically in line. The current recorded crime rate per 1,000 population is also lower than peer and national averages but statistically in line. 				

¹<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingdec2016>



All crime up to March 2017 – most similar group (MSG) position and trend

- Wiltshire’s percentage increase compared to the previous year has been steadily reducing throughout 2016-17 as can be seen in the chart below. This shows a different direction of travel compared to the whole of England and Wales which continues to show an increasing trend.

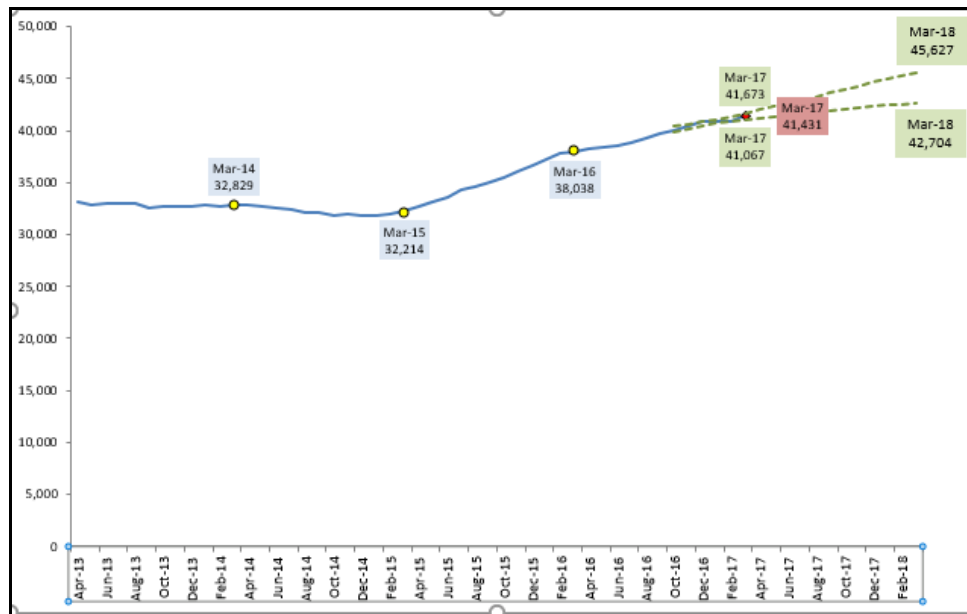


All crime up to March 2017 – percentage change compared to previous year trend

- The reason Wiltshire’s percentage change is steadily reducing is because the number

of crimes recorded within a 12-month period is staying relatively stable at just over 40,000 crimes for four consecutive months as shown in the trend chart.

11. The chart above tells the story that Wiltshire took seriously the accurate recording of crimes and made drastic improvements during 2014-15 to get recorded crime levels to an accurate and expected level. This improvement continued throughout 2015-16.
12. This level of recorded crime has remained consistent throughout 2016-17 and that is why the year-on-year comparison is slowly returning to zero.
13. It is forecast that by the end of the 2017-18 financial year, between 42,704 and 45,627 crimes will be recorded. This forecast will become narrower and more reliable with every month of 2017-18 that passes.



All crime forecast – 2017-18

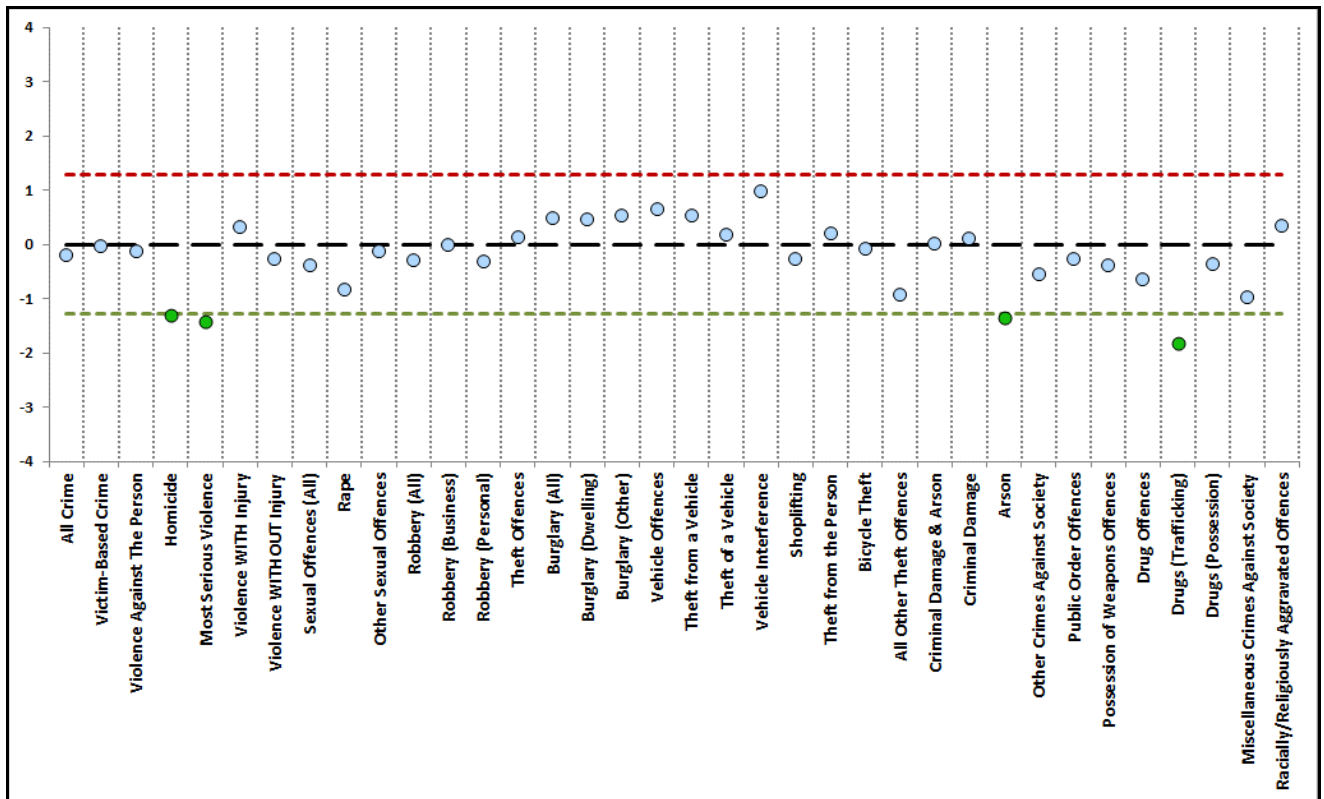
14. The Force pays great attention to the trends within crime groups so as not to get complacent.
15. The table below provides a very simplistic overview of how many crimes of each type have been recorded and how much that differs from the previous 12 months.

	Crime Group	Crime Sub Group			Change	
			2015-16	2016-17	Numeric	Percentage
All Crime			38,038	41,431	+ 3,393	+ 8.9%
Violence Against The Person			10,877	12,826	+ 1,949	+ 17.9%
	Violence WITH Injury		4,922	5,545	+ 623	+ 12.7%
		Homicide	5	4	- 1	- 20.0%
		Most Serious Violence	133	164	+ 31	+ 23.3%
	Violence WITHOUT Injury		5,950	7,277	+ 1,327	+ 22.3%
Sexual Offences			1,315	1,476	+ 161	+ 12.2%
	Rape		455	452	- 3	- 0.7%
	Other Sexual Offences		860	1,024	+ 164	+ 19.1%
Robbery			200	223	+ 23	+ 11.5%
	Robbery (Business)		22	28	+ 6	+ 27.3%
	Robbery (Personal)		178	195	+ 17	+ 9.6%
Theft Offences			15,520	16,256	+ 736	+ 4.7%
	Burglary		3,779	3,996	+ 217	+ 5.7%
		Burglary (Dwelling)	1,315	1,594	+ 279	+ 21.2%
		Burglary (Other)	2,464	2,402	- 62	- 2.5%
	Shoplifting		3,687	3,640	- 47	- 1.3%
	Vehicle Offences		2,662	3,411	+ 749	+ 28.1%
		Theft from a Vehicle	1,794	2,166	+ 372	+ 20.7%
		Theft of a Vehicle	491	644	+ 153	+ 31.2%
		Vehicle Interference	377	601	+ 224	+ 59.4%
	Theft from the Person		330	417	+ 87	+ 26.4%
	Bicycle Theft		870	769	- 101	- 11.6%
	All Other Theft Offences		4,192	4,023	- 169	- 4.0%
Criminal Damage & Arson			5,572	5,961	+ 389	+ 7.0%
Public Order Offences			2,339	2,603	+ 264	+ 11.3%
Possession of Weapons Offences			251	272	+ 21	+ 8.4%
Drug Offences			1,313	1,143	- 170	- 12.9%
Miscellaneous Crimes Against Society			651	671	+ 20	+ 3.1%
Racially/Religiously Aggravated Offences			344	409	+ 65	+ 18.9%

Crime volume comparison to previous year

16. The Force analyses and reviews crime volumes through local and Force tasking processes. These predominantly focus on high threat, harm and risk issues in line with the Force's Control Strategy, but also include oversight of traditional crime trends and hot spots.
17. Wiltshire's current position per 1,000 population is in line with the national average for all the crime groups outlined in the table above. Wiltshire has a significantly lower homicide and most serious violence crime rate compared to all other forces.
18. The chart below shows Wiltshire's crime group rate of change in comparison with the national rate of change. The zero scale through the middle of the chart represents the national rate of change as a baseline. Any data point below or above the line suggests Wiltshire's rate of change is lower or higher than the national average and anything within the two boundaries suggests no statistical exception (based on 1.28 standard deviations).

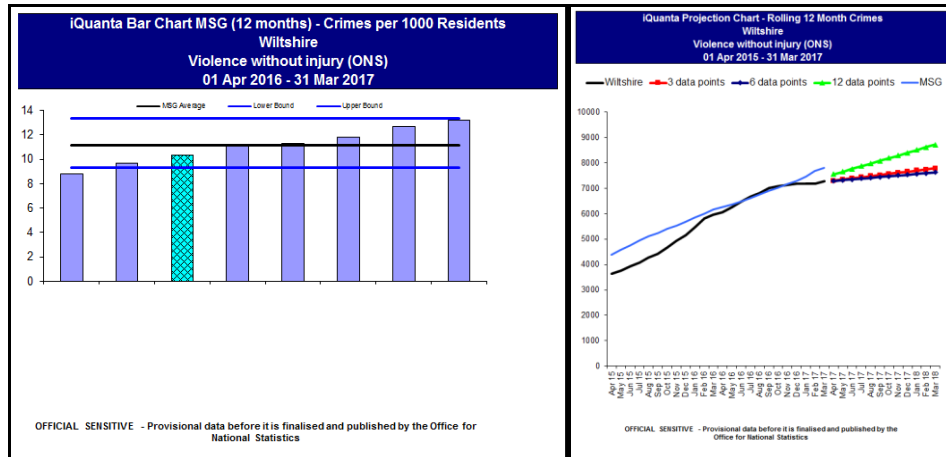
19. The data points are z-scores which represent how far from average Wiltshire’s rate of change within each group is.
20. For example, Wiltshire has increased by nine per cent and nationally there has been an 11 per cent increase. To help us understand whether this difference is normal or an exception, a z score is applied.
21. The z-score for all crime is -0.19 which represents 0.19 standard deviations below average. Any data point ± 1.28 standard deviations is considered statistically exceptional using this chart.



Crime group rate of change – z scores

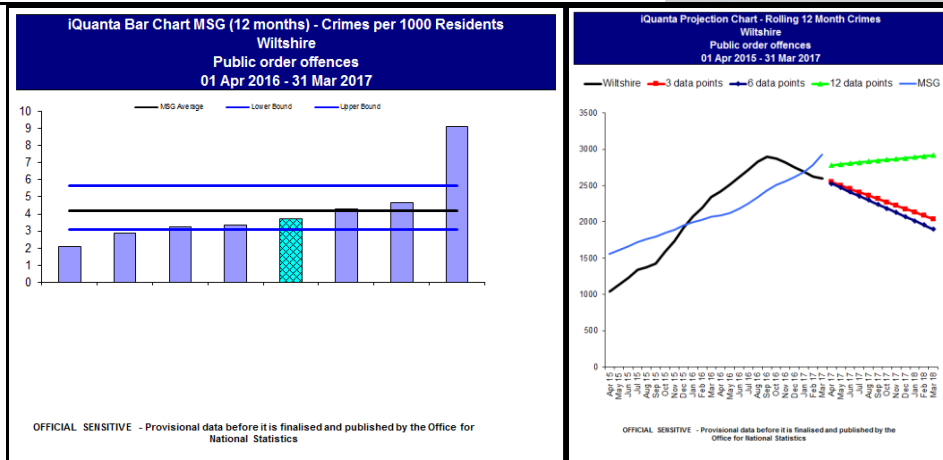
22. The main traditional crime exceptions that are to be covered in further detail for being an exception during quarter four are violence without injury (VWOI), public order, dwelling burglary and vehicle offences. The increase in racially and religiously aggravated offences will also be explored as part of the VWOI and public order analysis.

23. The largest proportion of the Force's increase of 3,393 recorded crimes is within VAP (+1,949) and more specifically violence without injury (VWOI; +1,327).



