

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: The Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Thursday 14 September 2017
Time: 10.30 am

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

Membership:

CLlr Junab Ali - Swindon Borough Council
CLlr Abdul Amin - Swindon Borough Council
CLlr Alan Bishop - Swindon Borough Council
CLlr Richard Britton - Wiltshire Council
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

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AGENDA

Part I

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

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 5 - 10*)

To confirm the minutes of the meeting held on Thursday 29 June 2017.

3 **Declarations of interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 8 September 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.

6 **Review of Community Policing**

Update from the OPCC.

7 **999 television programme**

Mike Veale - Chief Constable, Wiltshire Police will give a short update on Wiltshire Police and the 999 television programme.

8 **Quarterly data (Q1)- Performance / Risk / Finance / Complaints (Pages 11 - 76)**

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

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

9 **Staff Survey**

Update from the OPCC.

10 **Questions to the Commissioner (Pages 77 - 78)**

11 **Forward Work Plan (Pages 79 - 80)**

To note the forward work plan.

12 **Future meeting dates**

To note the future meeting dates below:

- **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

WILTSHIRE POLICE AND CRIME PANEL

MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 29 JUNE 2017 AT WESSEX ROOM - THE CORN EXCHANGE, MARKET PLACE, DEVIZES, SN10 1HS.

Present:

Cllr Peter Evans (Substitute), Cllr Anna Cuthbert, Cllr Ross Henning, Cllr Brian Mathew, Cllr Jonathon Seed, Cllr Junab Ali, Cllr Abdul Amin, Alan Bishop, Cindy Creasy and Chris Henwood

Also Present:

Cllr Sue Evans

14 **Appointment of Chairman and Vice-Chairman**

Resolved:

To elect Councillor Richard Britton as Chairman for the forthcoming year.

To elect Councillor Junab Ali as Vice-Chairman for the forthcoming year.

15 **Apologies for Absence**

Apologies were received from Councillor John Smale, who was substituted by Councillor Peter Evans.

16 **Minutes and matters arising**

Resolved:

To approve and sign as a correct record the minutes of the meeting held on 2 March 2017.

Note: As the Chairman had to leave the meeting before it concluded, the minutes were signed after the meeting by the Vice-Chairman.

17 **Declarations of interest**

There were no declarations of interest.

18 **Chairman's Announcements**

Through the Chair it was stated following the last annual conference of Police Commissioners there had been the suggestion of creating a national association of

Police and Crime Panels as well. The Chairman would keep the Panel updated as to any progression.

There would be an LGA workshop on 12 July 2017 in Faringdon principally related to scrutiny of fire services, but which would also be relevant to Police and Crime Panels.

On behalf of the Panel the Chairman also acknowledged the well-deserved award of an MBE to the Police and Crime Commissioner in the Queen's Birthday Honours for his many years of public service.

19 **Public Participation**

There were no statements or questions submitted relevant to the Panel's remit.

20 **PCC Annual Report**

All Police and Crime Commissioners are required to produce an annual report on performance against a Police and Crime Plan, including financial information. The report would be a public facing document, and the Panel have a duty to comment upon it prior to publication.

Angus MacPherson, Police and Crime Commissioner, presented the draft annual report, highlighting key achievements, challenges, delivery of aims and a financial overview. He emphasised that performance monitoring was constant, and that despite evolving threats Wiltshire was one of only seven police forces which had received a rating of 'good' in all areas of business assessed by the Police Effectiveness, Efficiency and Legitimacy (PEEL) programme from Her Majesty's Inspectorate of Constabulary (HMIC). Other details noted in the report was recorded crime being up 11%, with domestic burglary a majority priority which was receiving additional resource. He also commented upon recent terrorist acts, and commended the Chief Constable for his leadership, and all the staff for their work on the frontline to protect the people of Wiltshire.

The Panel discussed the draft report and sought additional detail from the Commissioner. In response to queries it was stated there had been a trend in falling anti-social behaviour, though this was to some degree likely to be due to recategorization of some offences as violence without injury crime, of which there had been an increase. As noted in the report, however, there had been genuine increases in some specific crime types.

The 10,000 who had signed up to community messaging from the police was discussed, with comments on how this could be expanded working with partners such as the fire service and local councils, and it was felt the Panel should write to both local authorities to encourage cooperation to improve the system's reach, as well as avoid duplication of effort.

It was noted that considerable savings had been made, and that although they had performed well in the circumstances, Wiltshire remained one of the lowest funded

forces in the country. Details of lobbying efforts to central government for a funding formula that reflected in a fairer way the increased costs arising from rurality and other issues that impacted the cost of policing in Wiltshire were noted, although it was stated the funding formula was unlikely to be reviewed in the short term. However the Panel requested a public letter be sent to the new policing minister on the subject.

Other topics discussed included increased involvement of the commissioner with the Criminal Justice Board, recruitment and retention of Special Constables, in particular signposting volunteers to other areas they could assist if they were unable to progress to be a Special, police morale, high retirement rates, emphasising the scrutiny function of the Panel and detailing how the Chief Constable was held to account by the Commissioner.

Suggestions were also made on layout and presentation of the draft annual report, including listing the partners worked with and display of performance data.

Resolved:

For the Office of the Police and Crime Commissioner to take into account the comments raised by the Panel in the meeting and to redraft the annual report as appropriate.

21 **Quarterly data (Q4)- Performance / Risk / Finance / Complaints**

Performance

The Police and Crime Commissioner presented a report on performance information for the fourth quarter 2016-17, being 1 January-31 March 2017, before receiving questions from the Panel.

It was noted that domestic burglary rate had increased, and while it was the case as detailed in the report that the rate had risen from a very low base, there was concern from some members that the focus on that historic low base meant the significant increase was being seen in the wrong context, as the intent would be ensure it stayed low. There were also questions on how racially motivated crimes were noted and recorded.

It was also felt that including headline figures of more than just the preceding quarter would be useful for comparative purposes, in order to identify any trends rather than what might seem as anomalous quarterly increases.

Risk

The risk register was also presented. Details were sought on unsuccessful attempts to collaborate with other police services such as Avon and Somerset, and how much specific risk should be listed as a result. There were also questions on the delayed implementation of a new communications system, which was impacted by national issues relating to coverage from the contractor.

In response to queries it was confirmed that projects were reviewed more frequently than once a quarter to monitor progress, even though the register itself was only updated quarterly.

Complaints

The Panel also received a report from Professor Allan Johns on the monitoring of professional standards, including complaint appeals for the past year. It was stated Wiltshire was not out of line with national figures in seeing a high number of complaints, the vast majority of which received local resolutions, and it was not felt there were concerns at the efficiency and effectiveness of the processes. It was also noted that discussions were underway with the commissioner's office on undertaking a review with regard to compliance in respect of the recording of complaints, and the Panel requested details at its next meeting should a review take place, which the Panel felt it should.

Details were sought on the number of appeals being upheld, the obligation of officers and staff to report wrongdoing, recording of complaints, source of complaints and other matters as noted in the report.

Resolved:

To note the updates as detailed.

22 Deficit/Savings Report

A report was received on actions taken to balance the 2017-18 budget and early planning for the 2018-19 budget. Following a 1.9% rise in the police precept, 1.3% reduction in central funding and growth pressures on the budget, a total of £2.280m of savings needed to be identified.

Details of the savings for 2017-18 as well as savings achieved in previous years were provided, with reductions coming through operations support, managing vacancies, pensions savings and forensics. It was noted over £2m have been saved since 2011 through improved collaborations such as the Tri-Service and Firearm training facility, and that legal agreements determined how much each collaborator saved as a result. The largest amount of savings overall, and another £0.336m for 2017-18, was from General Expenditure, which included general training, travel, equipment sets and other associated expenditures.

Details were also provided on forecast savings for 2018-19 of £2.4m, with focuses on further moves toward community focused PCSOs and Local Crime Investigators, as well as additional collaboration. The Panel were informed it was anticipated the plan would lead to a balanced budget.

Resolved:

To note the update.

23 **Review of Community Policing**

The meeting was informed a review on the Community Policing model was ongoing and a report would be published in July 2017, which would enable further adjustments if appropriate once the model could be evaluated. Key questions would include how well the model had been embedded, if it was effective at improving customer experience, community and staff wellbeing and the public perception. Staff had been surveyed and there had been hundreds of public responses to a consultation on the model.

The Panel discussed the Community Policing model, noting that it was important that implementation had been consistent, and that areas where this had not been achieved would need early identification to address. It was also commented that more written updates from the community teams would be of assistance to local democratic bodies and the public.

To note the update.

The Chairman left the meeting at 1300. Councillor Junab Ali in the Chair.

24 **Restorative Justice**

A brief update was received on the Restorative Justice programme (insert video link), with referrals into the service, designed to rehabilitate offenders through engagement and reconciliation with victims and the community.

25 **Specials Recruitment**

An update was provided on the recruitment of Special Constables, with 68 who had completed the training and over 200 candidates attending the initial experience day, testing fitness levels and other issues. Specials would be allocated to community policing teams.

The Panel noted that the main priority was retainment, not merely recruitment, and it was stated feedback from Northampton Police had been of attrition rates of 40%.

In response to concerns about regular constables and Police Federation acceptance of Specials, it was stated there had been an increase in support, as staffing levels required their assistance. The Panel also highlighted the importance of signposting candidates to other areas they could volunteer or assist, should they not be able to be appointed as a Special Constable.

Details were also sought on whether there was a split between the main urban and rural areas of Wiltshire in terms of candidates.

Resolved:

To note the update

26 **Member Questions**

Two questions had been submitted, which would be circulated with the minutes.

27 **Forward Work Plan**

The forward plan not having been included with the agenda, it would be circulated after the meeting.

28 **Future meeting dates**

The next meeting of the Police and Crime Panel will be on 14 September 2017.

Future meeting dates were: 7 December 2017.

(Duration of meeting: 10.30 am - 1.30 pm)

The Officer who has produced these minutes is Emily Higson, of Democratic Services, direct line 01225 713990, e-mail emily.higson@wiltshire.gov.uk

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



Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter One 2017-18 (1 April to 30 June 2017)

For Police and Crime Panel meeting 14 September 2017



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Introduction by Commissioner Angus Macpherson

This document provides the performance information for quarter one against my Police and Crime Plan 2017-20.

This is the summary performance report for quarter one 2017-18.

All further information and details of delivery against the Police and Crime Plan is contained in my annual report 2016-17 which was published on 4 September.



Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon

September 2017

2016/17 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		

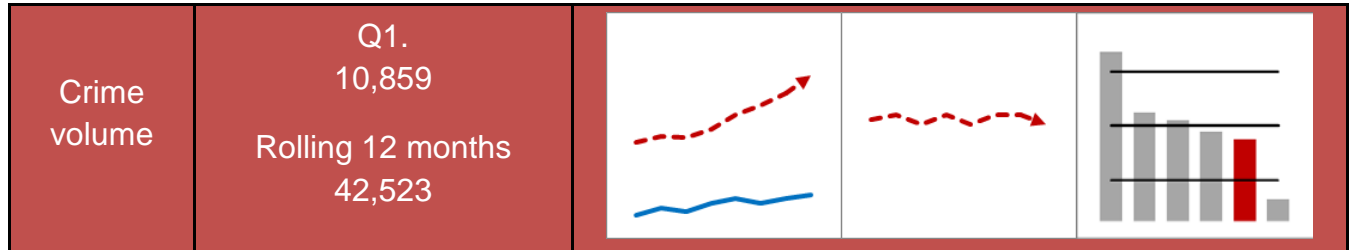
Priority 4: Secure high quality, efficient and trusted services			
Measure	Data	Infographic	Context
Public Confidence	81%		Stable and high
Wiltshire Police deal with things that matter to the community	75%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	65%		Significant 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

2017/18 amended performance dashboard in line with new plan

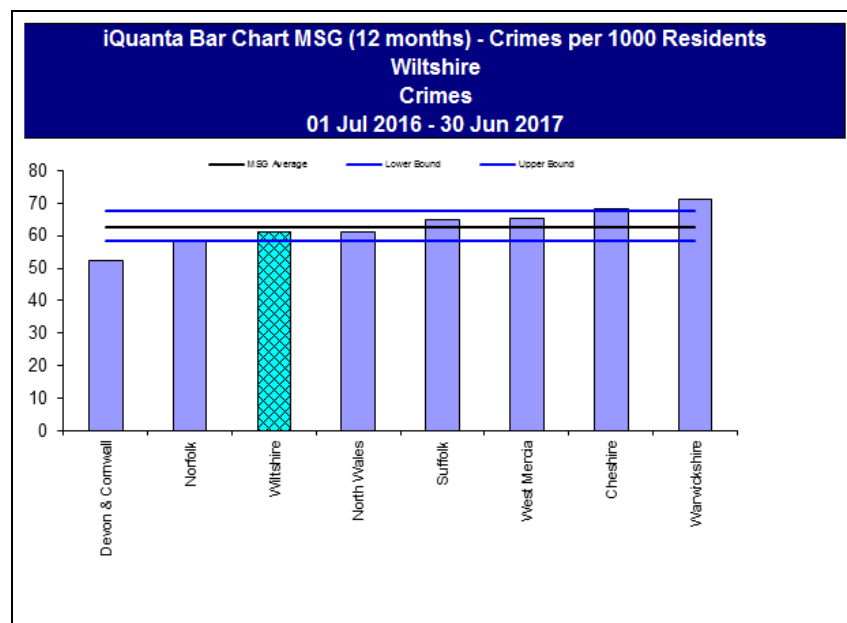
Priority 1: Prevent crime and keep people safe				Priority 2: Protect the most vulnerable people in society				Priority 3: Put victims, witnesses and communities at the heart of everything we do				Priority 4: Secure a quality police service that is trusted and efficient			
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context
Crime volume	10,859		Increasing trend but in line with peers	S136 Arrests	67		Decreasing trend	Satisfaction of victims with the whole experience	79.9%		In line with peers	Average time to answer CrIB call	5mins 3 sec		Significant increasing trend
Crime recording compliance	90%		Good	Number of Missing Individuals	476		Stable	Satisfaction with being kept informed				Average time to answer 999 call	5 sec		Stable
Cyber flagged + Key word	394		Stable	Volume of CSE crimes	46		Recent monthly Increases	Satisfaction with ease of contact				Abandonment rate	22%		Significant increasing trend
Hate crime volume	147		Slow increasing trend	Volume of DA Crime (ACPO defined)	1238		Stable	Satisfaction with treatment				Immediate response time (Interval)	10mins 37 sec		Improving trend in time it takes
Outcome rate	15.7%		In line with MSG but lower than national average	Volume of Sexual Offences (Recent / Non Recent)	460		Recent monthly increases but in line with peers	Conviction rates	92%		Stable and high	Priority response time (Interval)	54mins 6 sec		Improving trend in time it takes
ASB volume	4799		Long term reducing trend with short term increases					% of cracked or ineffective trials due to prosecution	12%		Stable	Complaint cases recorded	153		Stable
Overall confidence with the police in this area	80.40%		Long term stable picture, with recent decline driven by drop in visibility					Number of times Officers used live links	63		Stable	% Complaints recorded within 10 working days	98%		Stable and high
KSI- Collisions	45		Decreasing trend					Number of times virtual court used	61		Discrete monthly increases	Complaints average number of days to record	3 days or less		Stable and low
Special Constables hours deployed	17,857		Increasing trend					Restorative Justice level 1	40		New data, no trend available	Percentage of appeals upheld	80%		Long term stable picture with recent increase
Number of Volunteers in post	N/A							Subject to change				Morale of staff - Staff Survey	N/A		
												Number of actual days lost per person	13.7		Long term reducing trend