Violence without injury up to March 2017– most similar group (MSG) position and trend

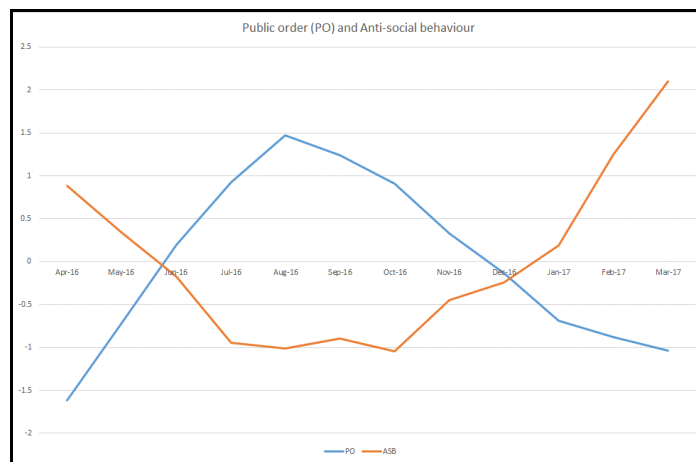
- 24. Wiltshire's 22.3 per cent increase is below the national increase of 25.1 per cent. Forty-one forces are recording an increase in VWOI. Wiltshire's VWOI per 1,000 population is also below the national average.
- 25. This crime type has shown a significant increasing trend for two years as the Force continually improves its crime recording accuracy. This trend has begun to show early signs that we have reached a new normal level with the trend beginning to stabilise.
- 26. There is a similar picture with public order offences which have shown a significant increasing trend and then have begun to show reductions in recent months.



Public order offences up to March 2017– most similar group (MSG) position and trend

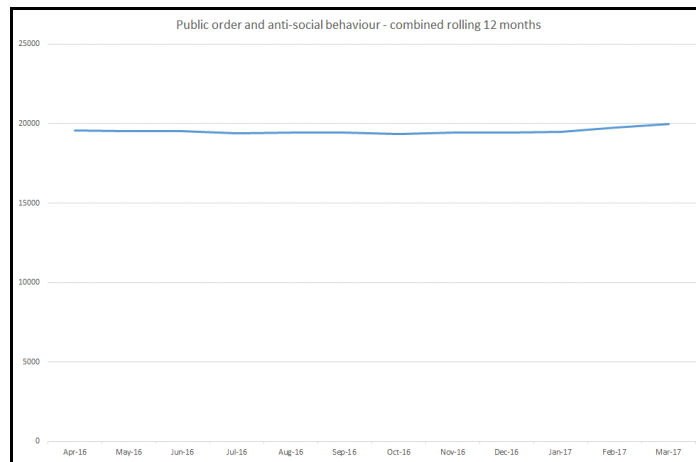
27. Wiltshire recorded 11.3 per cent more public order offences in the 12 months to March 2017. Nationally, the rate of increase was 39.6 per cent. The conclusion that is being drawn from the data and the trend chart in particular, is that Wiltshire significantly addressed the crime recording agenda sooner than a number of forces. This is seeing Wiltshire level off sooner, while other forces across the region and country continue to increase at a high rate.

28. Previous quarterly reports emphasised the link between the increases in recorded public order offences and the reduction in anti-social behaviour. Analysis would suggest there is still a significant correlation between the two.



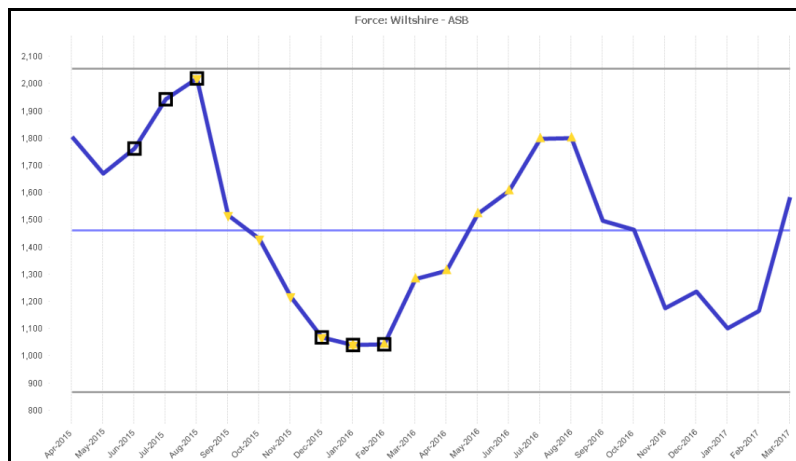
Public order offences and anti-social behaviour – standardised trend comparison

29. In simple terms, what the chart above shows is that, when more public order offences have been recorded, less anti-social behaviour has been recorded and vice versa.
30. When public order and anti-social behaviour volumes are combined, the trend is relatively stable, showing a 2.8 per cent increase in the rolling 12-month volume at the end of quarter four compared to the end of quarter three.



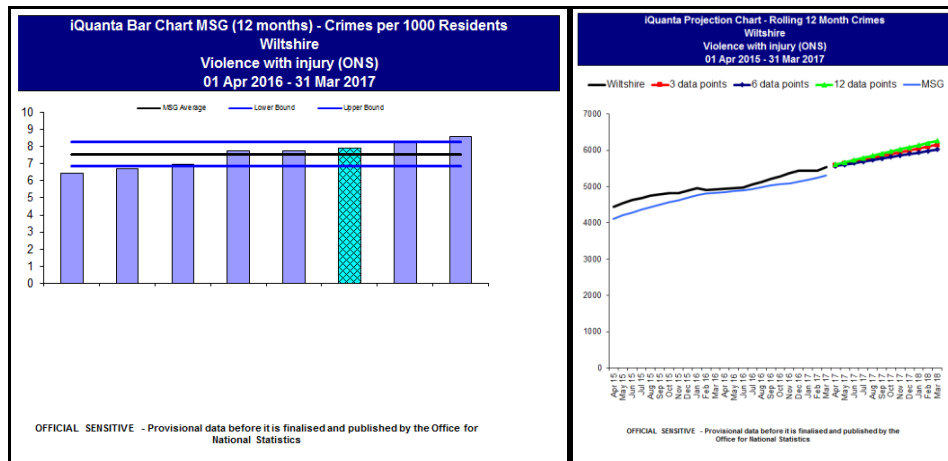
Public order offences and ASB combined rolling 12 month trend

31. The combined rolling 12 months is showing an increase because the ASB volume between December 2015 and February 2016 was exceptionally low and has been replaced by a more expected seasonal volume in the same period 2016-17. The ASB volume recorded in March 2017 was also higher than the previous March and above average for the time of year.



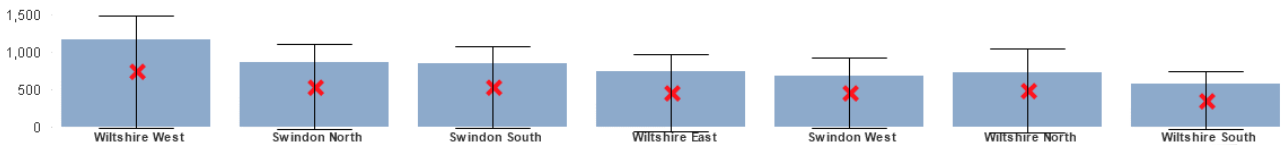
Anti-social behaviour up to March 2017 – control chart

- 32. The volume in March was driven in part by a spike in anti-social behaviour in Swindon town centre (238 incidents). After monitoring this closely, volumes within the town centre significantly reduced in April (137 incidents).
- 33. There has been a 12.7 per cent increase in the volume of recorded violence with injury. This equates to an additional 623 crimes compared to the previous year. This is slightly above - but statistically in line with - the national increase of 8.1 per cent. There are 38 forces nationally recording increased volumes of violence with injury.



Violence with injury up to March 2017 – most similar group (MSG) position and trend

- 34. There are a further three factors that have been analysed to understand whether violence with injury is a concern. These are locations, crime classification and, more specifically, most serious violence.



Violence with injury 12 months to March 2017 – including average and normal bounds by sector

- 35. The chart above represents the 12-month recorded violence with injury volume for each sector across the Force. All sectors have recorded above-average volumes, but no single location is showing as a significant outlier.

36. This may support the fact the increase is more influenced by a process (ie crime recording practices) than actual criminality as it would not be reasonable to expect all locations to increase at a similar rate.

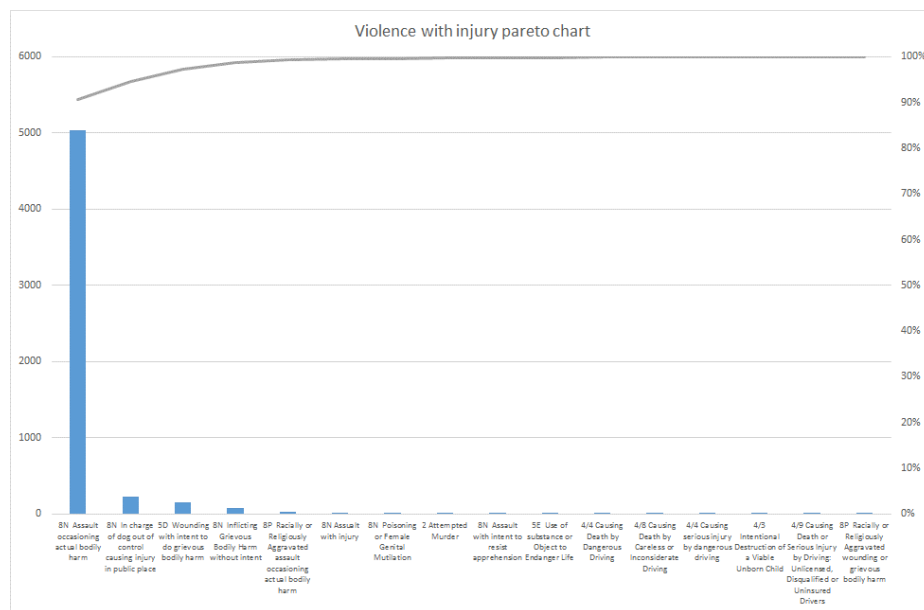
37. The crime group violence with injury ranges from assault with injury to attempted murder. This shows the range in offence severity.

38. The Home Office Counting Rules (2017) defines assault with injury as:

'Where battery results in injury, assault with injury (class 8N) should be recorded even if the injury amounts to no more than grazes, scratches, abrasions, minor bruising, swellings, reddening of the skin, superficial cuts, or a 'black eye'.²

39. This crime type is typically recorded locally as actual bodily harm (ABH).

40. The chart below shows that 91 per cent of violence with injury is ABH.

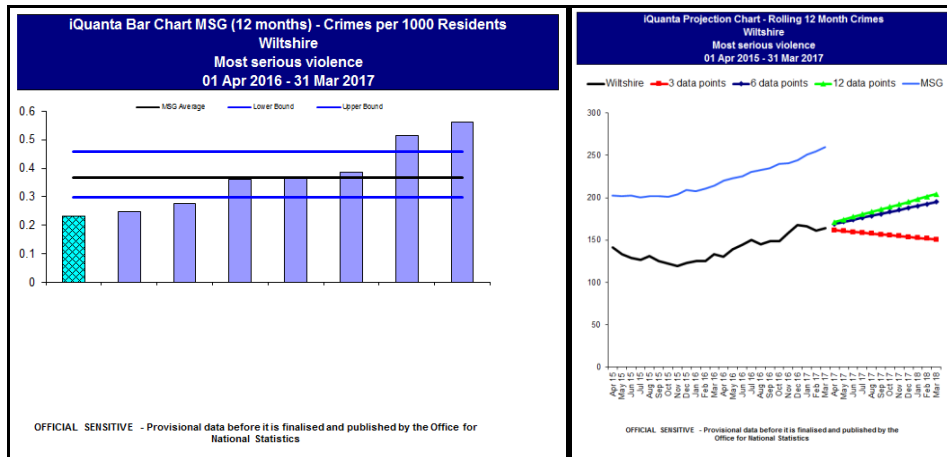


Violence with injury 12 months to March 2017 – pareto chart

41. It is encouraging to see that Wiltshire’s volume of most serious violence remains significantly lower than the national and peer average. The most serious violence

² Home Office Counting Rules 2017
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/602800/count-violence-apr-2017.pdf

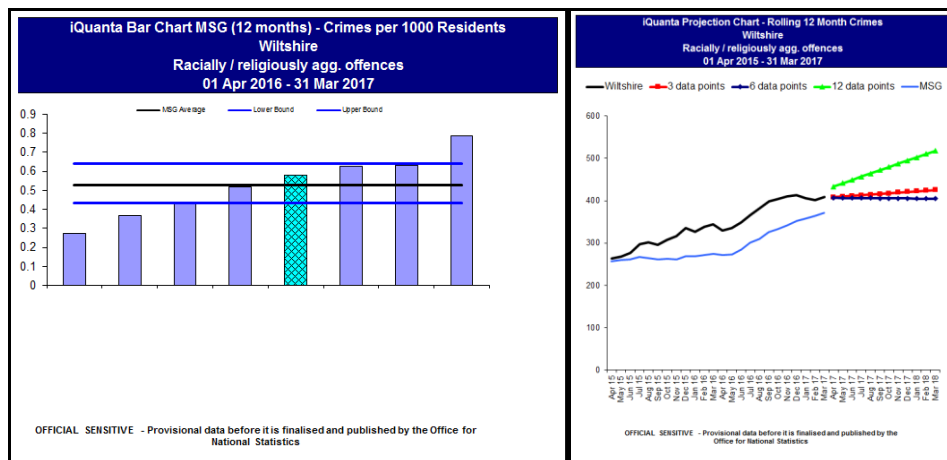
crime rate per 1,000 population in the 12 months to March 2017 was the sixth lowest in the country.