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1. Prevent crime and anti-social behaviour

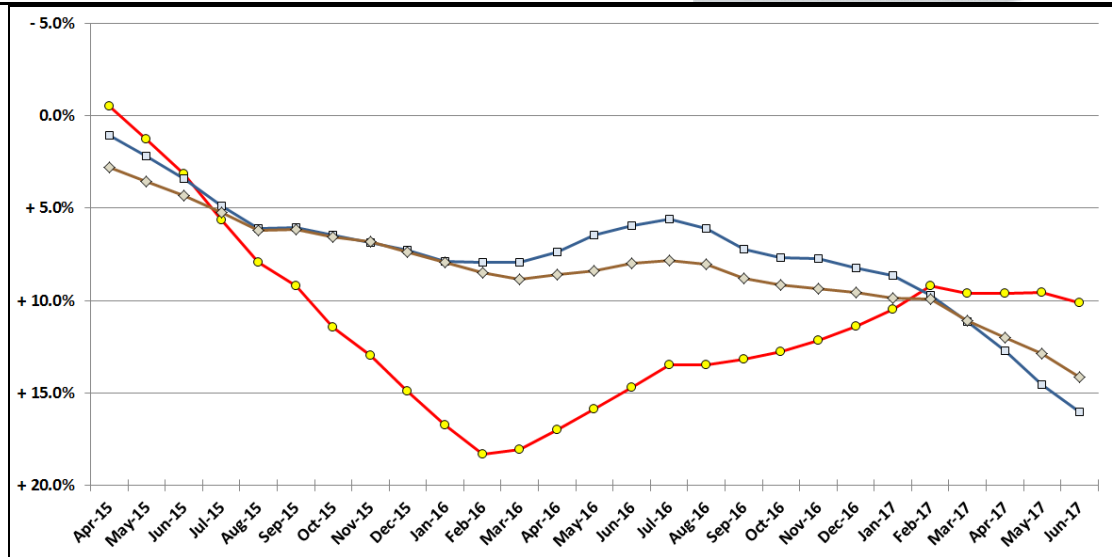


1. Crime volume was well documented in the previous report. The most recent analysis shows a similar picture in quarter one with the current recorded crime rate per 1,000 population being lower than most similar group (MSG) peers and national averages, but statistically in line, as shown in the chart below:



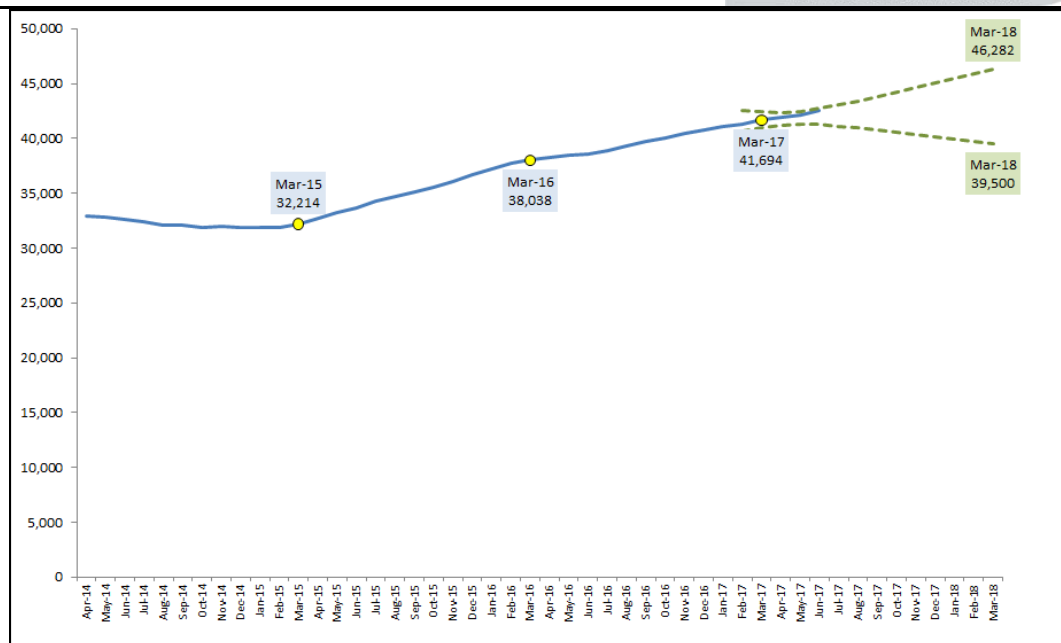
All crime up to June 2017 – most similar group (MSG) position

2. Wiltshire's percentage increase in crime compared to the previous year has been steadily reducing since July 2016 as can be seen in the graph below. This shows a different direction of travel compared to the MSG and whole of England and Wales where the trend is increasing.



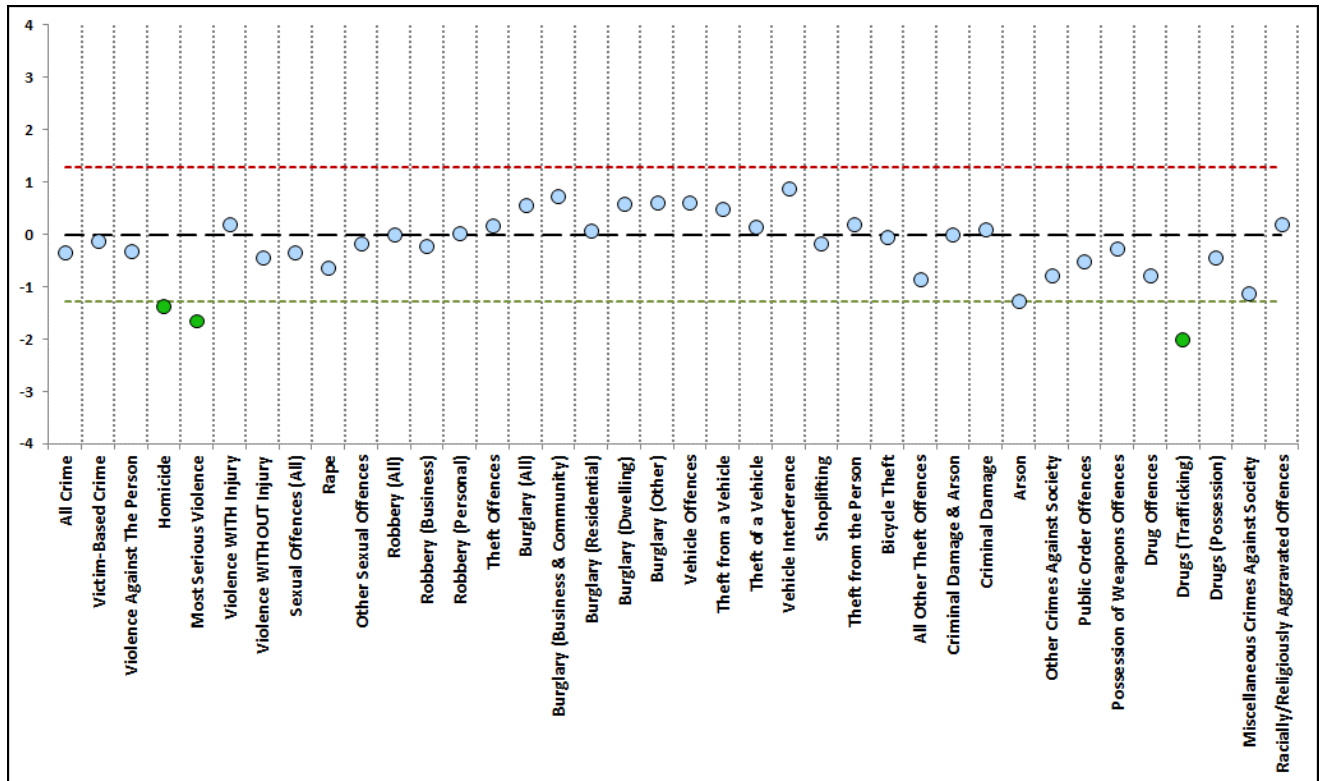
All crime up to June 2017 – percentage change compared to previous year trend

3. Information published in iQuanta and ForceSight (a Microsoft Excel analytical product that compares Forces on a regional and national scale) show that there were 10,859 crimes recorded during quarter one.
4. In the 12 months to June 2017, 42,523 crimes were recorded. This represents an increase of 3,911 crimes reported (10.1 per cent) when comparing the most recent, to the previous 12 months to June. Nationally there was a 14.1 per cent increase for the same period.
5. By quickly adopting crime recording recommendations following an inspection by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in 2014-15, Wiltshire has continued to record crime to an accurate and expected level. This improvement has happened at a quicker rate than other forces nationally and is now stabilising whilst other forces are seeing an increase as highlighted in the chart above.



All crime up to June 2017 – forecast up to the end of 2017-18

6. It is forecast that, by the end of the 2017-18 financial year, between 39,500 and 46,282 crimes will be recorded, as displayed in the chart above. This forecast will become narrower and more reliable with every month of 2017-18 that passes.
7. 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).
8. The data points are z-scores which represent how far Wiltshire's rate of change within each group is from the average.
9. For example, Wiltshire has increased by 10.1 per cent and nationally there has been a 14.1 per cent increase. To help us understand whether this difference is normal or an exception, a z-score is applied.
10. The z-score for all crime is -0.35 which represents 0.35 standard deviations below average. Any data point ± 1.28 standard deviations is considered statistically exceptional using this chart.

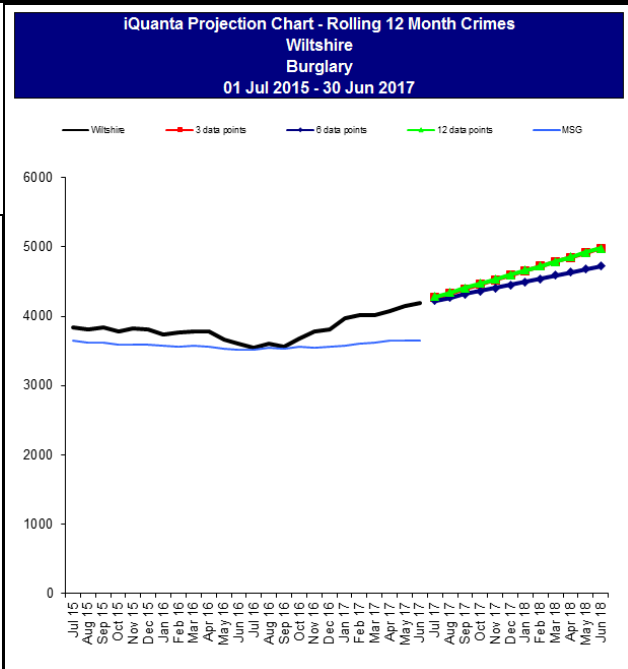
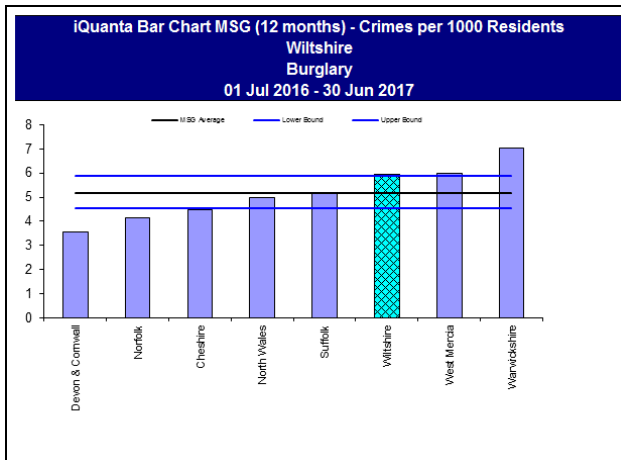


Z-Score chart comparing all crime types

11. Based upon the evidence presented in the above z-score chart. Wiltshire is an outlier for three crime types which shows the Force as having statistically significant low volumes of drug trafficking, homicide and most serious violence. All other crime types are within statistical bounds.

12. Previous reports have highlighted that the Force and I are concerned with the increasing crime trend for dwelling burglary and the ability to provide the victim with a positive outcome. Since April 2017 the way burglary is recorded has changed nationally and new categories are not directly comparable to the previous ones. This change has affected the ability of forces across the country to accurately submit the number of offences recorded as some are still in transition and therefore the national rate of change may fluctuate over the coming months.

13. In the year to June 2017 there were 4,197 burglaries in Wiltshire which represents an increase of 16.3 per cent or 589 additional crimes compared to the same period last year.



Burglary up to June 2017 – most similar group (MSG) position and trend

14. Nationally, there has been a 6.2 per cent increase in dwelling burglary, with 27 other forces recording increased volumes compared to the previous year.
15. Wiltshire's rate of increase up to June 2017 is the fifth highest nationally. This is primarily driven by two factors. The first being the ongoing series of linked burglaries affecting areas across Wiltshire and Swindon and secondly, because Wiltshire has come from a position of exceptionally low volume.
16. I asked for a report from the Force and received the following from ACC Kier Pritchard:

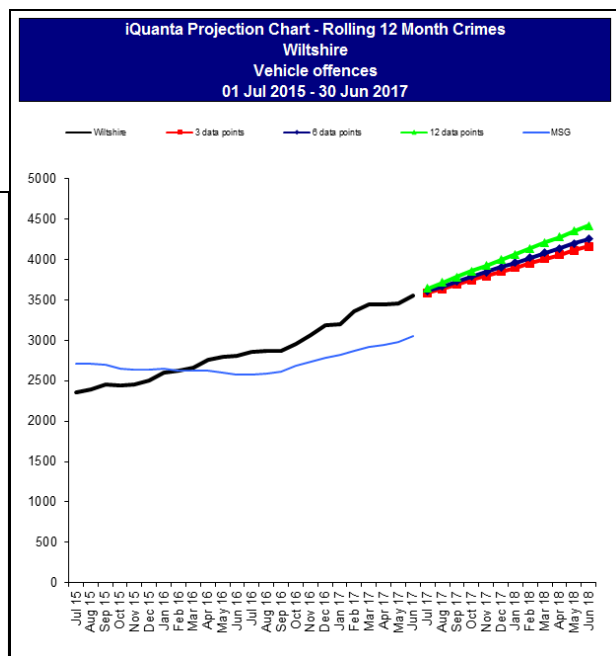
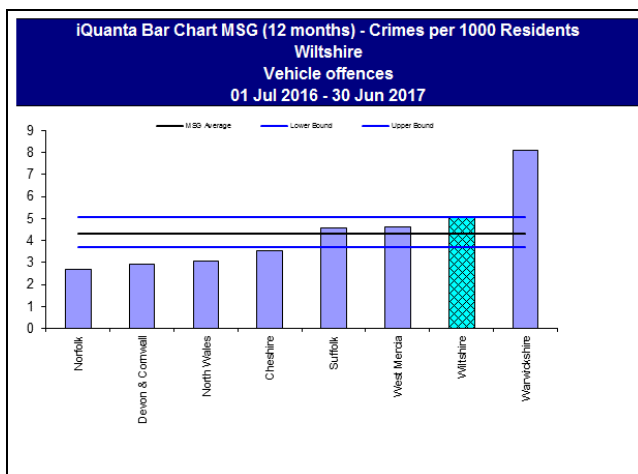
“Further to the decline in Dwelling Burglary performance, an improvement plan was commissioned and burglary was made a new force priority alongside the control strategy. The head of crime, Superintendent Deb Smith developed a detailed improvement plan set against the structure of prevention, preparing the work force, pursuing those responsible and protecting the community.”

“The plan has addressed standards of investigation, process improvements surrounding forensic hits received from Operation Sprite and led to the introduction of dedicated resources in each policing hub to coordinate activity. Further to the CPT six-month evaluation, additional proactive resources have been placed into each

policing hub to support the community policing teams, a key focus of these teams is to prioritise dwelling burglary series offences.”

“Supt Smith holds a monthly burglary improvement tactical board with key internal members of the force. Progress is reported to Force tasking and performance assurance on a monthly basis, chaired by me. It also reports through the Senior Command Team and the Strategic Delivery and Transformation (SD&T) board, chaired by the Chief Constable where progress and performance is monitored and scrutinised.”

- 17. The volume of vehicle offences recorded in the year to June 2017 was 26.2 per cent higher than the previous year. This equates to a total of 3,549 offences, 737 more than the previous 12 months.
- 18. Vehicle offences are increasing nationally (16.5 per cent) and regionally (14.5 per cent) with 41 forces recording increases.
- 19. Wiltshire’s rate of increase for the volume per 1,000 population is the seventh highest nationally. This rate of change is not significantly worse than peers. However, very close to being so.



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

- 20. The most notable increases in vehicle crime have occurred in Swindon, Trowbridge,

Melksham and east Wiltshire.

21. 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.

22. 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.

Crime recording compliance rate	90.9 percent	
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23. 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.

24. 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.

25. 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.

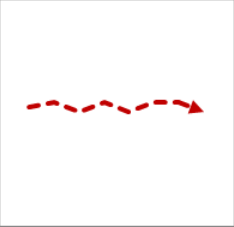
26. To achieve this, a Crime and Incident Validation Unit (C&IVU) was created with the sole purpose of reviewing all crimes and specific incident categories which may risk inaccurate recording to enable compliance with national standards, swift correction of any errors identified and timely feedback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

27. Since November 2016 the C&IVU has consistently been understaffed. Consequently, the unit was unable to review and audit the same volume of incidents as they did prior to being understaffed.

28. During quarter one, HMICFRS conducted a crime data integrity inspection in Force. The inspection primarily focused on the accuracy of incidents being accurately recorded as crimes relating to rape, sexual offences and violence.

29. HMICFRS issued the Force with a 'good' rating for crime compliance and acknowledged the impact that understaffing the C&IVU had on the overall crime compliance rate. The results of this inspection are soon to be published. The Force is confident that its performance will place Wiltshire in a strong position compared with other forces in the country.

30. An internal review focusing on the sustainability of the C&IVU is to take place soon and an update should be provided in the quarter two report.

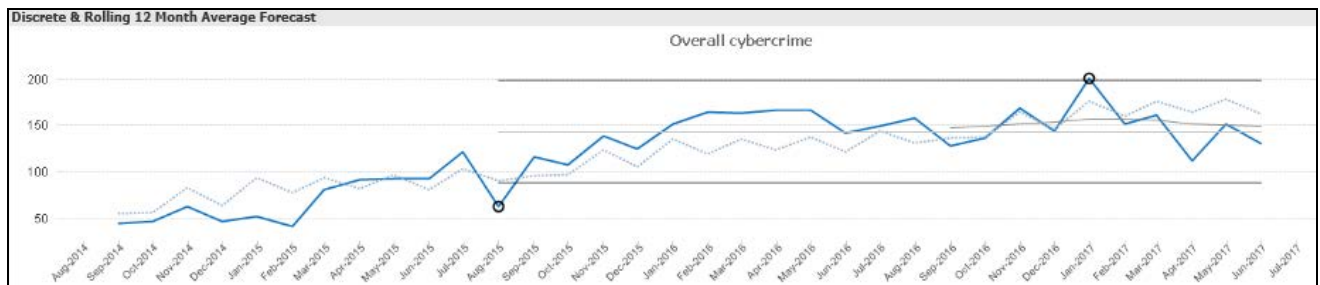
<p>Cyber flagged + Key word</p>	<p>Q1 394 crimes in total 131 monthly average</p>	
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31. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

According to the National Crime Agency (NCA) cybercrime is found in two forms:

“Cyber-dependent crimes can only be committed using computers, computer networks or other forms of information communication technology (ICT). They include the creation and spread of malware for financial gain, hacking to steal sensitive personal or industry data and denial of service attacks to cause reputational damage.

“Cyber-enabled crimes, such as fraud, the purchasing of illegal drugs and child sexual exploitation, can be conducted on or offline, but online may take place at unprecedented scale and speed.”¹



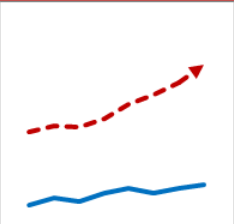
Cybercrime June 2017 – rolling 12 months and discrete monthly volume

32. In Wiltshire during quarter one, there were 394 cybercrimes recorded and 1,793 crimes reported in the 12 months to June 2017. It is evident from the chart above that the trend is stable and the volume of cybercrime reported is lower than originally

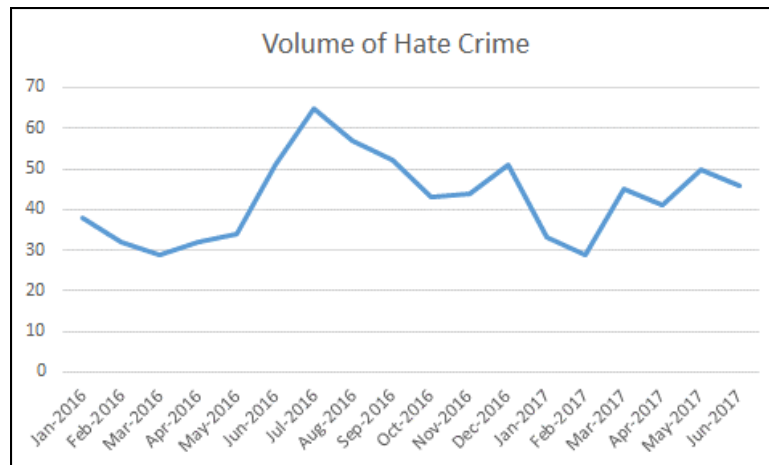
forecasted.

¹NCA Strategic Cyber Industry Group Cyber Crime Assessment 2016

<http://www.nationalcrimeagency.gov.uk/publications/709-cyber-crime-assessment-2016/file>

Hate crime	<p>Q1 147 hate crimes</p> <p>Rolling 12 months 556 crimes</p>	
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33. Since January 2016 the volume of hate crime has steadily increased, influenced by key events covered by the media such as Brexit and the terror attacks in Manchester and London.



Discrete monthly volume of hate crimes reported un to June 2017

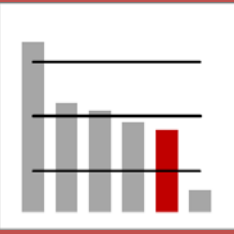
34. Analysis for this crime type is discussed in fortnightly tasking meetings chaired by superintendents where the Force’s key local threats, harm and risk are discussed.

35. In the 12 months to June 2017, there were 556 crimes reported which equates to 1.3 per cent of all crime reported to the Force in that period. In quarter one, there were 147 hate crimes reported, which was 30 more crimes compared with the same period last year. This is the equivalent of 1.5 offences reported per day.

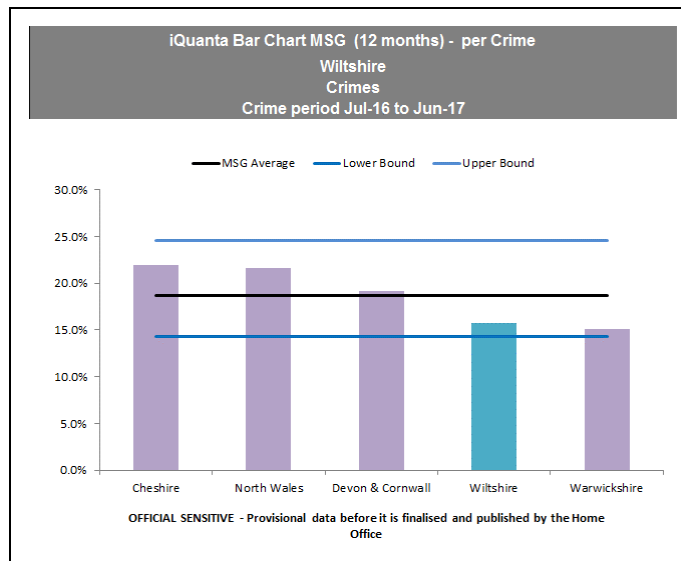
36. Please see the table below for the distribution of hate crimes reported during quarter one. It is worth noting that one crime can be tagged with multiple national incident

category list (NICL) prejudice tags.

Reported hate crimes April to June 2017		
Type of hate crime	Hate crimes reported	Percentage of hate crime
Prejudice - Racial	99	67.3%
Prejudice - Sexual orientation	17	11.6%
Prejudice - Religion	17	11.6%
Prejudice - Disability	12	8.2%
Prejudice - Transgender	2	1.4%
Total	147	

Outcome rate	Rolling 12 months to June 2017 15.7 per cent	
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37. In the year to June 2017 the outcome rate for Wiltshire was 15.7 per cent. This is statistically in line with peers but three per cent lower than the average in the MSG (18.7 per cent). This is represented in the chart below.



Outcome rates up to June 2017 – most similar group (MSG) position

38. The Force are aware that the outcome rates for dwelling burglary and rape are low and are actively seeking to improve the outcome rate and the service provided to the victims of these crimes. A progress update has been outlined in points 16 and 80 of the report.
39. The evaluation report for dwelling burglary is due to be presented to the Force SCT in the next month.
40. The outcome rate for dwelling burglary in the 12 months to June 2017 was 4.8 per cent and remains behind the regional rate of 8.9 per cent and national rate of 7.2 per cent.

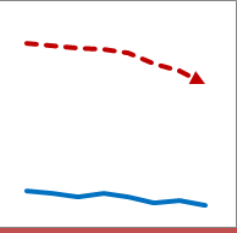
	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
FORCE	4.9%	4.5%	4.7%	4.8%	4.9%	4.8%
North & West	5.8%	5.5%	5.3%	5.3%	5.9%	5.9%
South & East	4.3%	4.2%	4.3%	3.8%	3.7%	4.1%
Swindon	4.5%	4.0%	4.5%	5.0%	4.8%	4.6%

Force and hub level dwelling burglary outcome rates up to June 2017.