Most serious violence up to March 2017– most similar group (MSG) position and trend

42. In summary, the increase in recorded violence with injury is not considered to be a concern. There are no indications that there are specific patterns of increased offending. The fact that the increases are primarily driven by the lowest level offence type would suggest that the volume of recorded violence with injury is as affected by crime recording practices as the without category.

43. The volume of racially or religiously aggravated offences has increased by 18.9 per cent. This equates to 409 offences during 2016-17, 65 more than the previous year.



Racially or religiously aggravated offences up to March 2017 – most similar group

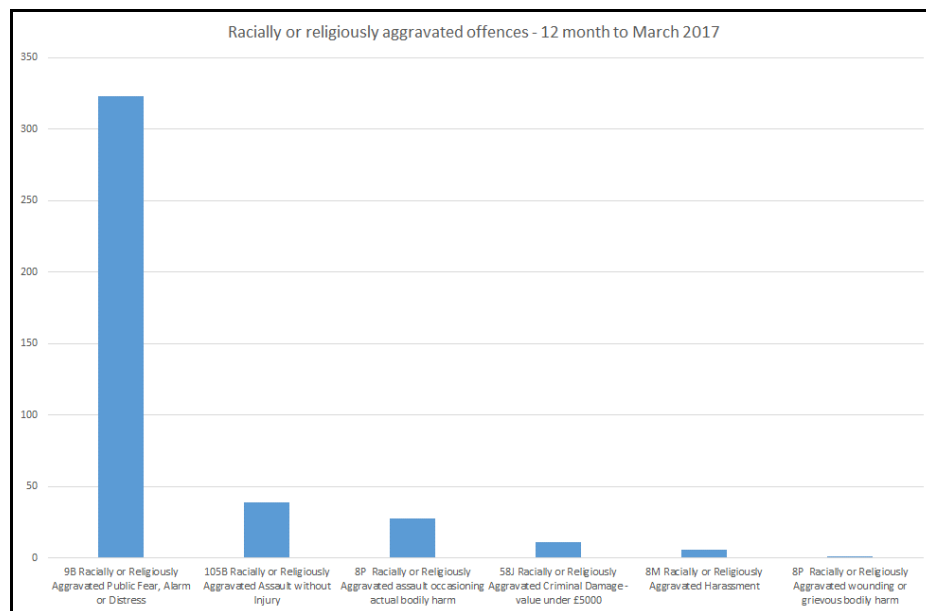
(MSG) position and trend

44. The table below gives an overview of the racially or religiously aggravated offence types.

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

Racially or religiously aggravated offences – crime codes and description

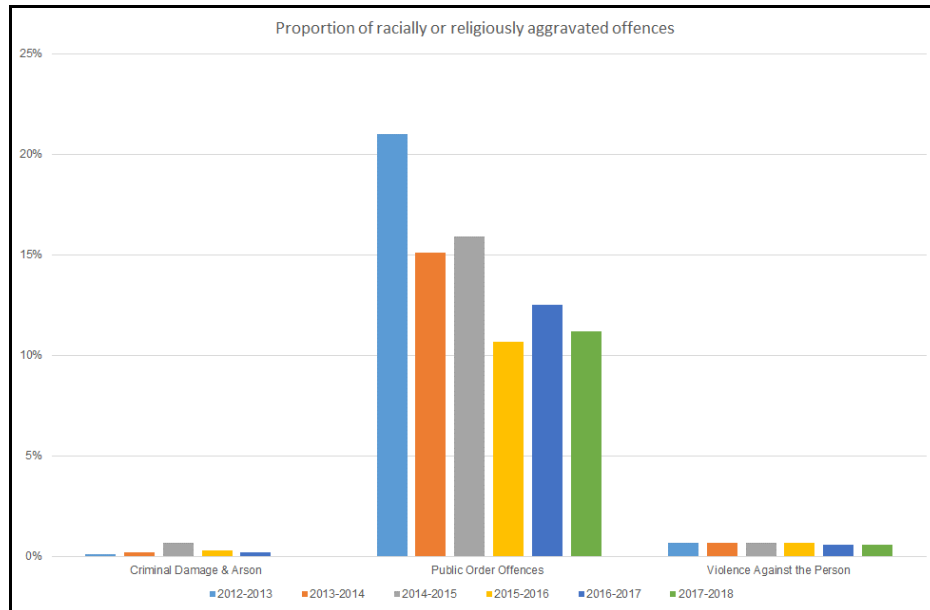
45. The chart below gives a breakdown of the 2016-17 volume by classification.



Racially or religiously aggravated offences by classification – 12 months to March 2017

46. The chart above shows that 96 per cent of racially or religiously aggravated offences are public order (79 per cent) or violence against the person (17 per cent) offences. Both parent crime groups have been significantly affected by recording practices as outlined earlier in the report.

47. Further analysis has been conducted into the proportion of which racially and religiously aggravated offences makes up of the parent crime group.

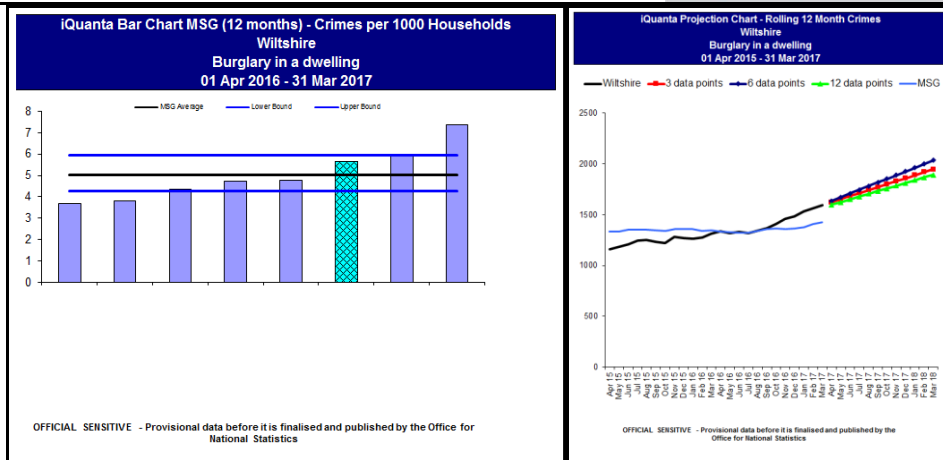


Racially or religiously aggravated offences – proportions

48. The chart above suggests the increase in the volume of recorded racially or religiously aggravated offences is not disproportionate and the rate of change would be expected given the increases in the parent population (crime groups).

49. Notably, the proportion of racially or religiously aggravated public order offences has significantly reduced from 21 per cent in 2012-13 to 12.5 per cent in 2016-17.

50. One area of concern for the Force has been the increasing trend in dwelling burglary. There has been a 21.2 per cent increase which equates to 1,594 burglaries, 279 more than the previous year.



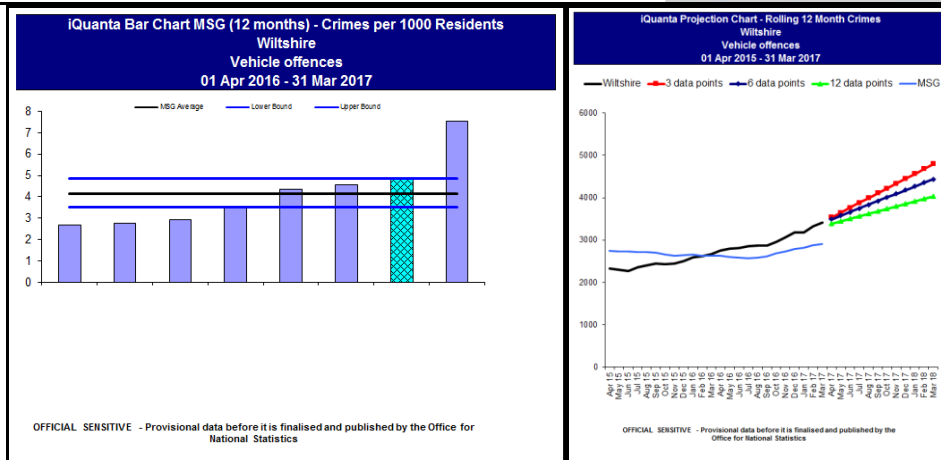
Dwelling burglary up to March 2017 – most similar group (MSG) position and trend

51. Nationally, there has been a 5.9 per cent increase in dwelling burglary, with 29 forces recording increased volumes compared to the previous year.

Areas	Earlier Period Apr-15 to Mar-16	Later Period Apr-16 to Mar-17	Change	
			Numeric	Percentage
England & Wales	194,381	205,899	+ 11,518	+ 5.9%
South West Region	12,604	12,883	+ 279	+ 2.2%
	5,324	5,294	- 30	- 0.6%
	2,369	2,659	+ 290	+ 12.2%
	1,585	1,478	- 107	- 6.8%
	2,011	1,858	- 153	- 7.6%
Wiltshire	1,315	1,594	+ 279	+ 21.2%
Most Similar Group	14,450	15,310	+ 860	+ 6.0%
Wiltshire	1,315	1,594	+ 279	+ 21.2%
	2,369	2,659	+ 290	+ 12.2%
	1,549	1,701	+ 152	+ 9.8%
	1,431	1,359	- 72	- 5.0%
	1,331	1,396	+ 65	+ 4.9%
	2,911	3,086	+ 175	+ 6.0%
	1,504	1,425	- 79	- 5.3%
	2,040	2,090	+ 50	+ 2.5%
Number of forces in England & Wales with an increase in this category			29	

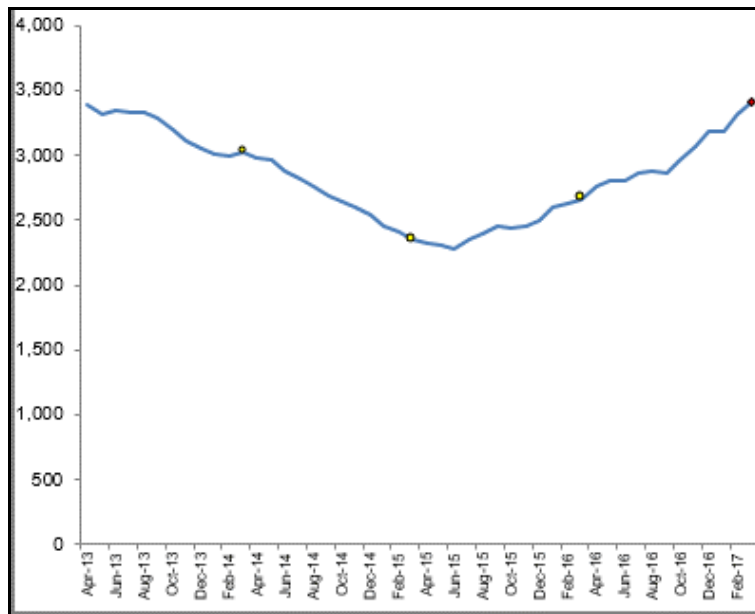
Dwelling burglary up to March 2017 – most similar group (MSG) and region comparison

52. Wiltshire's rate of increase up to March 2017 is the fourth highest nationally. This is driven by two factors. The first being the ongoing series of burglaries affecting areas across Wiltshire and Swindon and secondly, because Wiltshire has come from a position of exceptionally low volume.
53. A detailed plan designed to improve the way in which the Force deals with burglary has been developed by Det Superintendent Deb Smith, the Force's Head of Crime. This has 120 actions and covers four themes which are prevent, prepare, pursue and protect.
54. This approach is national best practice and ensures the Force approaches the issue from a problem-solving perspective rather than a more traditional reactive enforcement approach.
55. The progress against this plan is governed through operational tasking and performance meetings monthly.
56. The progress updates cover the entire process ranging from the point of first call through to attendance, forensics and investigations as well as key operational updates such as intelligence profiles and the number of subjects arrested.
57. The Force has made improvements to the way it deals with burglary but still needs to allow for the improvements to bed in and be evaluated before understanding if the improvement plan has been successful.
58. Dwelling burglary remains a priority for the Force.
59. The volume of vehicle offences recorded during 2016-17 was 28 per cent higher than the previous year. This equates to a total of 3,411 offences, 749 more than the previous 12 months.
60. Vehicle offences are increasing nationally (11.1 per cent) and regionally (11.7 per cent) with 35 forces recording increases.
61. Wiltshire's rate of increase is the fourth highest nationally with the volume per 1,000 population nearly significantly above our peer group average.



Vehicle offences up to March 2017 – most similar group (MSG) position and trend

62. The chart below shows the volume of vehicle crime in Wiltshire has returned to a volume like that recorded during 2012-13.




Vehicle offences to March 2017 – rolling 12 months

63. The reduction between January 2013 and January 2015 was in part due to the successful arrest and conviction of offenders who were responsible for a significant volume of offences. The volumes have since started to increase across Swindon and Wiltshire, most notably in Swindon, Trowbridge, Melksham and east Wiltshire.