41. Rape outcomes have seen a decreasing trend both nationally and in Wiltshire. This is mainly influenced by a large increase in crimes reported as we see people becoming more willing to report sexual acts following high profile sexual abuse scandals.
42. This increase in the volume of cases directly has an impact on the staff workloads and time in which it takes to investigate the crime.
43. Rape cases typically take longer than other crimes to get through the criminal justice process.
44. The rolling 12 months to June 2017 shows Wiltshires outcome rate as 2.4 per cent against an MSG average of 3.3 per cent. We know that a large proportion of the cases fall during investigation. These are mainly through a lack of evidence following victim support.
45. The Force is currently reviewing its investigative models to ensure all can be done to

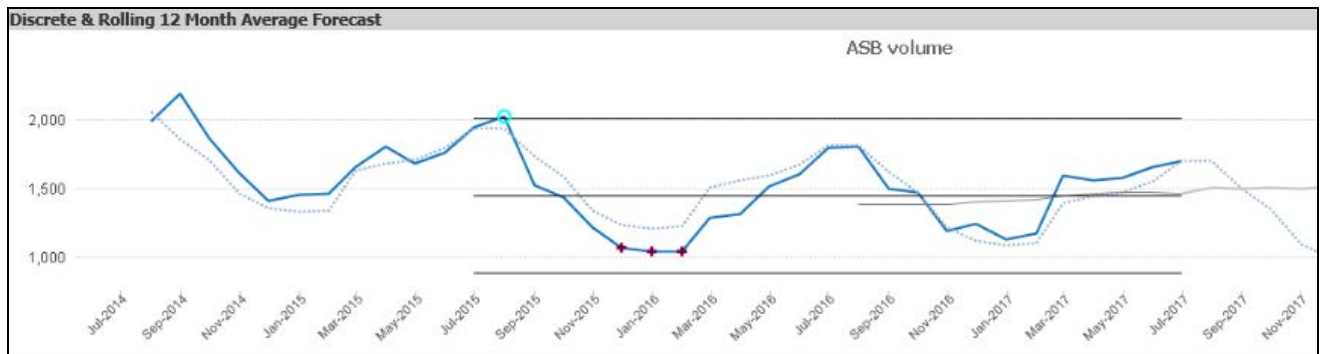
provide positive outcomes to victims in this highly impactful area. The review will also look to ensure that a consistent service is provided across the entire county.

46. The findings of this review are managed through a governance board of which my office is represented.

ASB Volume	Q1. 4,799 incidents Rolling 12 months 17,691 incidents	
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47. The volume of anti-social behaviour (ASB) has seen an increase of 904 incidents between quarter four and quarter one. This increase is not deemed exceptional and follows the seasonal pattern. There were 4,799 incidents reported during quarter one.


48. There was a total of 17,691 incidents reported in the 12 months to June 2017 which equates to a four per cent increase on the 17,013 incidents recorded in the 12 months to June 2016.



ASB up to June 2017 – rolling 12 months and discrete monthly volume

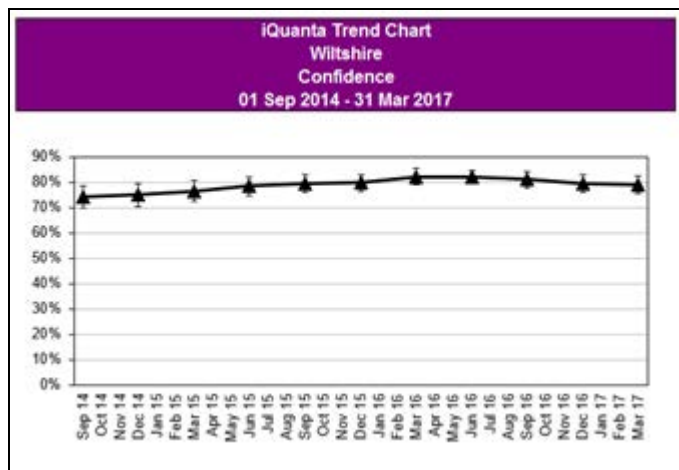
49. Despite there being a small increase in ASB when comparing the 12 months to June 2016 with 2017, the overall long-term figure is steadily reducing and following a seasonal pattern.

50. This links to the correlating trend with the recording of public order as outlined in the overall crime section of the previous Q4 report.

Overall confidence with the police in this area	80.4 per cent (±2.1 per cent; Wave 16 Spring/summer 2017)	
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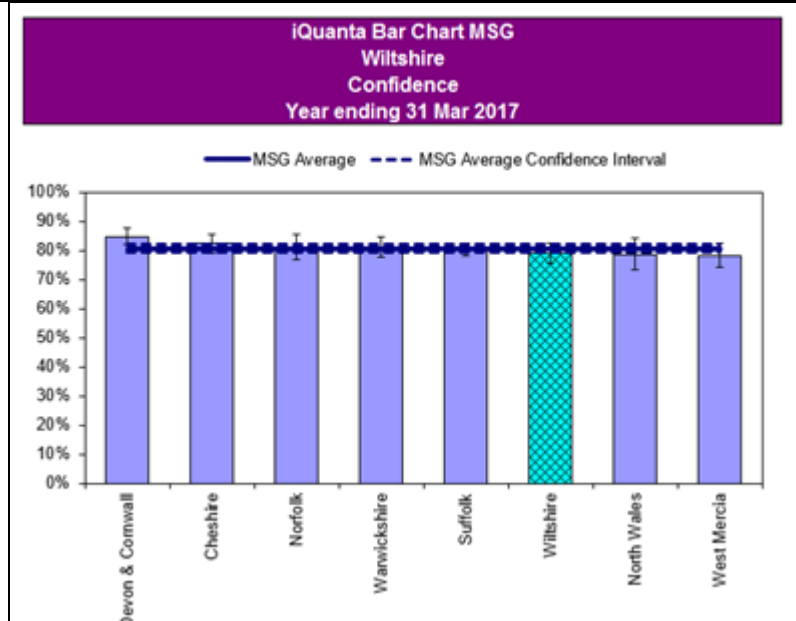
51. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.

52. The proportion of survey respondents who stated they have confidence in Wiltshire Police remains stable and high at 80.4 per cent.



Public confidence trend up to March 2017 – Crime Survey of England and Wales

53. This result is comparable with the peer results within the Crime Survey of England and Wales (CSEW) where Wiltshire is ranked sixth and in line with the average. As shown in the chart below.



Public confidence up to March 2017 – Crime Survey of England and Wales

54. The most recent data refers to the spring/summer Wave 16 survey and has seen Wiltshire move from third to sixth amongst peers. Analysis indicates that this drop in overall confidence correlates strongly (0.71) with a decline in satisfaction for visibility. It is not possible to determine that this is the exact cause of the decline as there are no verbatim comments available for these measures.

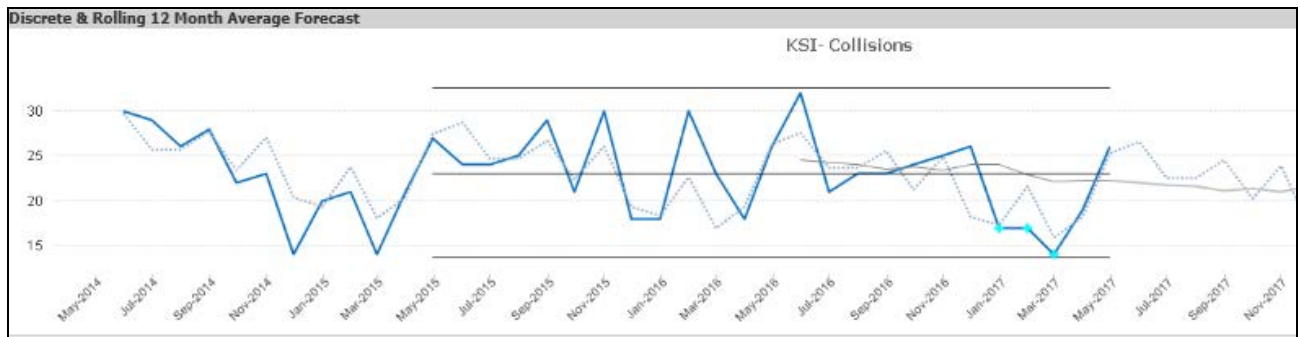
55. The table below provides a summary of the high-level measures within the survey.

Public Opinion Survey		Wiltshire Police									
Number Surveyed	Number Surveyed	2067	2341	2112	2167	2149	2114	2117	2112	2121	2166
Confidence Interval	Confidence Interval	±2.2%	±2.0%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%	±2.1%
Wave	Wave	Dec-12	Jun-13	Dec-13	Jun-14	Dec-14	Jun-15	Dec-15	Jun-16	Dec-16	Jun-17
Confidence	Feel safe during the day	92%	94%	95%	95%	95%	95%	94%	94%	94%	93%
	Feel safe after dark	62%	60%	59%	60%	56%	58%	58%	58%	57%	55%
	Satisfaction with visibility	60%	55%	57%	59%	58%	58%	51%	55%	53%	49%
	Relied on to deal with crime	69%	67%	66%	69%	67%	68%	62%	65%	62%	62%
	Relied on to deal with ASB	66%	65%	64%	64%	65%	66%	62%	63%	61%	59%
	Relied on to be there when you need them	73%	72%	71%	71%	69%	69%	66%	68%	65%	65%
	Would treat you with respect	90%	89%	90%	89%	90%	90%	90%	89%	88%	89%
	Deal with the things that matter to the community	78%	77%	79%	77%	77%	76%	74%	76%	75%	74%
	Overall confidence in the police in this area	85%	85%	84%	84%	83%	84%	83%	83%	81%	80%
	Satisfaction with level of service*	78%	81%	83%	78%	77%	82%	84%	78%	80%	78%
Receive the right amount of information	53%	54%	54%	52%	54%	56%	56%	56%	54%	54%	

Public opinion survey measures – spring/summer 2017

Killed and seriously injured (KSI) - Collisions	April – May 17 45	
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56. This measure shows the volume of killed and seriously injured (KSI) collisions that took place in Wiltshire. This is monitored with the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.



The discrete monthly volume and rolling 12 month trend of KSI collisions

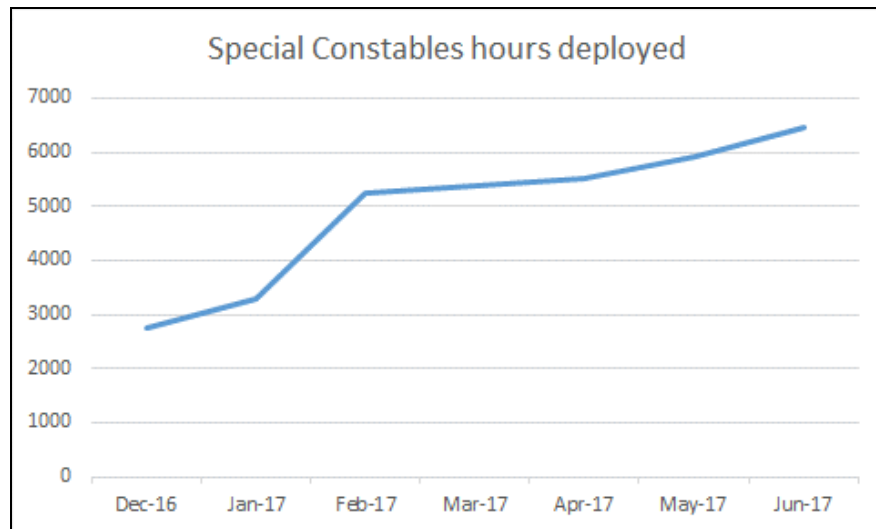
57. In the 12 months to May 2017, there was on average 22 KSI collisions a month and 267 in total. The trend is decreasing and the volume of collisions for April and May 2017 are in line with the seasonal variation.

58. The most recent data for quarter one is up to May 2017. The June data will not be available until the next report because the coroner's process is still underway.

Special Constables hours deployed	Q1 17,857 hours deployed 5952 monthly average	
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59. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.


60. This measure shows that since December 2016 the hours worked by special constables has continued to increase month by month as shown in the chart below.



The discrete monthly total hours that special constables were deployed

61. In quarter one special constables were deployed for an average 5,952 hours per month and 17,857 hours in total.

62. As of July 2017, there were 265 special constables within the organisation at various stages of independence or training and 202 actively deployed. Fifty eight from our existing Specials cohort are currently independent. A further 63 have passed the experience days (EDs) and are currently waiting to commence training.

Number of Volunteers in post	N/A	
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63. This measure is currently being developed to ensure we accurately know how many volunteers are working in the organisation. This should be available for the quarter two report.

2. Protect the most vulnerable people in society

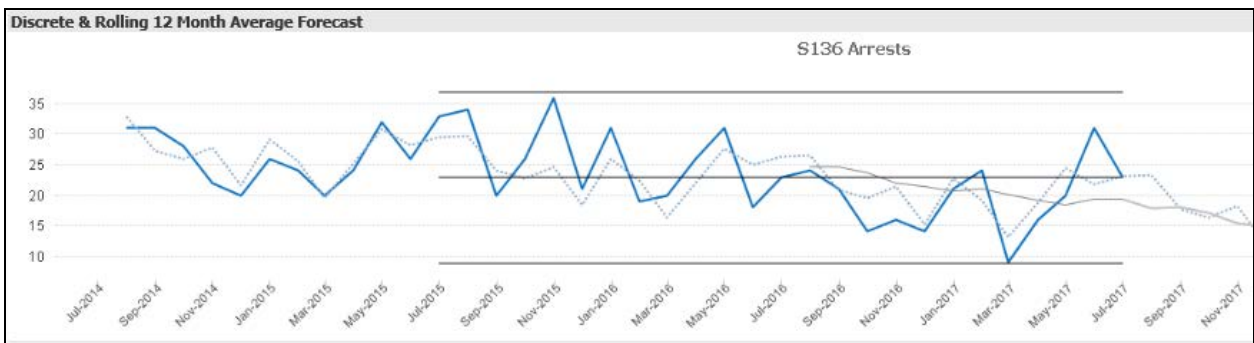
Section 136 arrests	67 arrests in total 2 under 18 year olds arrested	
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64. It is acknowledged that the nature of vulnerability is wide ranging. There are many measures which are used to understand how effective the Force is at protecting the most vulnerable people in society.

65. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB) on which my office is represented.

66. 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.

67. Section 136 (S136) is part of the Mental Health Act. The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control.² The volume of S136 arrests continues to see a long-term reduction, with 67 arrests being made during quarter one. This equated to 3.3 per cent of all arrests made in the Force for that period. None of the 67 arrested were taken to custody and detained. They were taken to a place of safety.



Discrete monthly volume and rolling 12-month trend of section 136 arrests

68. Out of 67 arrests in quarter one, two were under 18 years old and were taken to a place of safety. No one under 18 has been arrested under S136 act and taken to custody

since December 2015.

²Rethink Mental Illness 2017

<https://www.rethink.org/living-with-mental-illness/police-courts-prison/section-136-police-taking-you-to-a-place-of-safety-from-a-public-place>

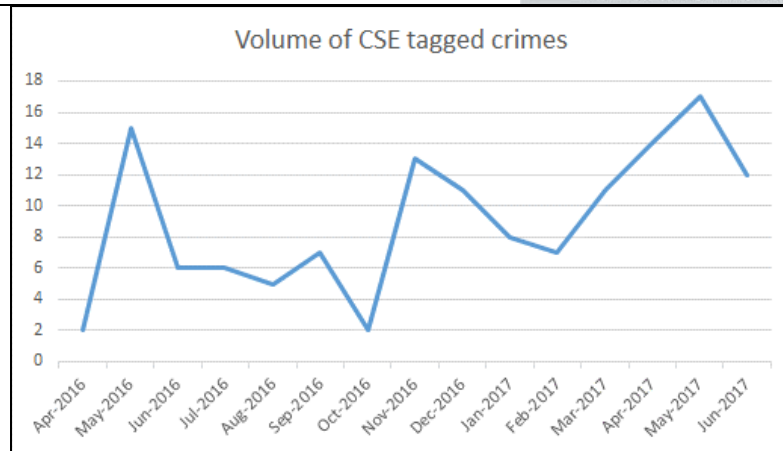
Number of missing individuals	Q1 476 individuals			
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69. In April 2016, the recording of missing incidents and individuals was centralised in NICHE. The Force is now able efficiently to record information relating to missing people in one location, ensuring the data is more accurate and can be linked to victims of child sexual exploitation (CSE) which helps the Force gain a greater insight into its threat, harm and risk.

70. In quarter one 2017, there were 476 people reported as missing. Of these 273 were children and 203 adults. Research shows that some people have been reported as missing on multiple occasions. Each of those episodes would be listed as a separate incident. This measure represents the total number of **individuals** who have been reported as missing – not the total number of **incidents**.


Volume of Child Sexual Exploitation (CSE) crimes	Q1 46 crimes			
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71. Since April 2016, the volume of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of nine crimes tagged with a CSE marker per month. Although the figures are low, the impact on the victim and others affected is very high and is consistently prioritised within the Force.



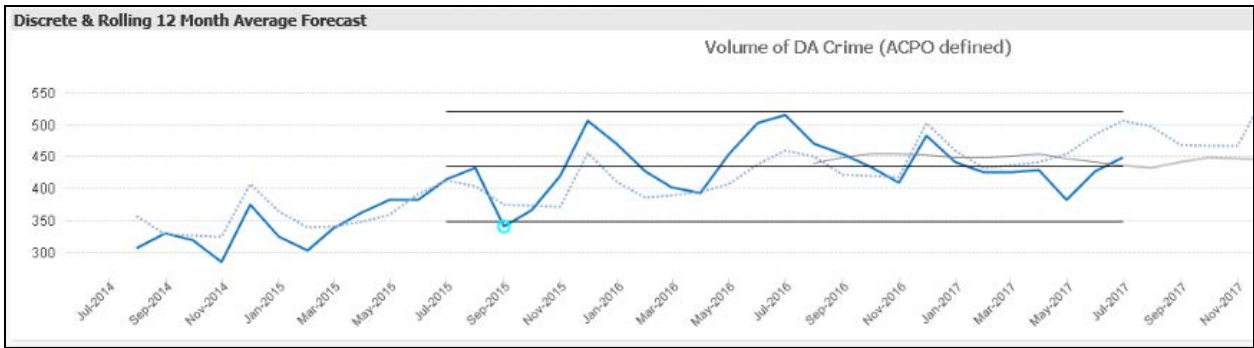
The discrete monthly volume of crimes tagged with a CSE marker

- 72. Training to identify a crime with a CSE marker was delivered to officers and staff in Force at the end of 2016 with the aim of them understanding the true nature of this offending.
- 73. Because of this commitment to training staff it was to be expected that we would see an increase of this nature.
- 74. National research suggests that the gradual increase of CSE tagged crimes is because of staff getting better at recognising and identifying the threat, harm and risk of CSE and fundamentally tagging the appropriate crimes as such.
- 75. In quarter one there were 46 crimes tagged with a CSE marker. This equates roughly to 20 more crimes when compared with the previous quarters.
- 76. Further training is being delivered in Force with the aim of educating staff in how to identify if a victim, suspect or nominal is at risk of CSE. The Force continues to treat crimes of this nature as a very high priority.

Volume of DA Crimes (ACPO defined)	Q1 1238 crimes			
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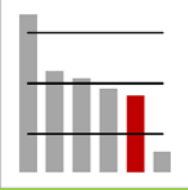

77. The rolling 12-month trend for the volume of domestic abuse (DA) crimes reported is

stable. In quarter one, 1,238 DA crimes were reported which is an average of 413 per month. The volume of crimes reported in quarter one follows a consistent seasonal pattern.

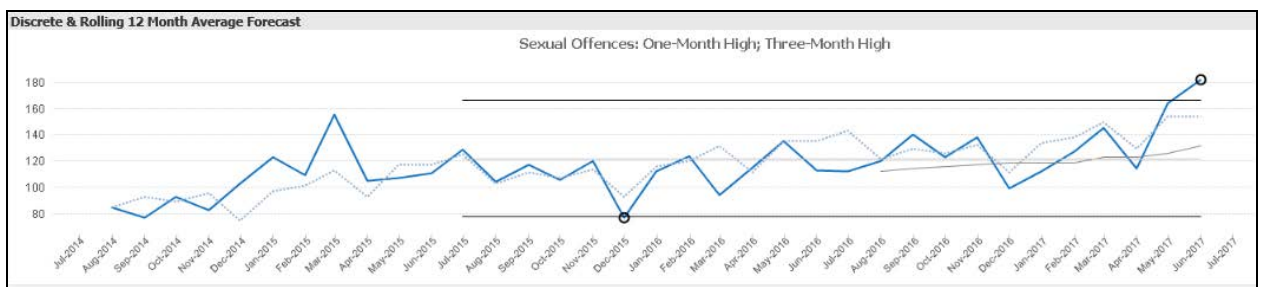


The discrete monthly volume and rolling 12 month trend of DA crimes

78. Internal audits are conducted to ensure that the Force is accurately recording DA crimes. The audit findings are reported to, and discussed at, the VDB.

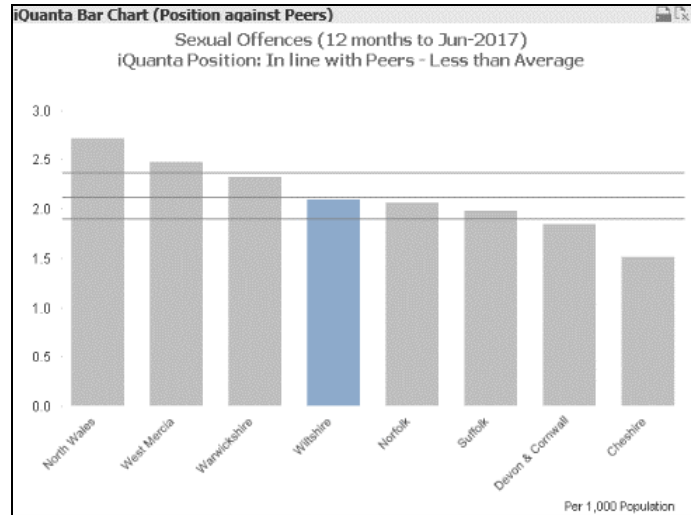
Volume of sexual offences (recent/ non-recent)	Q1 460 crimes		
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79. Sexual offences reported in quarter one increased by 20 per cent compared with quarter four 2016. This increase is being driven by other sexual offences and not rape, with 79 per cent of other sexual offences being recent reported (less than 365 days between when the offence took place and when it was reported) in the year to June 2017.



The discrete monthly volume and rolling 12 month trend of sexual offences

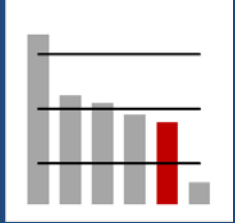
80. This is a significant increase. However the current MSF picture shows the Force as being in line with peers and below average.



Sexual offences up to June 2017 – most similar group (MSG) position

81. The Force continues to prioritise this type of offending and has recently employed two members of staff (an ex- CPS rape and serious sexual offence RASSO lawyer and a police detective) the investigation process for sexual offences and rape. They are dip sampling cases on a weekly basis to identify areas for improvement in relation to what is referred to the CPS and how the members of staff investigate the case. Their findings are reported to the VDB.

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

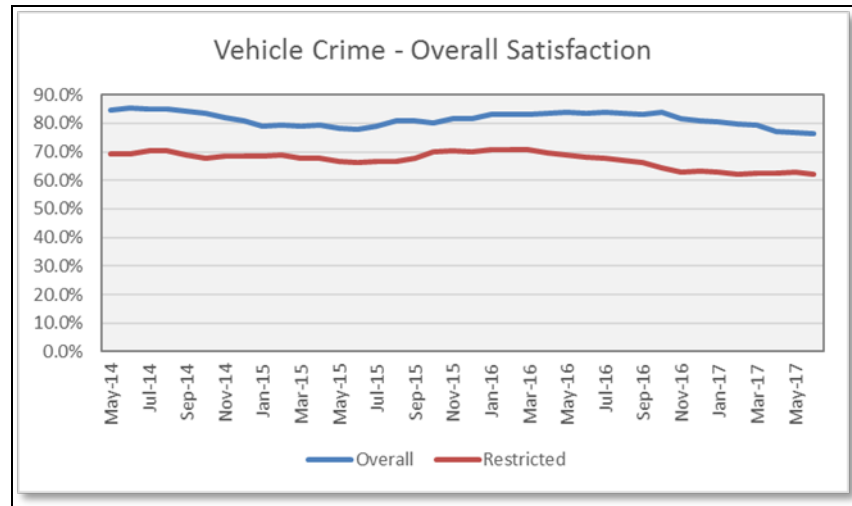
<p>Satisfaction of victims with the whole experience</p>	<p>79.9 per cent (12 months to June 2017)</p>	
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82. I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

83. The current victim satisfaction rate was 79.9 per cent in the 12 months to June 2017. Whilst this is a drop of 3.5 percentage points compared to the 12 months to

June 2016, it is now considered a significant decrease.

84. Analysis has shown that the decrease is driven by a fall in satisfaction levels for victims of vehicle crime. More recent satisfaction levels are more in line with those displayed within 2015 as shown in the graph below. For example, in the last year vehicle crime satisfaction has reduced from 83.4 per cent to 76.5 per cent.




Satisfaction with vehicle crime rolling 12 months

85. Previous research suggested that vehicle crime satisfaction levels were greatly influenced by police attendance. However, increasing attendance did not directly impact on positive outcomes for the victims. The Force continues to prioritise the greatest threat, harm and risk to the public and has adjusted its attendance policies.

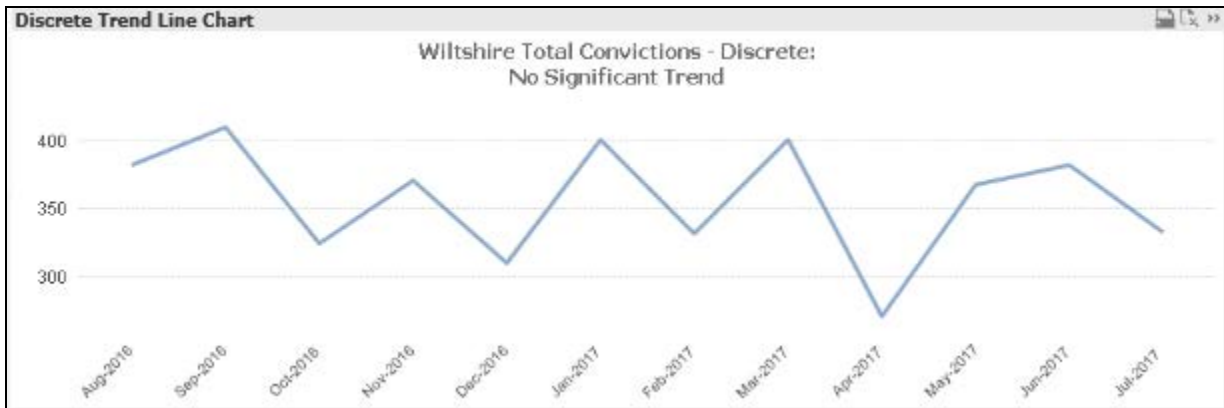
86. Since April 2017, it has not been possible to compare victim satisfaction with most similar forces as it is now not deemed a mandatory survey. HMICFRS has advised that forces should continue to consult with service users and to adopt a tailored approach to best suit the needs of the community the Force serves.

87. Because of this announcement the Force is actively reviewing the questions asked in the victim satisfaction survey. This process is being governed through the Public Service and Quality Board on which my office is represented.

Conviction rates	<p>Q1</p> <p>92% average conviction rate</p> <p>1020 convictions</p>	
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88. Conviction rate data is provided by the CPS on a monthly and quarterly basis. The quarterly information compares the prosecution performance indicators on a regional and national scale. The most recent quarterly report due for publication is the 2016 quarter four report. This has not been published to date. However the information will be available for the next PCP report.

89. The rolling 12-month trend for the volume of convictions in the Wiltshire courts is stable except for April 2017 when there was a significantly low volume of convictions (207), which is 152 less than the 12 months to June 2017 average. This decline in convictions had a strong correlation with the exceptionally low volume of trials listed in the Wiltshire courts.



Discrete monthly volume of convictions in the Wiltshire courts

90. During quarter one 92 per cent of defendants received a conviction in the magistrates and 87 per cent in the crown courts. This figure is consistently high and meets the levels of expectation set by the CPS with an average of 89.5 per cent of defendants receiving a conviction in the 12 months to June 2017.

Restorative Justice (RJ) Level 1	Dec 2016 – Jun 2017 40 RJ level 1	
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91. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)³ as follows:

“Restorative justice brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward.

“Restorative justice gives victims the chance to tell offenders the real impact of their crime, get answers to their questions and get an apology.

“Restorative justice holds offenders to account for what they have done. It helps them understand the real impact, take responsibility, and make amends.”