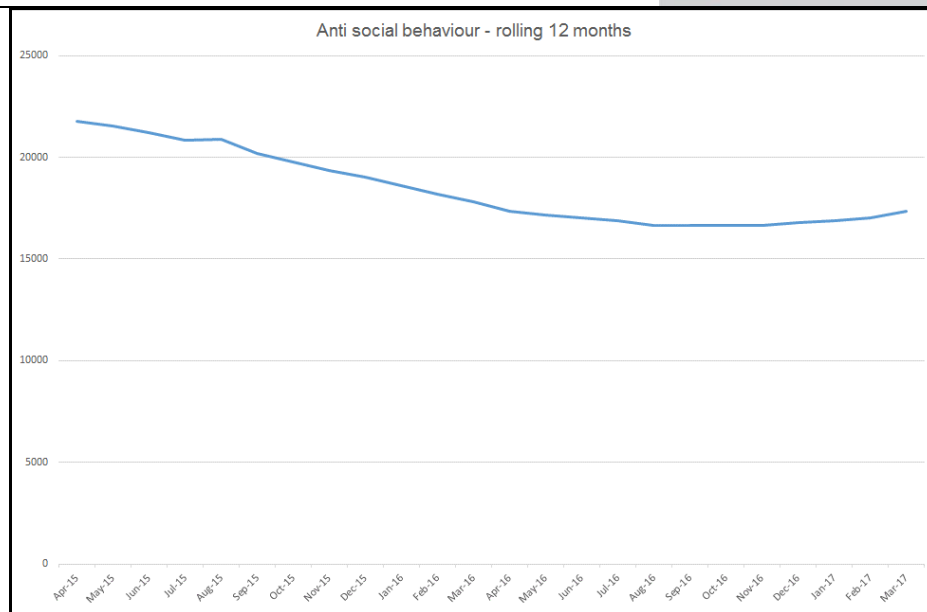
64. The Force has reviewed the trend through monthly tasking and performance meetings and, in response, is prioritising crime prevention techniques given that three quarters of offences happened where the vehicle was insecure or with valuables on display.

65. In line with the control strategy, the Force is also targeting as a priority specific offenders involved in vehicle crime and other forms of criminality.

ASB Volume	<p>Q4. 3,895 incidents</p> <p>Rolling 12 months 17,328 incidents</p>	
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66. The volume of anti-social behaviour (ASB) continues to reduce. There were 3,895 incidents reported during quarter four.

67. There was a total of 17,328 incidents reported in the 12 months to March 2017 which equates to a 2.8 per cent reduction on the 17,827 incidents recorded in the 12 months to March 2016.



ASB up to March 2017 – rolling 12 months

68. Despite there being a long-term reducing trend, the most recent three months have begun to see higher volumes than quarter four of the previous year. This is in part due to the previous year being exceptionally lower than expected and February and March 2017 being higher than expected.

69. This links to the correlating trend with the recording of public order as outlined in the previous measure.

<p>Crime recording compliance rate</p>	<p>96 per cent</p>	
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70. Wiltshire Police and the Office of the Police and Crime Commissioner (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.

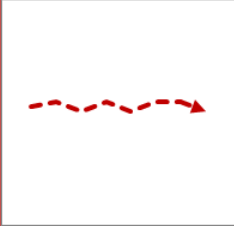
71. By recording crimes correctly, victims receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local

communities; PCCs, forces and their partners can fully understand the extent of demands made on them and Government policy can be developed to reduce crime.

72. Increasing the focus on recording crimes properly does result in an increase in the recorded crime levels, and this is seen across the country and has been previously reported. In this context, increasing crime levels due to improved crime compliance is a good thing.

73. To achieve this, a Crime and Incident Validation Unit was created with the sole purpose of reviewing all crimes and specific incident categories which may risk inaccurate recording to enable compliance with national standards, swift correction of any errors identified and timely feedback to staff.

74. Since the introduction of the team, crime recording compliance has improved from on average 90 per cent to 96 per cent.

Satisfaction with visibility	53 per cent (±2.1 per cent; Wave 15 Autumn 2016)	
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75. This information comes from the public opinion survey which I commission twice a year.

76. The survey is answered by members of the public on the phone and is not restricted to those who have used the services of Wiltshire Police.

77. The most recent data was reported on in the quarter three report. It showed that 53 per cent (±2.1 per cent) of respondents were satisfied with visibility.

78. The spring/summer (Wave 16) survey has taken place with results provided to the Force at the end of June 2017.

2. Protect the most vulnerable in society

Management Information

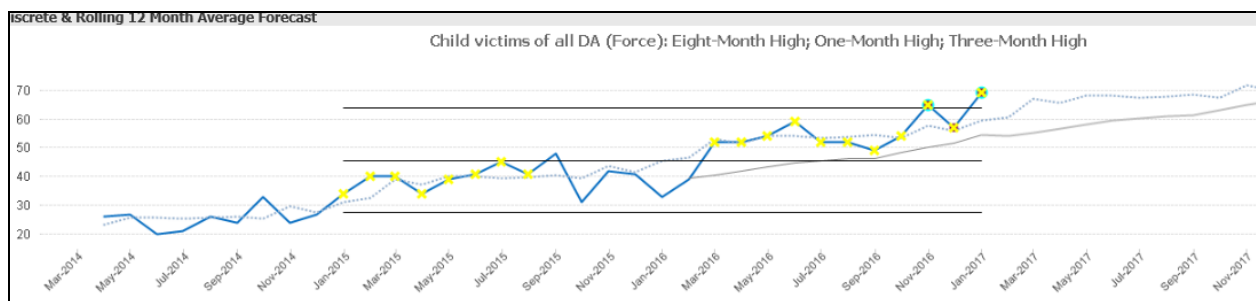
79. It is acknowledged that the nature of vulnerability is wide ranging. There are many measures which are used to understand how effective the Force is at protecting the most vulnerable in society.

80. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).

81. The VDB is a board chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight of 19 strands of vulnerability.

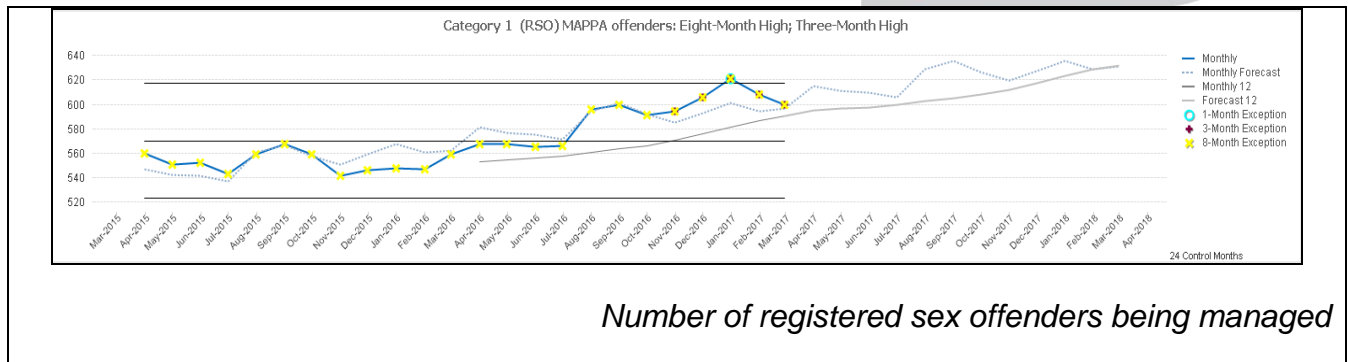
82. The board has reviewed and responded to increasing trends within child abuse and the number of registered sex offenders being managed.

83. The increase in recorded cases of child abuse is due to the better recording of the offence through the PPD1 form and improved use of the domestic abuse qualifier.



Child victims of domestic abuse

84. The volume of registered sex offenders being managed in the community had increased to 600 by the end of March 2017 from a monthly average of approximately 560. This increase is driven by extra resources placed in the hi-tech crime unit which has resulted in more efficient investigations and an increased number of charges.



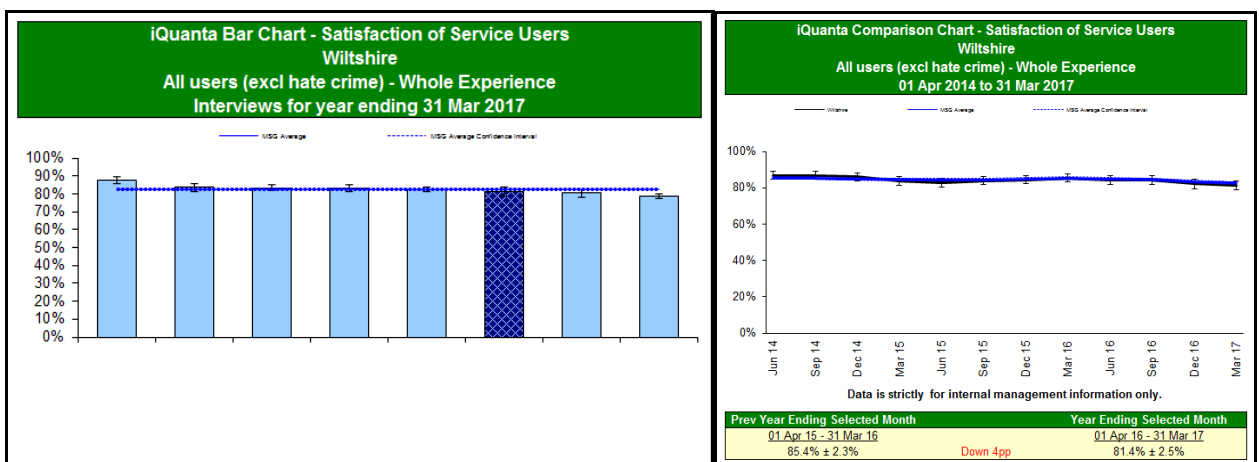
3. Put victims and witnesses at the heart of everything we do

Victim satisfaction	81.4 per cent (12 months to March 2017)	
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85. 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.

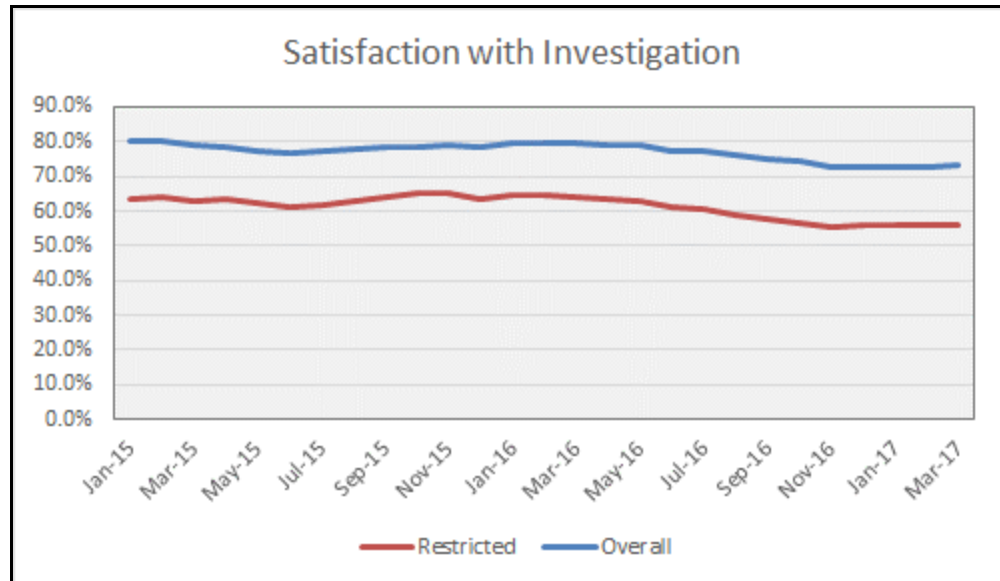
86. The current victim satisfaction rate was 81.4 per cent in the 12 months to March 2017. Whilst this is a drop of four percentage points compared to the 12 months to March, it is not considered significant due to the confidence intervals either side of the reported results.

87. Wiltshire remains in line with its peers.



Victim satisfaction up to March 2017 – most similar group (MSG) position and trend

88. A second key satisfaction measure is the satisfaction with investigation. This was 73.4 per cent to the end of March 2017; stable during quarter four, but a reduction on the start of the year at 79 per cent for the 12 months to April 2016.



Satisfaction with investigation rolling 12 months

89. Satisfaction with investigation is not a core question required by the Home Office and therefore there are no national or peer comparisons available.