92. Between December 2016 and June 2017 the Force has delivered RJ level one training to 180 officers and staff.

93. During that period 40 community resolutions have been issued that have included RJ level one.

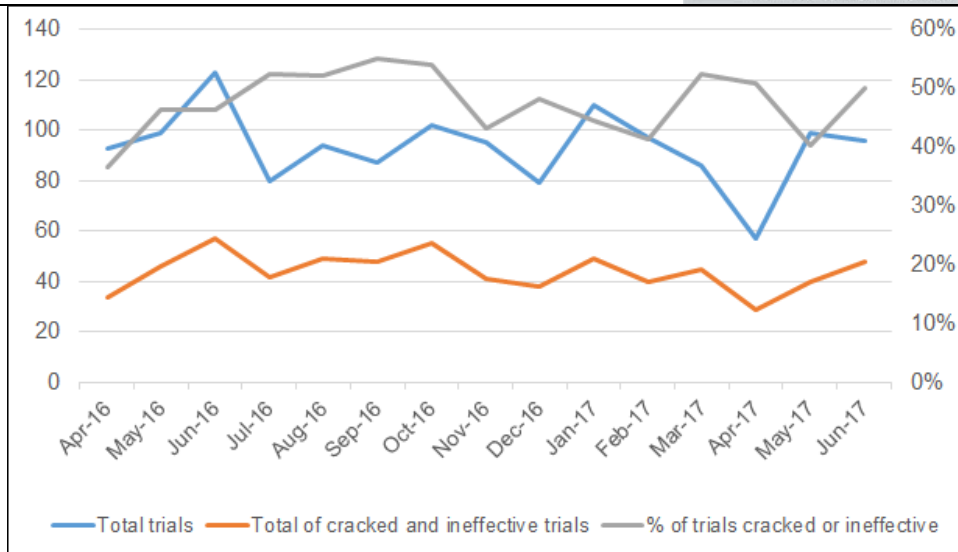
94. RJ level one training is scheduled in officer and staff diaries up to June 2018.

³ The Ministry of Justice 2015

<https://www.gov.uk/government/collections/restorative-justice-action-plan>

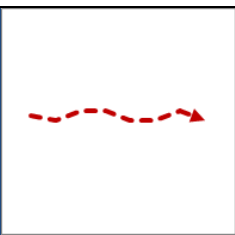
Percentage of trials that are cracked and ineffective	Q1 47 per cent cracked and ineffective	
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95. Her Majesty’s Courts and Tribunals Service (HMCTS) has provided data to include within this report. The data gives a high-level overview. The data quality and detail provided is improving monthly.

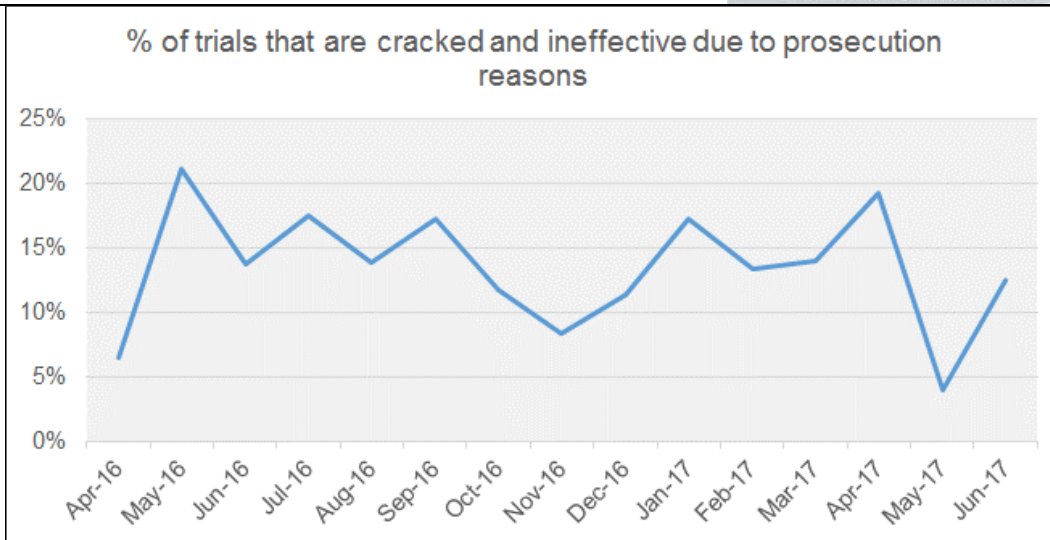


A comparison between the volume of trials listed the percentage of trials that result in being cracked or ineffective

96. The cracked and ineffective trial rate between April 2016 and June 2017 was 48 per cent. This is a stable trend and meets the level of aspiration set by the HMCTS and CPS.

Percentage of trials that are cracked and ineffective due to prosecution reasons	Q1 12 per cent	
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97. Since April 2016 the number of trials that are cracked and ineffective due to prosecution reasons are consistently low and equate on average to 13 per cent of trials listed at magistrate and crown courts. During quarter one this figure decreased to an average of 12 per cent.



The percentage of trials that result in being cracked or ineffective due to a prosecution failing

98. This represents a monthly average of 13 cracked and ineffective trials due to prosecution reasons out of an average monthly total of 93 trials listed for April 2016 to June 2017.

99. There are no concerns with the volume of cracked and ineffective trials due to prosecution. These measures are reported to a bi-monthly Wiltshire Criminal Justice Board which I chair.

<p>Number of times officers used live links</p>	<p style="text-align: center;">Q1</p> <p style="text-align: center;">63 officers provided evidence via a live link</p>	
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100. The Force has two live link facilities, in Gablecross and Melksham custody units. These facilities are used by officers to provide evidence for trials listed in the magistrates court. Permission to provide evidence via live links to the magistrates court has been granted and is now considered as standard practice,

101. Due to the trial location, in quarter one, 91 per cent of officers (63 out of a possible 69 officers) provided evidence via live link rather than attend court in person.

102. To date, the system works efficiently and the feedback from the officers overall has been positive. Communication between Horizon Victim and Witness

Care, HMCTS and CPS has been effective allowing this process to flourish. However, there is still progress to be made pre-trial to ensure officers are stood down before the trial date if not required. HMCTS and Horizon are currently conducting weekly case progression communications to potentially identify and address any issues.

April


- Twenty nine magistrates cases required police officer evidence
- Twenty four cases were deemed viable to use the live link
- The remainder were either based in Chippenham or Salisbury where officers were stationed
- A total of 34 officers were warned to give live link evidence
- Fifteen cases were to be heard from Gablecross live link, and nine from Melksham

May

- Seventeen magistrates cases required police officer evidence
- Seventeen cases were deemed viable to use the live link
- A total of 26 officers were warned to give live link evidence
- Five cases were to be heard from Gablecross live link, and 12 from Melksham

June

- Twenty three magistrates cases required police officer evidence
- Twenty two cases were deemed viable to use the live link
- The remainder were either based in Chippenham or Salisbury where officers were stationed
- A total of 32 officers were warned to give live link evidence
- Nine cases were to be heard from Gablecross live link, and 13 from Melksham

Number of times virtual court used	<p style="text-align: center;">Q1</p> <p style="text-align: center;">61 times a virtual court was used</p>	
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103. In Force, there are two virtual court facilities located in Melksham and Swindon custody units which enable offenders to be presented to a court located in Swindon and Salisbury via a virtual link. The virtual courts primarily run on a Tuesday and Thursday for offenders that are to be presented to the court for a

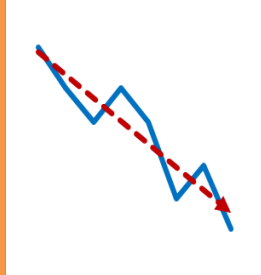
remanding decision.

	Feb-17	Mar-17	Apr-17	May-17	Jun-17
Total number of times virtual court used	13	19	16	23	22
Number of times virtual court used - Salisbury Court	0	0	5	12	10
Number of times virtual court used - Swindon Court	13	19	11	11	22

Per month, the number of times a virtual court was used

104. The number of offenders presented to a court virtually has increased gradually since February 2017. This information is monitored through the Wiltshire Criminal Justice Board which is chaired by me and meets on a bi-monthly basis.

4. Secure high quality, efficient and trusted services

Response time (average)	Q1 Immediate: 10 minutes 3 seconds Priority: 50 minutes 43 seconds	
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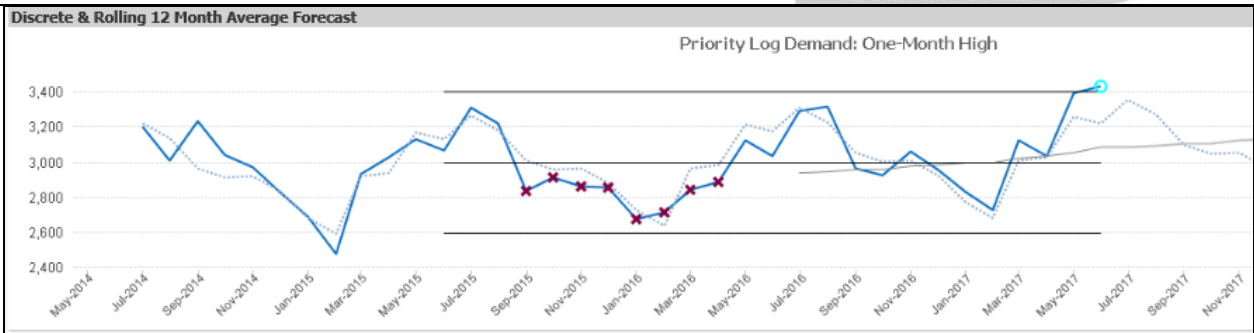
105. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency and priority incidents.

106. The Force attended 4,465 emergency incidents during quarter one and 17,675 in the 12 months to June 2017. The volume of emergency incidents is following a consistent seasonal pattern.

107. It has taken on average ten minutes and 37 seconds to attend an emergency incident in the year to June. There are no concerns with the capability to arrive at emergency incidents in a timely manner.

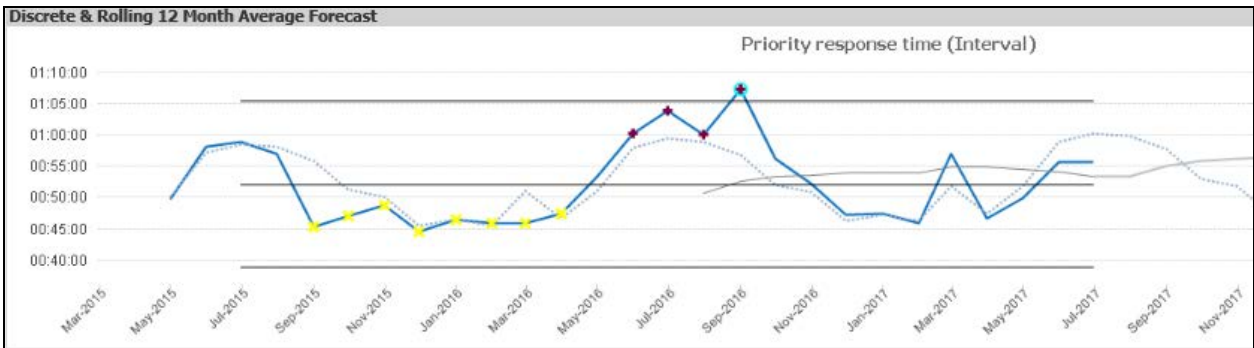
108. The Force attended 9,863 priority incidents during quarter one for which an estimated time of arrival of one hour is given. This is an exceptionally high volume of incidents attended when comparing this quarter to previous years.

109. In the 12 months to June, 37,070 priority incidents were attended at an average arrival time of 54 minutes six seconds.




The volume of priority incidents attended by the Force

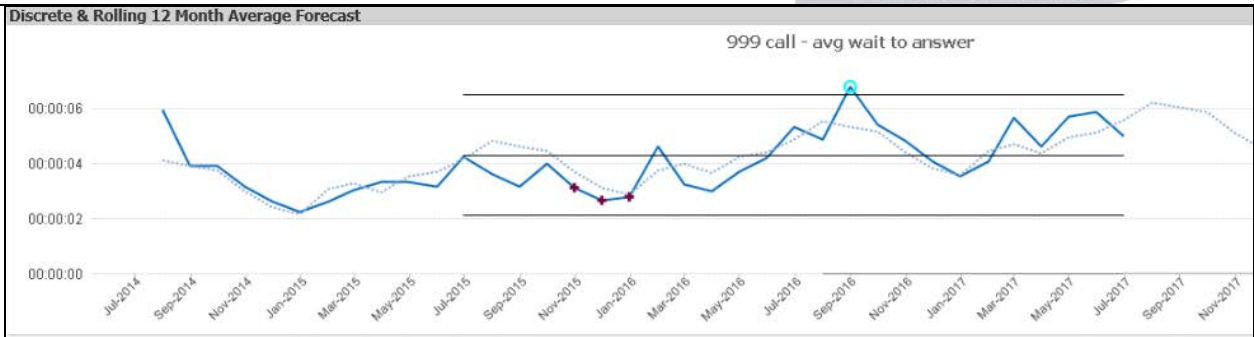
110. Despite the significant increase in priority incidents attended; the arrival time for quarter one was 50 minutes and 43 seconds.