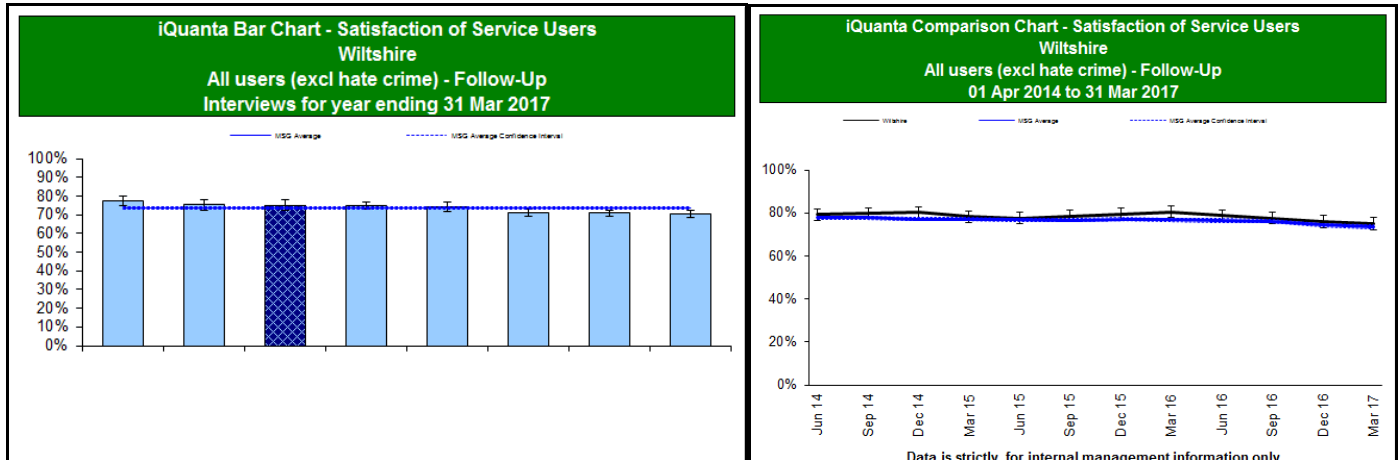
90. The reduction in satisfaction with investigation is driven by a reduction within the vehicle crime classification and is significantly affecting the overall satisfaction with investigation. This is likely linked to a similar reduction in the 'actions taken' measure for vehicle crime. Indicating that the Force's response or attendance to vehicle crime may be what is driving the reduction. This needs further understanding but it is recognised from peer research that 100 per cent attendance increases satisfaction and a non-attendance policy decreases satisfaction.

91. It is useful to note the additional context that 90.1 per cent of victims are happy with the way they have been treated and for vehicle crime this figure is even higher, at 91.2 per cent. Whilst vehicle crime victims are less likely to be satisfied with actions taken or the investigation, they remain satisfied with their treatment.

92. Satisfaction with investigation covers burglary, vehicle crime and violence against the person and does not reflect the satisfaction with all investigations, particularly serious and

complex investigations.


93. The third key satisfaction measure within this priority is satisfaction with being kept informed and is referred to by the Home Office as 'follow up'.



Satisfaction with follow up to March 2017 – most similar group (MSG) position and trend

94. Wiltshire has a satisfaction rate of 75 per cent (± 2.8 per cent) which is above average and in line with peers.

95. The trend has seen a five percentage point reduction throughout 2016-17 and this is primarily down to the reduction in vehicle crime follow up which reduced 9.4 percentage points to 71.3 per cent in the 12 months to March 2017.

Outcome rate	18.1 per cent (12 months to March 2017)	
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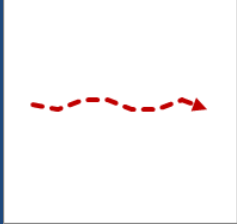
96. The outcome rate for the 12 months to March 2017 was 18.1 per cent. This is in line with the regional rate of 19 per cent and national rate of 18.7 per cent.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	4,266,432	796,466	18.7%
South West Region	335,626	63,853	19.0%
	132,968	21,438	16.1%
	85,074	18,389	21.6%
	44,797	10,592	23.6%
	31,356	5,919	18.9%
Wiltshire	41,431	7,515	18.1%
Most Similar Group (Average of Component Forces)	447,504		22.3%
Wiltshire	41,431	7,515	18.1%
	85,074	18,389	21.6%
	37,417	6,695	17.9%
	45,989	9,991	21.7%
	40,871	10,618	26.0%
	80,936	17,139	21.2%
	50,394	12,970	25.7%
	65,392	16,959	25.9%

Outcome rate up to March 2017 – regional and peer comparison

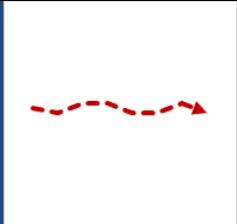
97. One area in which the Force has been seeking to improve the outcome rate is within dwelling burglary.
98. The outcome rate for dwelling burglary in the 12 months to March 2017 was 4.8 per cent and remains well behind the regional rate of 10.8 per cent and national rate of 7.9 per cent.
99. A thorough review was conducted into dwelling burglary which looked at the reasons for the performance decline and included factors such as processes, training, governance and strategic ownership.
100. A detailed improvement plan is being implemented as reported within priority one. This includes a range of activities to improve investigation quality and the outcome rate.
101. There have been some good operational results but it is too soon to understand whether these are improving the outcome rate. This is because of the length of investigations. With dwelling burglary, 77 per cent of investigations are completed within 100 days.
102. A full evaluation of the improvement plan will be completed, which will include a trial run by the forensics team.

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Cracked and ineffective trials	50 per cent (Apr – Feb)		
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103. Her Majesty’s Courts and Tribunals Service (HMCTS) has been able to provide data to include within this report. The data gives a high-level overview and the data quality and detail provided is improving monthly.

104. The cracked and ineffective trial rate between April 2016 and February 2017 was 50 per cent. This is a stable trend and meets the level of aspiration set by the HMCTS.

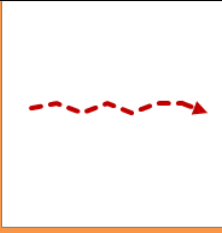
Cracked and ineffective trials due to prosecution	13 per cent (Apr to Feb)		
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105. The number of trials that are cracked and ineffective due to prosecution are low and equate to on average, 13 per cent of trials listed at magistrates court.

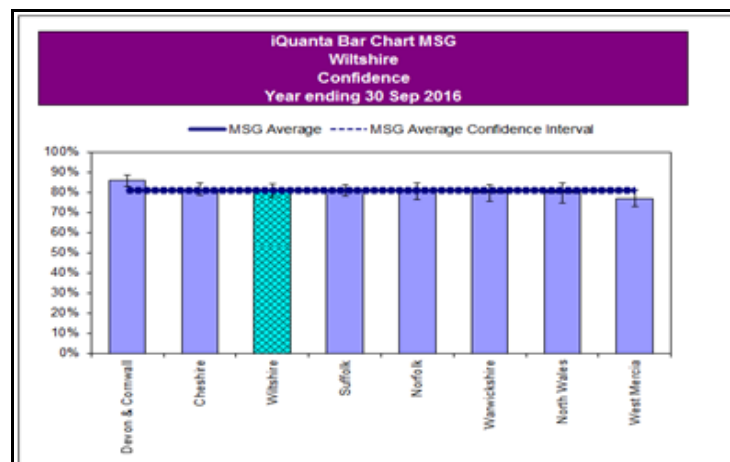
106. This represents a monthly average of nine cracked trials and three ineffective trials due to prosecution reasons out of an average monthly total of 74 trials listed for the year to February 2017.

107. There are no concerns with the volume of cracked and ineffective trials due to prosecution.

4. Secure high quality, efficient and trusted services

Public confidence	81 per cent (± 2.1 per cent) Stable and high		
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- 108. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.
- 109. The proportion of survey respondents who stated they have confidence in Wiltshire Police remains stable and high at 81 per cent.
- 110. This result is comparable with the peer results within the Crime Survey of England and Wales (CSEW) where Wiltshire is ranked third and in line with the average.

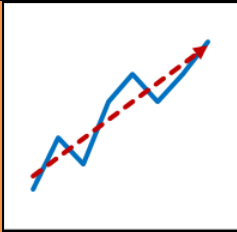


Public confidence up to September 2016 – Crime Survey of England and Wales

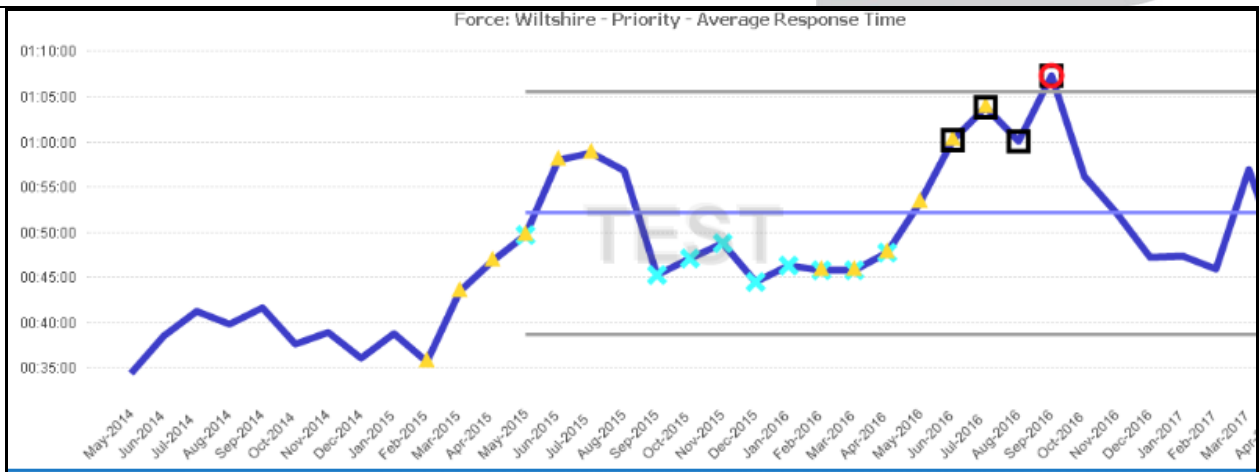
- 111. The most recent data refers to the autumn/winter Wave 15 survey. The spring/summer Wave 16 survey is in progress and results will be provided to the Force at the end of June 2017.
- 112. The table below provides a summary of the high-level measures within the survey.

		Number Surveyed	2067	2341	2112	2167	2149	2114	2117	2112	2121
		Confidence Interval	±2.2%	±2.0%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%
		Wave	Dec-12	Jun-13	Dec-13	Jun-14	Dec-14	Jun-15	Dec-15	Jun-16	Dec-16
Confidence	<i>Feel safe during the day</i>		92%	94%	95%	95%	95%	95%	94%	94%	94%
	<i>Feel safe after dark</i>		62%	60%	59%	60%	56%	58%	58%	58%	57%
	<i>Satisfaction with visibility</i>		60%	55%	57%	59%	58%	58%	51%	55%	53%
	<i>Relied on to deal with crime</i>		69%	67%	66%	69%	67%	68%	62%	65%	62%
	<i>Relied on to deal with ASB</i>		66%	65%	64%	64%	65%	66%	62%	63%	61%
	<i>Relied on to be there when you need them</i>		73%	72%	71%	71%	69%	69%	66%	68%	65%
	<i>Would treat you with respect</i>		90%	89%	90%	89%	90%	90%	90%	89%	88%
	<i>Deal with the things that matter to the community</i>		78%	77%	79%	77%	77%	76%	74%	76%	75%
	<i>Overall confidence in the police in this area</i>		85%	85%	84%	84%	83%	84%	83%	83%	81%
	<i>Satisfaction with level of service*</i>		78%	81%	83%	78%	77%	82%	84%	78%	80%
	<i>Recieve the right amount of information</i>		53%	54%	54%	52%	54%	56%	56%	56%	54%

Public opinion survey measures – Autumn/Winter 2016

Response time (average)	12 months ending March 2017 Immediate: 10 minutes 46 seconds Priority: 55 minutes 41 seconds		
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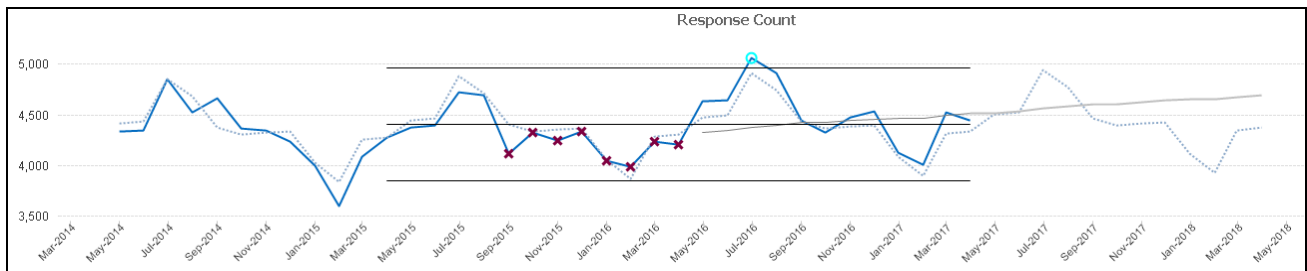
- 113. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency and priority incidents.
- 114. The Force attended 3,966 emergency incidents during quarter four and 17,664 in the 12 months to March 2017.
- 115. It has taken on average ten minutes and 46 seconds to attend an emergency incident in the year to March. There are no concerns with the capability to arrive at emergency incidents in a timely manner.
- 116. The Force attended 8,671 priority incidents during quarter four for which an estimated time of arrival of one hour is given.
- 117. In the 12 months to March, 36,217 priority incidents were attended at an average arrival time of 55 minutes 45 seconds.
- 118. The average time to arrive has reduced consistently since the rollout of the Community Policing Team (CPT) model in September with the exception of March which bucked the trend but was still within an average of 57 minutes.




Average priority response arrival time

119. A full evaluation of the CPT model is underway and will seek to understand whether the improvements can be attributed to the new CPT model and at what cost or impact this benefit may be being realised.

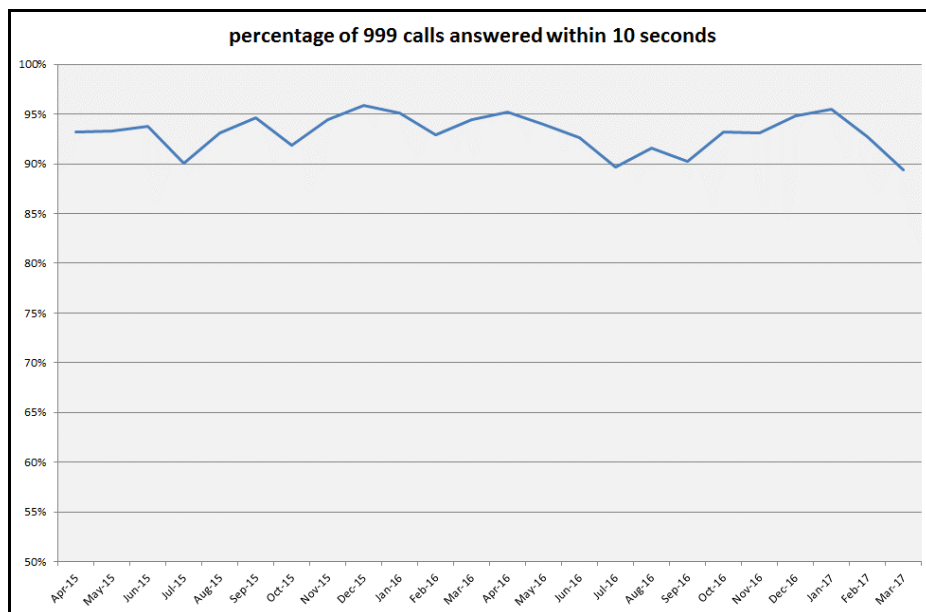
120. The chart below shows that the priority response time in March was longer because there was an unexpected increase in priority response demand. This information is being considered as part of the wider focus on Force capability and resources which is key as we enter the summer months where demand peaks.



Priority response demand

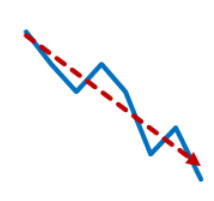
999 calls answered within 10 seconds	Q4 93.6 per cent		
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121. During quarter four, 93.7 per cent of all 999 calls received (17,630) were answered within ten seconds.



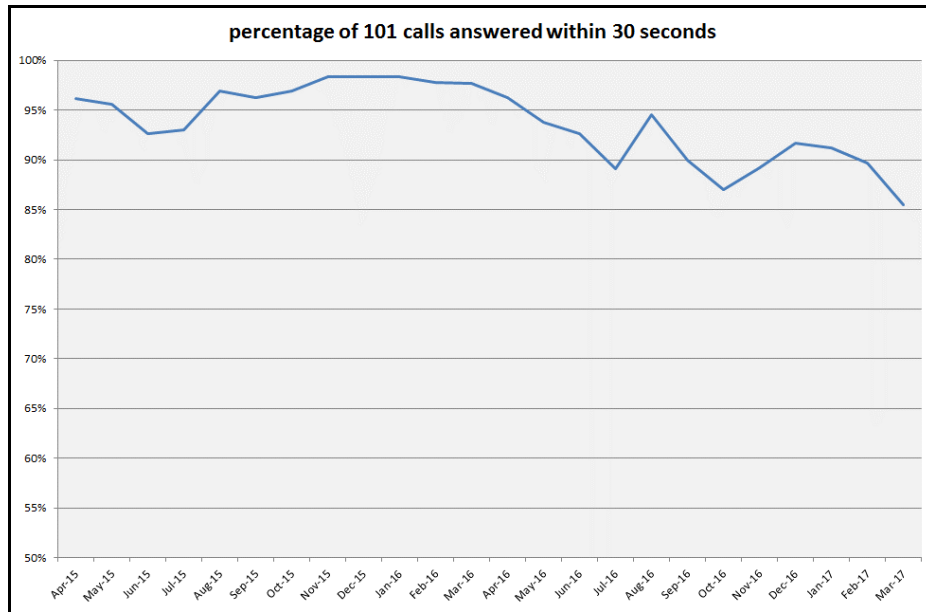
Percentage of 999 calls answered within ten seconds

122. There are no concerns about Wiltshire Police’s capability to answer emergency calls quickly.

101 calls answered within 30 seconds	Q4 90.1 per cent		
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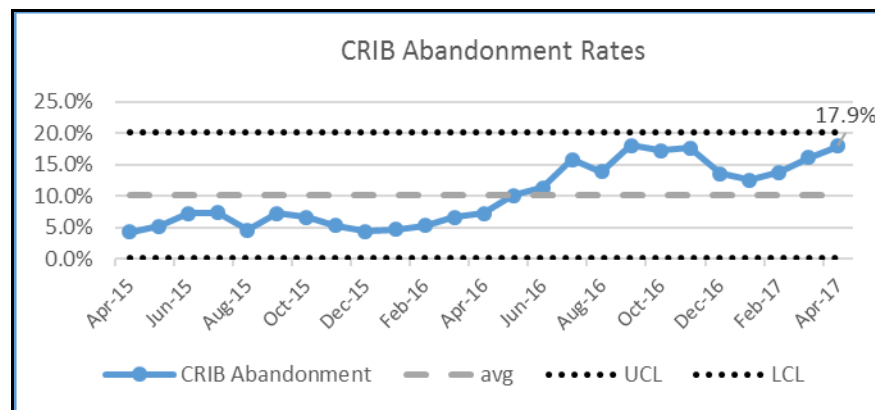
123. A total of 73,506 101 calls were received by Wiltshire Police during quarter four.

124. Ninety per cent of 101 calls were answered within 30 seconds. This figure remains high although it is part of a longer term slow reducing trend.



Percentage of 101 calls answered within 30 seconds

125. There is concern with regards to the Force’s capability to answer calls directed into the Crime Recording and Incident Bureau (CRIB), with only 14 per cent of calls being abandoned during quarter four (5,862 out of 41,377).



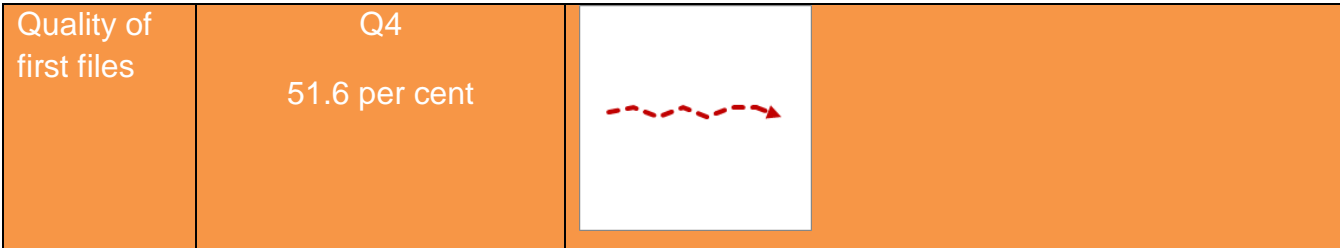
CRIB abandonment rate – control chart

126. There are several process changes which have occurred within the Crime and Communications Centre (CCC) which means that call handlers are better at

identifying threat, harm, risk and vulnerability, are more accurate crime recorders and are reducing demand on the frontline where they can.

127. This has meant an increase in the duration of calls which is likely to be affecting the capability to answer CRIB calls as efficiently as before.

128. The Force has concluded the demand profile work and is taking steps to implement the improvement plan. This will help to ensure contact management has the right number of resources at the right time fulfilling the right role.

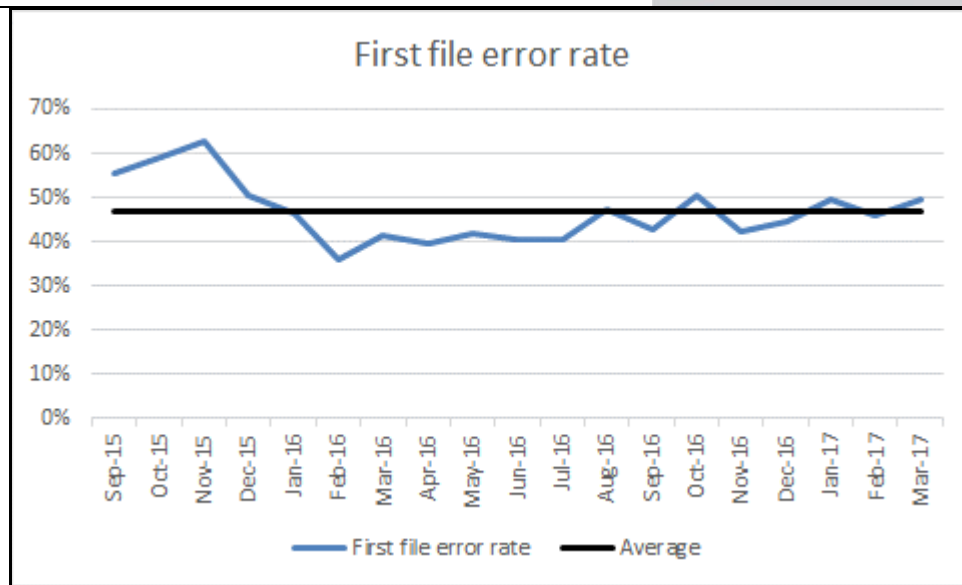


129. This measure relates to an internal assessment of the quality of files provided for a first hearing which the Force submits to the Crown Prosecution Service (CPS).

130. Each file is assessed using 14 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

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


132. There were 729 first files sent to the CPS in quarter four, of which 48.4 per cent had an unsatisfactory grading. Although this figure may appear high, it was stable over the previous six months and is reflective of the rigorous scrutiny process a file is assessed on.



First file error rate by month up to March 2017

133. Analysis has identified that the most common causes of error are the absence of supervisor signatures and the absence of a victim personal statement.

134. The hubs responsible for the greatest proportion of errors have been identified and this information is routinely followed up with the local Community Policing Team inspector.

Quality of full files	Q4 97.6 per cent		
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135. This measure relates to an internal assessment of the quality of full files which the Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded not guilty at the first hearing. Consequently, the defendant will be put forward for a trial and a full file will need to be produced to proceed with the judicial process.

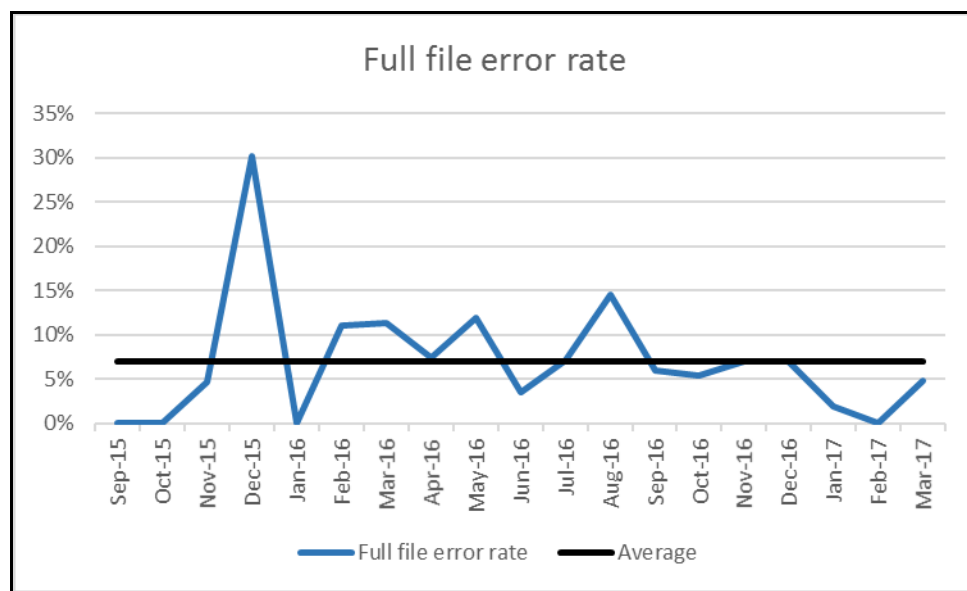
136. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being

reviewed is deemed unsatisfactory.


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

138. There were 164 full files sent to the CPS in quarter four, of which four had an unsatisfactory grading.

139. This measure has shown improvement over the course of the year.

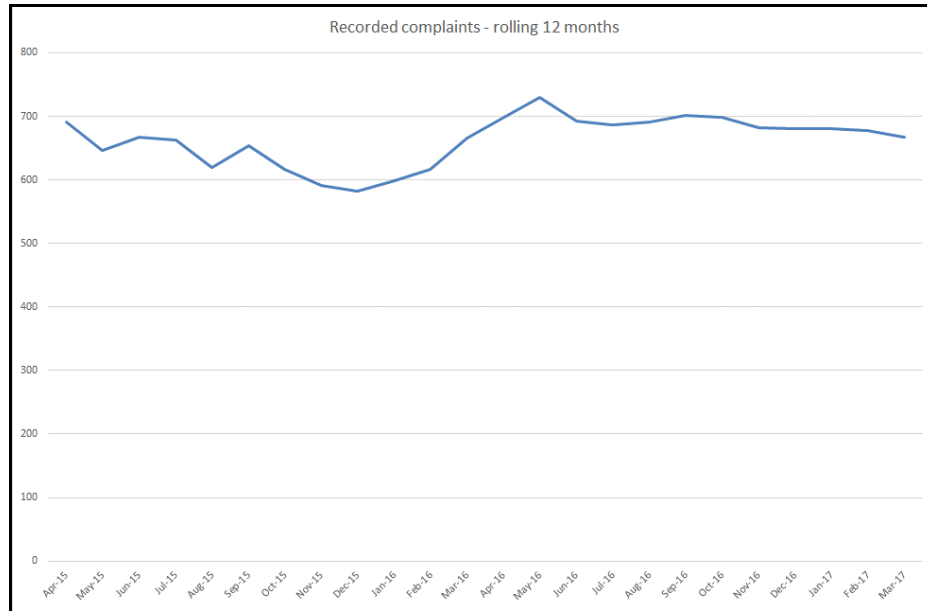


Full file error rate by month up to March 2017

Volume of complaints	Q4 201		
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140. The volume of complaints recorded has been stable throughout 2016-17. There were 201 complaints recorded during quarter four and 668 in the 12 months to March

2017.