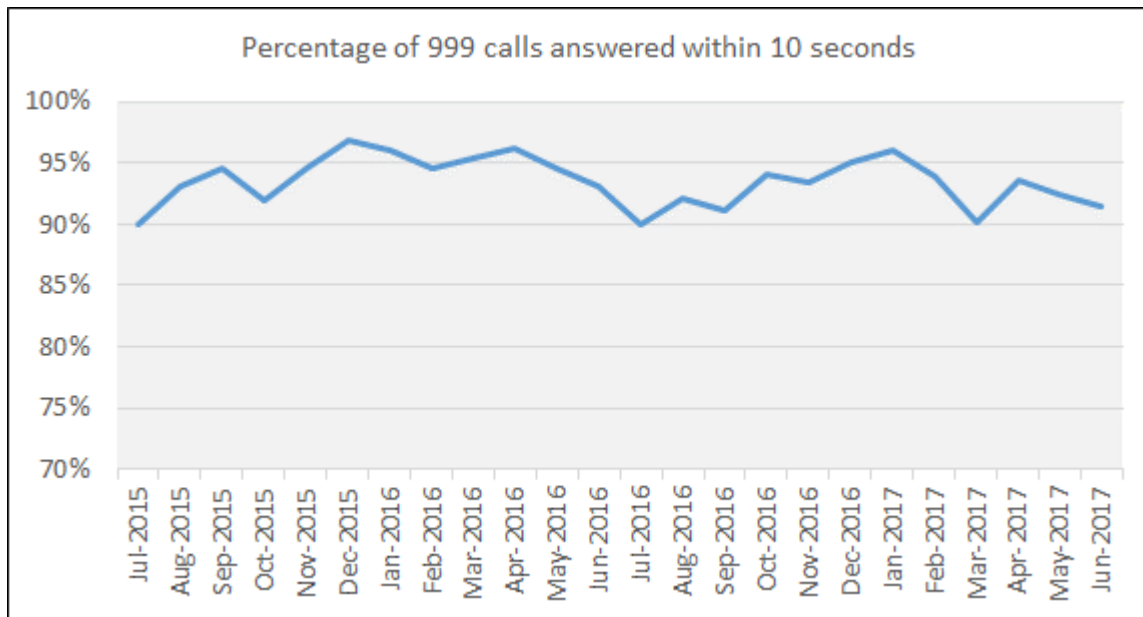
Average priority response arrival time

Average time to answer 999 calls	Q1 5 seconds		
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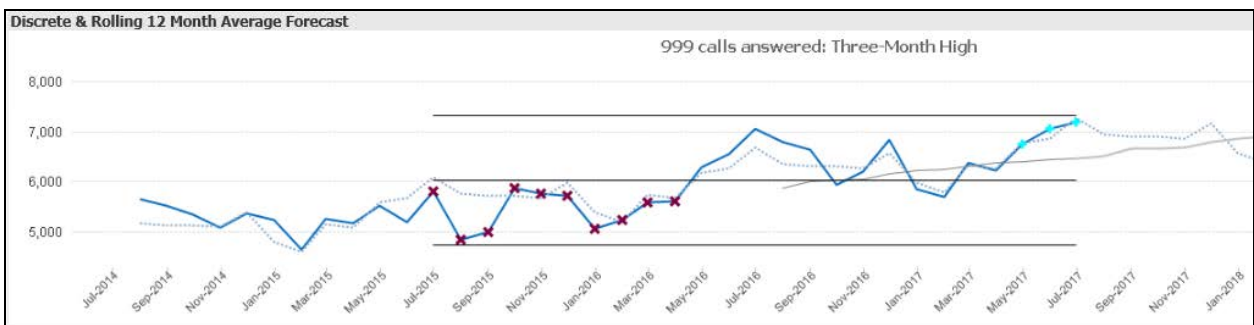
111. During quarter one, 92.4 per cent of all 999 calls received (20,016) were answered within ten seconds. These calls took an average of five seconds to answer.



Average wait time for a 999 call to be answered



Percentage of 999 calls answered within ten seconds



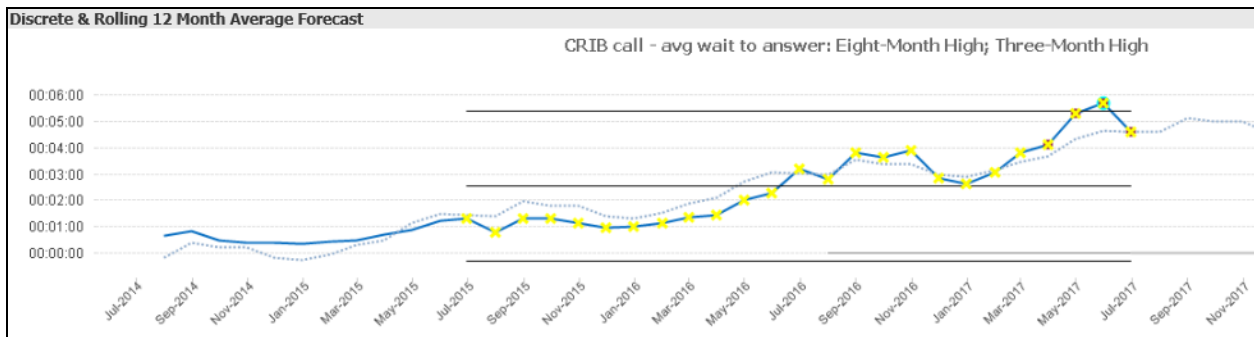
Volume of 999 calls answered

112. There are no concerns about Wiltshire Police’s capability to answer emergency calls quickly especially as the Force has experienced a significant increase in the volume of 999 calls answered when compared to previous years, as displayed in the chart above.

Average time to answer CRIB calls	Q1 05:03 minutes	
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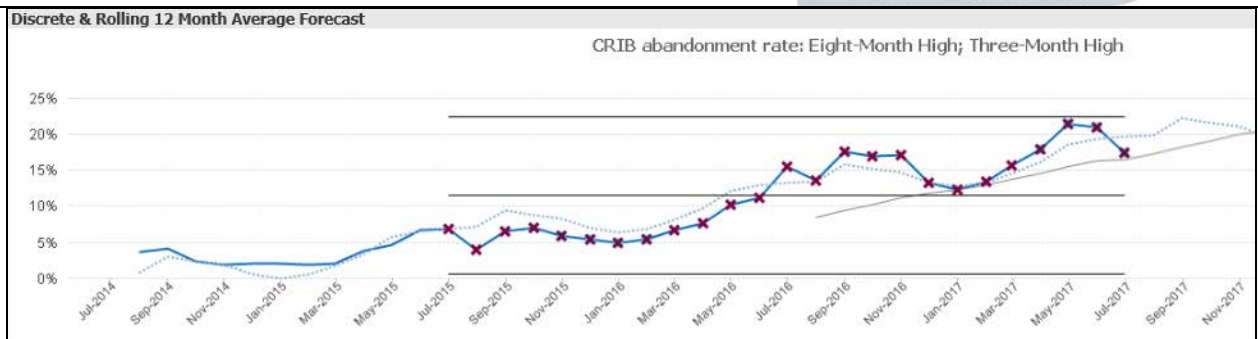
113. A total of 44,016 Crime and Incident Recording Bureau (CRIB) calls were received by Wiltshire Police during quarter one, which follows the same seasonal pattern of the previous three years.

114. On average those calls took five minutes and three seconds to answer which is an increase of three minutes and nine seconds when compared with quarter one 2016.



Average wait time for a CRIB call to be answered

115. There is concern about the Force’s capability to answer calls directed into the CRIB, with 22 per cent of calls being abandoned during quarter one (8,900 out of 40,016).



Percentage of CRIB calls abandoned

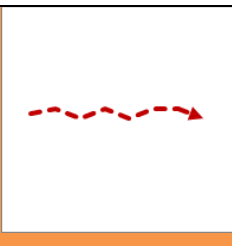
116. There are several process changes which have occurred within the Crime and Communications Centre (CCC) which means that call handlers are better at identifying threat, harm, risk and vulnerability, are more accurate crime recorders and are reducing demand on the frontline where they can.

117. 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. I asked for a report from the Force and received the following from ACC Kier Pritchard:

“In December 2016 the Force recognised a decline in performance in the CCC. As a result a full systems thinking review was commissioned to understand demand and capacity. Further to the implementation of the community policing team (CPT) model and the introduction of THRIVE in the communication centre it was necessary to establish the impact such changes had on the ability to manage demand and provide the best service at the front end to the customer. In May a business case was supported by the Police and Crime Commissioner to change the operating model in the centre aimed at reducing the capacity issues within the CRIB, at the same time as providing an appropriately skilled resource to manage the call.

“A tactical delivery group has now been implemented and is chaired by the T/Superintendent Ops. The group meets weekly with the purpose of addressing both short term improvements to performance and to manage the programme delivery for the new operating model. In this regard a full Programme Definition Document was due for completion in September which aims to set out the timescales for delivery against the key projects forming the programme of work. At this stage, the programme is structured against four key project themes, namely: People, Processes, Technology and Environment.

“A strategic CCC improvement board is currently held on a monthly basis and is chaired by me. The strategic board provides the governance to the programme and holds the tactical group to account for delivery. The strategic board membership includes a representative from the OPCC.”

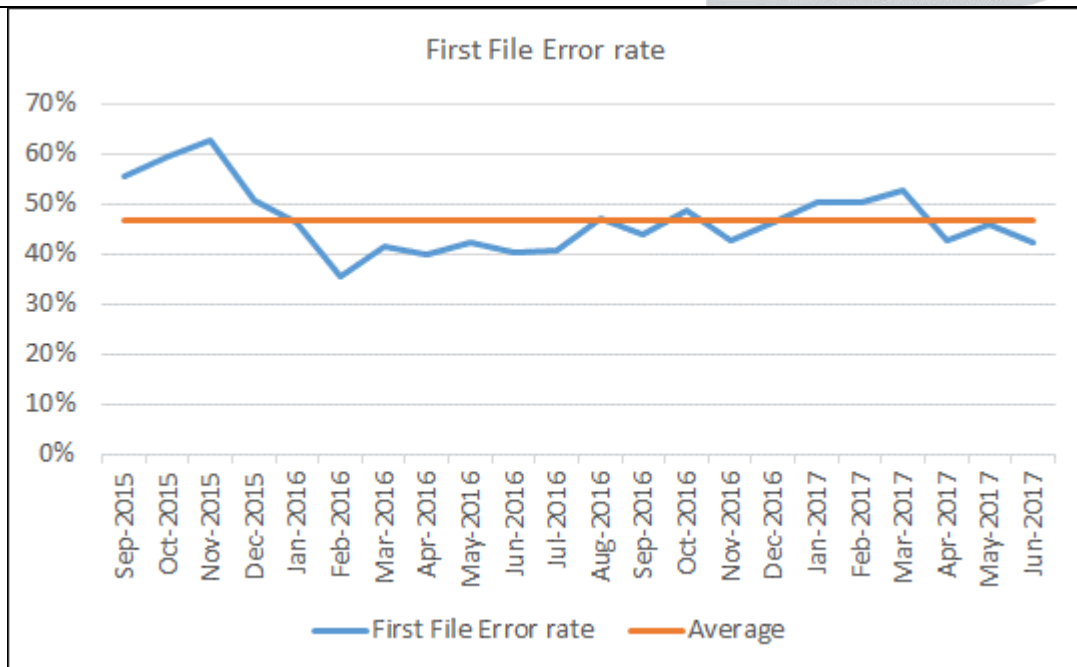
Quality of first files	Q1 43.9 per cent			
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118. This measure relates to an internal assessment of the quality of files provided for a first hearing which the Force submits to the CPS.

119. 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.

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

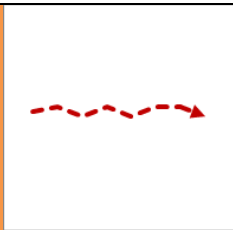
121. There were 786 first files sent to the CPS in quarter one, of which 43.9 per cent had an unsatisfactory grading. This represents a 5.4 per cent improvement compared with quarter four 2016. Although this figure may appear high, it remains stable over the previous six months and is reflective of the rigorous scrutiny process under which a file is assessed.



First file error rate by month up to June 2017

122. Analysis identified that the most common causes of error are the absence of supervisor signatures, scanning errors and the absence of a victim personal statement.

123. The Criminal Justice Unit continues to work closely with the Community Policing Team (CPT) inspectors to highlight areas for improvement and the importance of getting these right.

Quality of full files	Q1 91.6 per cent	
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124. 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

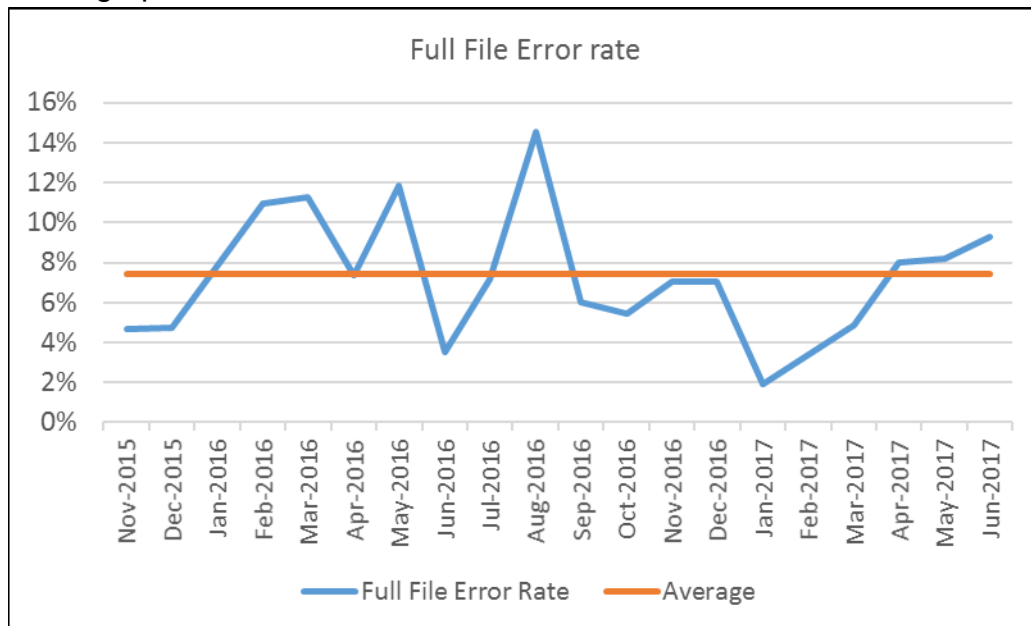
process.

125. 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.


126. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments. Updates are provided to managers on a fortnightly basis to ensure feedback is delivered quickly.