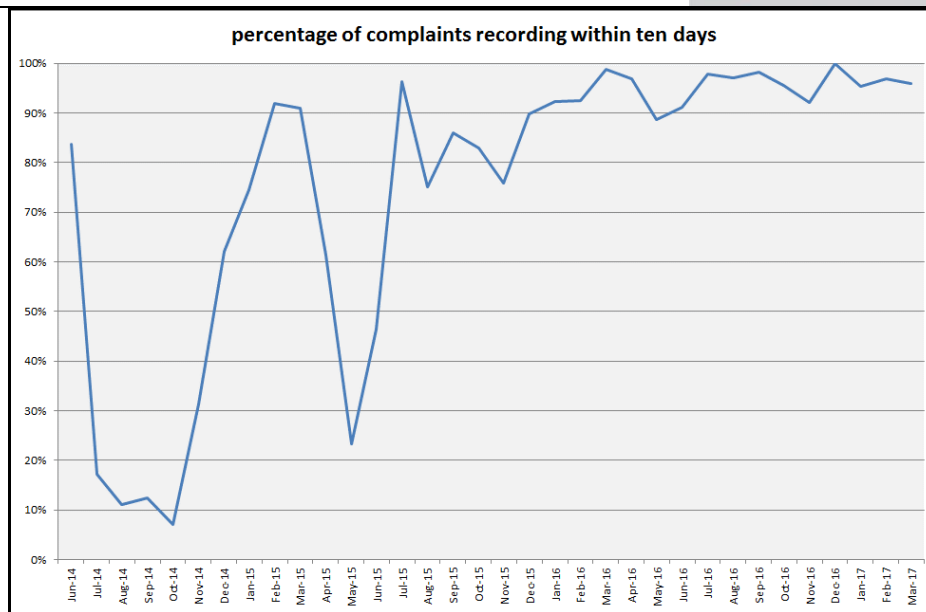


Recorded complaint volume rolling 12 months

141. There is a slight reducing trend with the 12-month volume to the end of March 4.3 per cent lower than the 698 complaints recorded in the 12 months to April 2016.

<p>Percentage of complaints recorded within 10 days</p>	<p>Q4 96 per cent</p>		
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142. 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

143. Of the 201 complaint cases recorded, 193 were recorded within ten days, giving a rate of 96 per cent for quarter four.

144. The Independent Police Complaints Commission (IPCC) expects the average number of days to record a complaint to be within ten working days. The average number of days to record a complaint case during quarter four was less than four days.

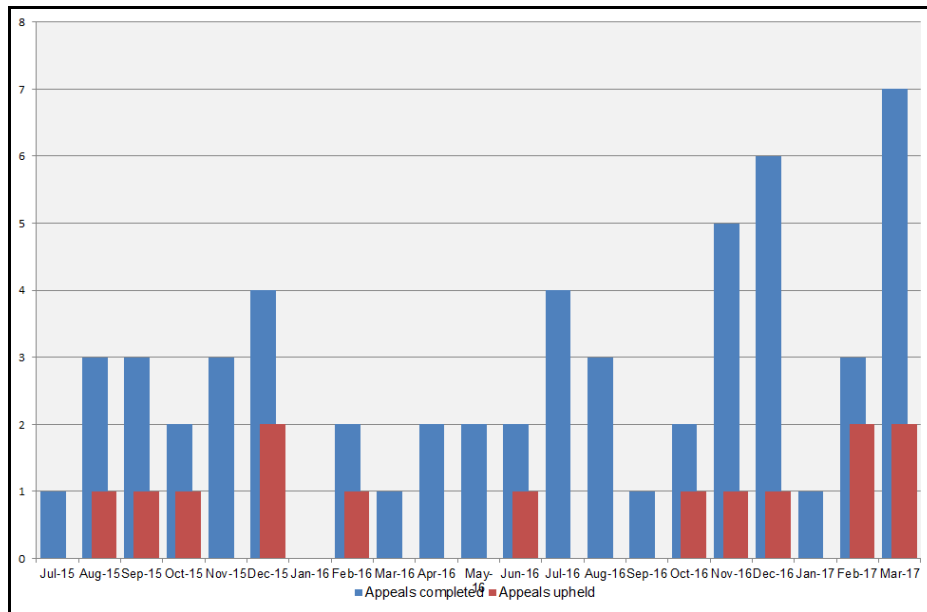
145. This shows sustained continuous improvement.

Percentage of complaint appeals upheld	Q4 36 per cent (4 out of 11 appeals)	
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146. 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.

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

148. For quarter four, four of the 11 completed appeals were upheld.



Volume of appeals completed and appeals upheld by month

149. The four appeals upheld represents two per cent of the total volume of complaints recorded during quarter four.

150. There have been eight appeals upheld during 2016-17 which equates to 1.2 per cent of all complaints recorded during the year. These are considered low proportions and would indicate the complaints and appeals process is working well.

PCC RISK REGISTER

1. Purpose of Report

- 1.1 To update the Police and Crime Panel on the PCC Risk Register.

2. Background and Main Considerations

- 2.1 The risk register is now aligned to the lifespan of the Police and Crime Plan (2017-2021) and has been reviewed and updated as at 15 June 2017.
- 2.2 All risks are now split into two categories – they are either inherent risks and will remain on the register regardless of score, or topical risks which will be removed when they have a score of 10 or under. This will assist in ensuring focus remains on current risks and what additional mitigations or plans are needed to reduce the score and thus be removed from the register.
- 2.3 The register is a dynamic document and is intended to capture live management of risk and mitigation, rather than being a record of all possible risks.
- 2.4 The register is reviewed monthly on an informal basis by the Deputy Chief Executive and formally by the Commissioner's Monitoring Board (CMB) on a quarterly basis prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. The Commissioning and Policy Officer has responsibility for the day-to-day management of the register.
- 2.5 Owners for each risk have been identified and will be responsible for providing updates on mitigation and score.
- 2.6 Risk appetite remains at 30.
- 2.7 The Force risk register has been reviewed to ensure any relevant risks are reflected in the PCC risk register.
- 2.8 As this is the first presentation of the risk register in this format, there are no changes to report on a previous version. However, future reports will provide information on any changes made since the register was last considered.
- 2.9 The PCC Risk Register as per 15 June 2017 is attached at Appendix A.
- 2.10 Attached at Appendix B is a glossary setting out the meaning of the acronyms used and the scoring brackets in deciding whether a risk is high, moderate, acceptable, or minor.

3. Key Risks to Consider – Inherent

3.1 The register identifies 10 inherent risks, eight are considered as either minor or acceptable, the other two are both considered moderate:

- *Risk I1: Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats (**moderate** risk)*
This risk has been reviewed following the terrorist attacks in London and Manchester and the redeployment of resources in order to provide reassurance to the communities of Wiltshire and Swindon. To be clear, this is not directly linked to the terrorist threat level, but the way in which officers and staff may be redeployed to manage national incidents or national strategies which may result in the local plan not being delivered. The risk will be reviewed again in six months time once half yearly performance information and updates on commissioned projects becomes available and a view can be made on progress against the priorities in the Police and Crime Plan.
- *Risk I9: Collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits (**moderate** risk)*
Following the review of the risk register, it is felt that the mitigation for this risk reflects the current situation and at this stage there is nothing further to add which would help to reduce the risk. Work will continue to manage the mitigation and the risk will be reviewed in six months' time (November 2017).

3.2 There are three new inherent risks and these are:

- *Risk I2: Failure to produce a MTFs that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings (**acceptable** risk)*
- *Risk I4: Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations (**acceptable** risk)*
- *Risk I8: ICT services are not resilient and transformational to support effective and efficient policing (**acceptable** risk)*

4. Key Risks to Consider – Topical

4.1 The register identifies 4 topical risks, one is considered acceptable, the other three are as follows:

- *Risk T3: delayed implementation of new communication system as a result of national changeover from Airwave Tetra to new 4G based ESN (**major** risk)*
It is an event which is likely to occur but one in which the PCC has limited control over as this is a national issue. PCCs are represented on the Home Office Oversight Group through the Surrey PCC. However, it is felt that there will not be a huge impact as the government will not allow the communication system to be switched off. The risk is around delayed implementation and any possible financial impact.
- *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire (**moderate** risk)*
This is a national issue which the PCC has limited control over. No further work can be done with regard to the management of this risk until the recommendation to the Minister is known.

- *Risk T4: Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010 (**moderate** risk)*
The Force has undertaken a significant amount of work in this area and updates have been provided to CMB. Updates will now be provided by exception through the usual performance mechanisms. Internal Audit is due to conduct a review in October 2017 and on receipt of the report this risk and associated scoring will be reviewed

4.2 Two new risks have been identified and these are:

- *Risk T2: Community Policing Model does not deliver anticipated benefits (**acceptable** risk)*
- *Risk T3: Delayed implementation of new communication system as a result of national changeover from Airwave Tetra to new 4G based ESN (**major** risk)*

5. Future Reviews of Risk Register

5.1 As stated above, informal reviews of the risk register will take place on a monthly basis and formal reviews on a quarterly basis at CMB prior to quarterly meetings of the Joint Independent Audit Committee and the Police and Crime Panel.

Naji Darwish
OPCC Deputy Chief Executive

ACRONYM	MEANING
BAU	Business As Usual
BUSS	Best Use of Stop and Search
CC	Chief Constable
CCG	Clinical Commissioning Group
CFO	Chief Finance Officer
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CSR	Comprehensive Spending Review
DA	Domestic Abuse
ESN	Emergency Services Network
HMIC	Her Majesty's Inspectorate of Constabulary
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
IPCC	Independent Police Complaints Commission
IT	Information Technology
JSA	Joint Strategic Assessment
JSNA	Joint Strategic Needs Assessment
LA / LAs	Local Authority / Local Authority's
MOJ	Ministry of Justice
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
NWOW	New Ways of Working
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
PID	Project Initiation Document
PSQB	Public Service and Quality Board
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SCT	Senior Command Team
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOT	Youth Offending Team

RISK KEY

risk score 30+
risk score 18-29
risk score 8-17
risk score 1-7

WILTSHIRE AND SWINDON POLICE AND CRIME COMMISSIONER DYNAMIC RISK REGISTER 2017-2021

Risk Appetite is: 30 (NB: inherent risks will always remain on the register, topical risks with a score under 10 will be removed)

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	Residual Risk Score				Date Reviewed	Summary
						L	C	I	Score		
Inherent Risks											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> Failure to discharge role of PCC Reduced public and partner satisfaction and confidence in PCC and OPCC Damage to partnership relationships Criticism from Government / HMIC and adverse media attention 	Reputational	<ul style="list-style-type: none"> Police and Crime Plan integral part of planning cycle New plan produced within one year of each PCC election and reviewed annually P&C Plan agreed as key document for police community safety partnerships and WCJB Informed by CC's operational advice and partnership delivery plans Comprehensive engagement and consultation with the public in developing final P&C Plan Attendance at strategic boards with partners Attendance at Force SCT where performance is reviewed PCC commissioning of services in addition to policing to support delivery of P&C Plan Quarterly reporting to the Panel on performance against plan Publication of annual report summarising progress made against priorities and P&C Plan 	3	2	4	24	26-May-17	Increased (previous score 18) - review in six months (Nov 2017)
I2	15-May-17	Failure to produce a MTFs that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Unable to commission required services or provide enough funds to CC to provide efficient and effective police service Unable to deliver P&C Plan priorities Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided Look at borrowing money options – would no longer be debt free Negative impact on future budgets and reserves Impact on Wiltshire public through the services they receive and setting of the precept Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMIC and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO Member of APCCs / APACE / PACCTS Horizon scanning database referenced Fortnightly finance meetings between PCC and CFO Collaborations / projects require financial sign-off at CMB Continual review and update working closely with CC Central government determined by Treasury Restrictions on council tax with capping of 1.9% 	2	2	3	12		NEW
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> Insufficient resources available Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives Failure to maximise performance Failure to secure value for money Stifle innovation and creative / effective solutions Failure to comply with legal requirements on procurement Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act 	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> Commissioning Strategy in place Partnership agreements / grant letters issued for each commissioned service outside of the police Commissioned services provided by Wiltshire Police to be reviewed during 2017-18 Regular / Final reports a prerequisite of all commissioned services Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review Constant future planning of allocation of Community Safety Fund and Victims Fund Planning underway for review of services to ensure timely and smooth transition to new provider where necessary Ongoing / New commissioning with LAs meeting all legal and procurement requirements Internal audit current reviewing ethical arrangements 	2	2	2	8	15-May-17	Maintain - review scoring following receipt of Internal Audit report
I4	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMIC and adverse media 	Reputational	<ul style="list-style-type: none"> Fortnightly CMB meetings with CC Attendance at monthly SCT Review of performance data Regular review of force spend Engagement with public and partners to understand requirement and needs Development of P&C Plan and objectives in consultation with the CC HMIC inspections 	2	2	4	16		NEW

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I5	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies and commissioning of effective services for victims	<ul style="list-style-type: none"> Justice processes become inefficient and not joined up Justice outcomes, victim satisfaction, and care declines Reduced satisfaction and confidence in criminal justice process by victims of crime Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners 	Reputational Operational delivery Performance	<ul style="list-style-type: none"> PCC Chair of WCJB, additional support being provided by OPCC WCJB delivering substantial parts of the P&C Plan WCJB action plan in place and being delivered by sub-groups Restorative Together Board established and chaired by PCC reporting to WCJB Victims, Witnesses and Most Vulnerable sub group established September 2016 to coordinate victim requirements across CJS process RJ strategy agreed by WCJB Restorative Together team created in OPCC delivering and supporting professional and volunteering led RJ conferences within the Force Partnership working to support delivery of specialist victim services for DA and SA Horizon Victim and Witness Care unit commissioned by PCC, delivering and co-ordinating victim service 	1	2	3	6	11-May-17	Reduced and stable - BAU (previous score 12)
I6	18-Aug-15	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	<ul style="list-style-type: none"> Missed opportunities to collaborate / save money / provide a more efficient and effective service Unexpected detrimental impact on the PCC's ability to deliver the P&C Plan objectives Unexpected detrimental impact on policing affecting funding and police officer time Increase demand on PCC and OPCC staff Increased demand on policing services Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process Negative reaction from the public / media 	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> Regular engagement with LA Leaders Attendance at strategic boards with partners OPCC engagement with partners and stakeholders and attendance at relevant boards Fortnightly meetings of CMB discuss emerging developments with partners Updating and monitoring of Horizon Scanning database Early engagement with LAs and partners to identify and reduce demand on policing services 	2	4	2	16	15-May-17	Increased but stable - BAU (previous score 12)
I7	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> Unnecessary maintenance of surplus buildings and associated utility costs Waste of resources maintaining surplus estate Damage to community relationships Negative impact on CPT and provision of local policing Negative comments from public / local media Underestimate estate requirement and dispose of too much estate Sub-optimal estate provision is ineffective use of resources Loss of opportunity to share properties and associated costs with local partners / communities 	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> Estates strategy governance in place and delivering strategy PCC holding officers to account for delivery of strategy CC has provided operational requirements to PCC Operational requirements developed across all police departments and informed by current and future predicted demand Estates Strategy options paper and final strategy to be presented to PCC in June - this will determine estates programme and prioritisation of developments 	2	2	2	8	12-May-17	Maintain - review once PCC approved estate strategy and options
I8	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> ICT vulnerable to cyber attack ICT is out of date, fails and is unsupported Missed opportunities of improvement technology Impacts upon delivering P&C Plan objectives Use of older / out of date equipment limits capability Criticism from Government / HMIC and adverse media Reduced public and partner satisfaction and confidence in PCC and OPCC 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> Strategic Partnership with WC has significantly improved capability and delivery Strategic work ongoing with WC to identify priorities, timescales and governance – expectation is for improved clarity surrounding ICT Regular meetings with service providers and increased monitoring occurring Test incident conducted with GCHQ Business continuity plans in place for all business areas PCC identified funds available for specific ICT projects in capital plan 	2	2	3	12		NEW
I9	18-Aug-15	Collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	<ul style="list-style-type: none"> PCCs do not wish to commission policing model provided Collaborative partners do not wish to pursue collaborative opportunities Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public Reduced influence of PCC to provide local accountability Effective and efficient service not delivered Reduced public and partner confidence and satisfaction in PCC and police Negative reaction from the public / media Criticism from Government / HMIC Damage to partnership relationships 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> Contracts and agreements in place for all collaborations Governance arrangements outlined in all collaborative agreements PCC / OPCC represented at relevant Boards where performance, finance, and strategic risks are managed CCs manage operational service risks and escalate to PCCs as required ACCs in place for Tri-force collaborations and regionalised services PCCs receive regular updates on collaborative service arrangements Collaborative arrangements standing agenda item on CMB HMIC undertake specific service inspections for collaborative arrangements and is also included in HMIC PEEL inspection regime Annual reports on collaborations to CMB detailing benefits provided 	2	3	3	18	15-May-17	Maintain - review in six months (Nov 2017)
I10	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMIC and adverse media attention Damaged relationship and reputation as an employer 	Reputational	<ul style="list-style-type: none"> Membership of APCC, APACE, and PACCTS All HMIC reports considered and responded to Appropriate staffing structure in place with clearly defined roles and responsibilities PCC staff conduct horizon scanning and provide regular briefings to the PCC 	2	2	2	8	12-May-17	Maintain - risk expanded to cover all legal responsibilities of the PCC

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
Topical Risks											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Not able to provide enough funds to Chief Constable to provide an efficient and effective police service Unable to commission required services due to reduced funding Unable to deliver P&C Plan priorities Further savings would need to be identified Reduction in reserves Reduced satisfaction and confidence in PCC and OPCC Criticism from Government / HMIC and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO D&C PCC is a member of the Technical Group and PCC able to channel his views through her Latest information suggests Minister will receive outcome of new formula in March 2017 - depending on outcome of review consultation is expected Spring 2017 leading to change in formula 2018/19 There will be no further work on the funding formula review during purdah PCC updated Wiltshire and Swindon MPs on low allocation of central funding and local impact Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review £1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16 	2	4	3	24	15-May-17	Maintain - unable to manage risk further until recommendation to Minister is known (this will be after purdah)
T2	06-Mar-17	Community Policing model does not deliver anticipated benefits	<ul style="list-style-type: none"> Anticipated benefits are reduced or not delivered Operating model is not sustainable Service quality decreases and visibility falls Satisfaction for victims and public falls Damage to reputation of PCC, OPCC, and Force 	Financial Operational Delivery Performance Reputation	<ul style="list-style-type: none"> Project team meeting monthly focusing on delivering benefits of model - OPCC is represented 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 report expected June 2017 – OPCC and Panel supporting evaluation Detailed evaluation specification in place Review score after receipt of evaluation report 	2	2	4	16	15-May-17	NEW - score to be reviewed following receipt of evaluation report (expected June 2017)
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<ul style="list-style-type: none"> ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) Commons Public Accounts Committee has been told that ESN will be running in September 2020 Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown Negative reaction from the public / media Damage to reputation of PCC, OPCC, and Force Limited control due to national programme 	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> PCCs represented by PCC Katy Bourne on HO Oversight Group National meetings taking place at which police forces are represented Motorola proposing recommended solutions to HO in June 2017 There will be no further announcements during purdah CC SW representative – information more received more timely and increased force focus Situation reviewed by the Public Accounts Committee and has national profile 	4	4	2	32	15-May-17	NEW - no further announcements will be made during purdah
T4	18-Aug-15	Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010	<ul style="list-style-type: none"> Failure of the PCC to hold the CC to account Wiltshire Police does not fulfil legal duty and values of organisation Wiltshire Police does not reflect the diversity of the community it serves Failure to identify and respond to demands of diverse communities Reduced public satisfaction and confidence – disproportionate effect in diverse communities Reputational damage to PCC, OPCC and Police Increased risk of HR tribunals and litigation Damaged relationship and reputation as an employer 	Legal Operational Delivery Reputational	<ul style="list-style-type: none"> Assessment undertaken of victim's vulnerability, including aspects of diversity Specialist support services in place for ensuring support for a range of diverse groups Force has S&S policies in place and is BUSS compliant Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity HR Policies set out obligations and procedures to meet Force duties Recruitment, redeployment and support policies in place Diversity Inclusion Strategy produced by the Force and presented to CMB in September 2016 – CMB provided with regular updates Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants Force presented CMB with comprehensive action plan to address areas for improvement Updates will now be provided by exception through the usual performance mechanisms 	2	3	3	18	15-May-17	Maintain - Internal Audit review due to take place Oct 2017

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BALANCING THE 2017-18 BUDGET

Purpose

1. This paper informs the Panel on the actions taken to balance the 2017-18 budget and early planning for the 2018-19 budget.

Background

2. In February 2017, the Panel received a paper that set out the PCC's plan to in set an overall budget of £105.898m. This required a 1.9% increase in the police part of the precept. Due to a 1.3% reduction in central funding, this increase only led to a £0.204m (0.2%) increase in the overall budget. With pay/price inflation and other growth pressures on the budget, significant savings were required to balance the budget. These savings are in excess of the £17.680m previously identified since austerity started in 2011.
3. The paper informed the Panel that the PCC intended to use £1.439m of reserves. This can only occur for one year but evens up the savings requirement over 2 years. This reduced the savings the Chief Constable had to find. The savings requirement was;

	2017-18 CC Budget
Initial Funding gap	£3.719m
Use of reserves	-£1.439m
New Savings requirement	£2.280m

2017-18 Budget

4. In the detailed process of setting the budget £0.156m of small savings was identified; this reduced the savings required to £2.124m. Appendix A shows the savings alongside those previously made; this results in total savings delivered of £19.804m since 2011. These savings are in line with the Plan reported in the 11 January paper to the Panel.
5. Within the £105.898m budget is £0.250m of investment income. For national police objective analysis this must be removed leaving a net budget of £105.648m. The table below breaks down the budget over the various policing headings. This information will again be used for comparison against similar forces. The 2016 HMIC VFM statistics report that Wiltshire spends less per head of population in every single area when compared to the average for forces in our most similar group.

6. The increase in spend on Local Policing is due to the implementation of the Community Policing Team model. This has seen a number of officers and staff previously classified as Investigation move to the new teams.

Summary	2016-17 £000's	2016-17 Split	2017-18 £000's	2017-18 Split
Local Policing	29,712	28.2%	33,595	31.8%
Dealing with the Public	7,000	6.6%	7,038	6.7%
Criminal Justice	7,103	6.7%	7,591	7.2%
Specialist Ops (RPU+Sp)	6,726	6.4%	6,552	6.2%
Intelligence	4,172	4.0%	4,104	3.9%
Investigation (Inv+Inv Sup)	22,878	21.7%	18,841	17.8%
National Policing	790	0.7%	685	0.6%
Support (incl Chief Officers)	24,212	23.0%	23,744	22.5%
OPCC	1,946	1.8%	2,114	2.0%
Reserves	-1,920	-1.8%	-1,439	-1.4%
Capital Fin.and Pensions	2,827	2.7%	2,823	2.7%
Total	105,445	100.0%	105,647	100.0%

2018-19 Budget

7. Early work on the 2018-19 budget has started. A review of income post the 2017-18 settlement suggests the funding available to the PCC will be in the region of £106.431m, a £0.532m (0.5%) increase. This assumes that the government policy of expecting PCCs to raise council tax by 1.9% to cover a cut in central funding continues.
8. With inflation on pay of 1%, other policing pressures and the need to finance the £1.4m use of reserve in 2017-18, the forecast savings requirement is £2.4m.
9. With over 80% of costs wages related, savings will have to come from this area. The early planning has focused on the continuing modernisation of Wiltshire Police with further moves towards community focused PCSOs and Local Crime Investigators taking the place of warranted officers. Other areas of focus include collaboration, with further savings expected. If the plans are agreed by the Chief Constable and the PCC, these will deliver £2m of savings.

Risk

10. By using reserves a risk is created; however by balancing the savings over 2 years it provides the Chief Constable time to reduce expenditure in a planned way. With emerging threats and reduced resources there is a risk that the Police and Crime Plan outcomes will not be delivered. This is a live risk on the risk register.

Conclusion

11. This paper summarises where the savings have been derived from in past years and the current expectations surrounding 2018-19.

Cashable Savings Delivered

The cashable savings delivered, due to funding reductions and growth requirements, via the Vision Programme and 2016-17 and 2017-18 efficiency strategy are split per workstream below;

	Pre 16-17 Savings £m	2016-17 Savings £m	2017-18 Savings £m	Total £m
Business Strategy	0.416	0.000	0.000	0.416
Corporate Communications	0.108	0.000	0.000	0.108
Finance	0.126	0.000	0.000	0.126
Admin and Transactions	0.611	0.000	0.000	0.611
Citizen Focus	0.868	0.000	0.000	0.868
ACPO	0.342	0.000	0.000	0.342
Justice	0.794	0.000	0.000	0.794
Investigation and Intelligence	2.387	0.000	0.000	2.387
Operations Support (Tri/Br.)	1.982	0.000	0.240	2.222
Senior Police Officers	0.106	0.000	0.000	0.106
Fleet and Services	0.103	0.130	0.000	0.233
Air Support	0.000	0.160	0.085	0.245
Information Management	0.326	0.000	0.000	0.326
People Services	1.707	0.000	0.000	1.707
Custody	0.304	0.000	0.000	0.304
Contact Management	0.494	0.000	0.000	0.494
General Expenditure	3.002	0.050	0.336	3.388
Estates Portfolio	0.571	0.083	0.000	0.654
Forensics	0.363	0.000	0.151	0.514
Management Savings	0.609	0.000	0.000	0.609
ICT/Mobile and Remote	0.300	0.251	0.000	0.551
Command Savings	0.500	0.000	0.000	0.500
ECC Consolidation	0.246	0.000	0.000	0.246
CPT Workforce Mod.	0.000	0.000	0.350	0.350
5 Officer removal	0.000	0.000	0.220	0.220
Vacancy factor	0.000	0.000	0.382	0.382
NI/Pensions savings	0.000	0.000	0.360	0.360
Enquiry Office	0.182	0.000	0.000	0.182
PCSO Reduction	0.559	0.000	0.000	0.559
Total	17.006	0.674	2.124	19.804

The total savings delivered since 2011 now amount to £19.804m.

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