127. There were 154 full files sent to the CPS in quarter one, of which 13 (8.4%) had an unsatisfactory grading.

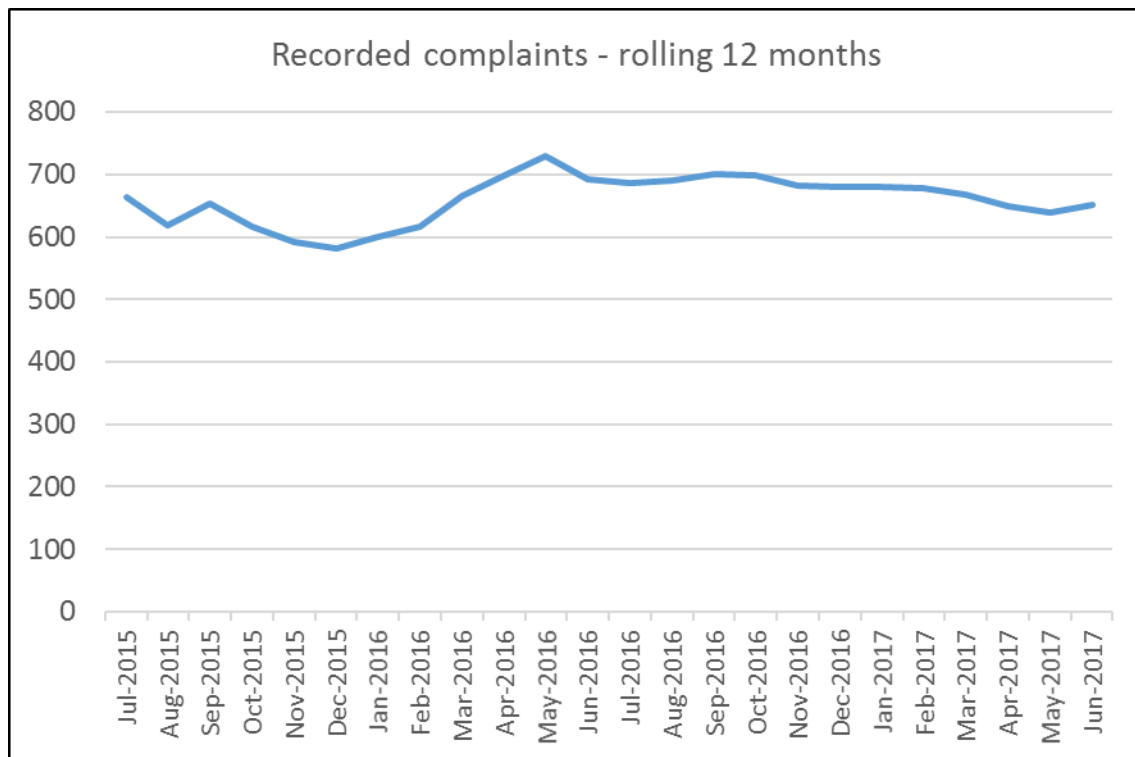
128. This measure has remained consistently low since September 2016 as shown in the graph below.



Full file error rate by discrete month up to June 2017


Volume of complaints	Q1 153			
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129. In the financial year to date, the volume of complaints recorded remains stable. There were 153 complaints recorded during quarter one and 651 in the 12 months to June 2017.



Recorded complaint volume rolling 12 months

130. The rolling 12-month trend continues to slightly decrease. However, when comparing the 12-month volume to the end of May with the end of June; there is a 1.9 per cent increase. This is the difference of 12 additional complaints being recorded.


Percentage of complaints recorded within 10 days	Q1 98 per cent	
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131. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

132. The percentage of complaints recorded within ten days is consistently high and that has been the case since January 2016. This demonstrates an efficient process that is being sustained.

133. Of the 153 complaint cases recorded, 150 were recorded within ten days, giving a rate of 98 per cent for quarter one.

134. The average number of days to record a complaint case during quarter one was less than three days.

Percentage of complaint appeals upheld	Q1 80 per cent (four out of five appeals completed)	
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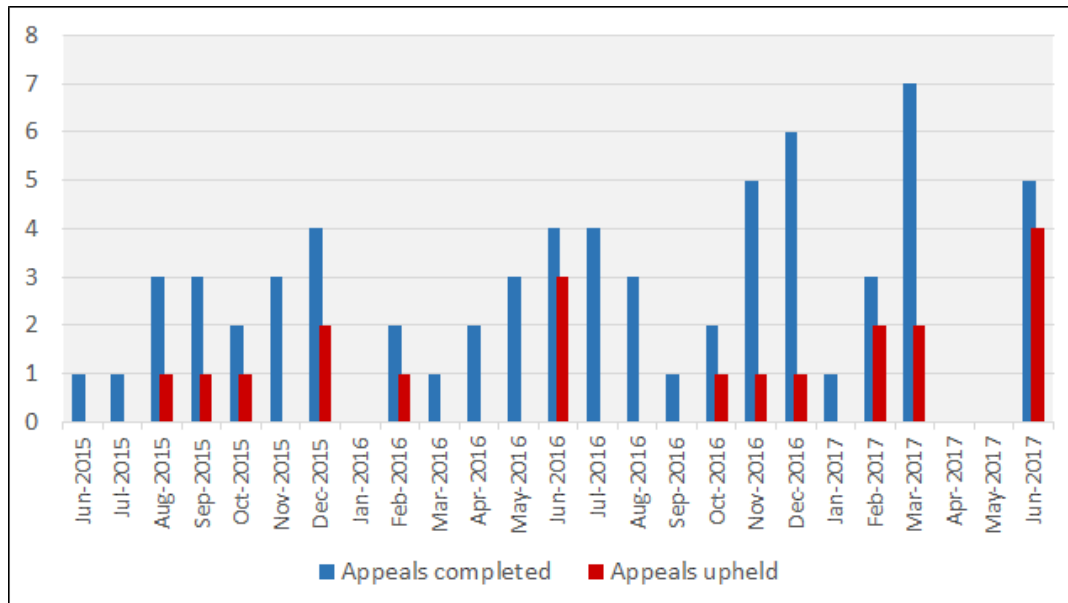
135. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

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

137. For quarter one, there were 12 appeals made to the Force. Five appeals were completed in quarter one and four were upheld. The four appeals upheld were related to complaints dealt with by way of local resolution.

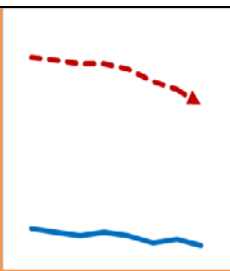
138. During quarter one, it took an average of 22 days to complete the appeal process for the five cases that were reviewed. To date seven appeals received in

quarter one are being reviewed. The outcomes may retrospectively change the figures in future reports.



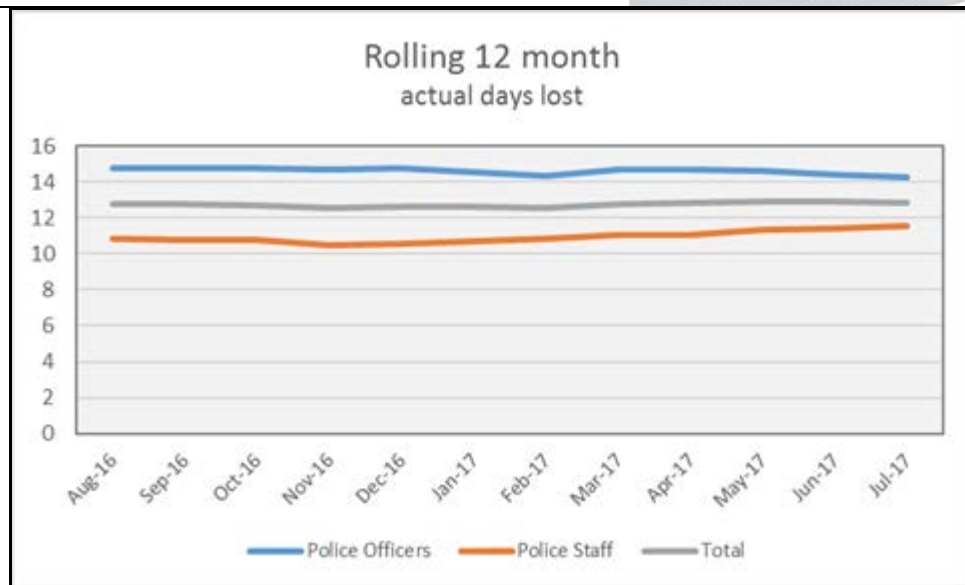
Volume of appeals completed and appeals upheld by month

139. The four appeals upheld represent 2.6 per cent of the total volume of complaints recorded during quarter one. These are considered low proportions and would indicate the complaints and appeals process is working well.

<p>Number of actual days lost per person</p>	<p>Rolling 12-months to July 2017</p> <p>13.7 actual days lost</p> <p>Reducing trend</p>	
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140. This measure demonstrates the monthly average calendar days lost in Force due to police officer and staff sickness.

141. The total number of sickness days lost has decreased over the last 12 months to July 2017 by four per cent. However, the total headcount has also reduced in this time, so the actual reduction in sickness when we look at days per person is two per cent.



Rolling 12-month police officer and staff comparison of actual days lost per month due to sickness

142. Previously police officer sickness has been significantly higher than police staff sickness. However the current trend shows a decrease in the number of sickness days lost per person for police officers and an increase in the days lost per person for police staff. For the 12 months to July 2017, the actual days lost per person for officers was 13.7, down from 14.7 in July 2016. Police staff sickness remains lower than officer sickness. However it has increased from 10.8 days per person to 11.5.

Priority One: Prevent Crime and keep people safe Delivery Plan 2017-21 – Deep Dive

Within the priority '**Prevent Crime and keep people safe**, there are 14 initiatives which will all be covered in this report, under their respective objective.

Objective one

Wiltshire Police and partners will understand and respond effectively to local communities' concerns and priorities

1.01 Wiltshire Police continuing to increase the accuracy of recorded crime

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

An ongoing audit of crimes and incidents reviewed and corrected by the Crime and Incident Validation Unit (CIVU) since June 2016 to date has demonstrated an improvement in overall compliance.

HMIC have recently conducted a crime data integrity inspection in Force. The inspection primarily focused on the accuracy of incidents being accurately recorded as crimes relating to rape, sexual offences and violence. The results of this inspection are soon to be published. The Force is confident that its performance will place Wiltshire in a strong position compared with other forces in the country.

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

1.02 Local communities continuing to be satisfied with the service they receive from Wiltshire Police

Community understanding is driven through the Force's Public Service and Quality Board (PSQB) with activity progressed against 4 key areas;

- 1) to understand
- 2) to connect

- 3) to hear
- 4) to evolve our service.

PSQB meetings are held in a public environment, in locations throughout Wiltshire and Swindon, every couple of months. Members of the public are invited to meet with staff including the ACC Operations, Hub Commanders, as well as the local Inspectors and Community Co-coordinators about issues affecting their community's and about their perception of Wiltshire Police.

Feedback from these meetings is captured through face to face surveys utilising mobile technology and findings are analysed down to postcode level. Results from these surveys are then shared with the six Community Policing Team Inspectors and are used to inform local priority plans.

The PSQB public meetings have been beneficial in identifying community members that are willing to join Independent Advisory Groups (IAG's). The role of the IAG is to help build insight into the needs, wants and assets of the groups who are under-represented in our normal decision making processes. We use this insight to shape our service for the benefit of all our communities and engender trust, confidence and satisfaction.

Service user satisfaction continues to be monitored through the victim satisfaction survey and results suggest our levels of victim satisfaction are in line with peers. The survey allows us to understand the satisfaction levels from different groups of victims in more detail and identify potential gaps in our service delivery.

1.03 Community Policing being embedded into the fabric of communities

The new operating Community Policing Team (CPT) model for Wiltshire Police has now been in place since October 2016, and continues to embed within the organisation. Previous reports have explained the new model and how it works. An informative video is available on YouTube should more insight into the model be required.

A six month review was conducted to understand how well the model is settling in, and identify any initial changes which need to be made to ensure it provides the best possible service to the public of Wiltshire and Swindon. This review has been presented to the Commissioner's Monitoring Board. The Police and Crime Panel are receiving a briefing on the review on 14th September, which will include an overview of the purpose, external influences, positive elements, and areas for improvement.

CPT continues to be the core of the Wiltshire Police operating model and, whilst it is still relatively new, it is important that we continue to evolve to ensure we have the

most efficient and effective approach to policing the county. Naturally, the first six months of any change on this scale requires continual check and testing but this piece of work gives us a flavour of initial successes and adjustments which need to be considered.

All of the findings from this work will be developed into an improvement plan which will be governed by the CPT Tactical Board, and reported into the CPT Strategic Board (chaired by ACC Kier Pritchard). The OPCC is represented on both these boards in addition to receiving regular reports from the Chief Constable on the delivery of these improvement plans.

The Panel are receiving a presentation on the six month evaluation at the September 2017 meeting.

1.04 Police informing the public about how they are keeping them safe

Over the past few months the Corporate Communications Team have run campaigns on rural crime, burglary, road safety, and a tweetathon from the Command and Control Centre, in addition to everyday posts keeping the public informed of crimes and convictions in their area.

#BeattheBurglar ran on Facebook and Twitter offering lots of practical advice to the public on keeping themselves, their homes and their property safe. Furthermore our rural crime campaigns aimed to increase public awareness of some of the threats and damage faced by the rural community in Wiltshire. This was interspersed with news of several rural crime convictions, which help give reassurance to the public that we are working proactively to keep our communities safe.

We have raised awareness of Operation Close Pass, originally launched by West Midlands Police to educate motorists about the importance of giving cyclists more space on our roads. The response we received to this has been incredible, with a single post receiving over 160 responses. In addition, our followers have started commenting on some of our older road safety campaigns, thereby reinvigorating those posts and bringing them to people's attention again.

We have also sent out public safety and reassurance advice around the increase of the threat level after the recent terrorist incidents in Manchester and London. This attracted very positive responses from members of the public who took the time to

thank us for keeping them safe.

Objective two

Preventing crime and reducing harm by working with local communities

1.05 Wiltshire Police increases the numbers of people involved in helping to keep communities safe by participating in 'watch' and cadet schemes and volunteer roles.

Wiltshire Police are fortunate to have some exceptional people within our communities, who undertake volunteering roles. As an organisation we really value the unique skills each volunteer brings and the time they invest in helping to make their communities a safer place.

Over 100 people work directly with Wiltshire Police as volunteers. Their roles are considerably varied and include; the provision of firearms and knife education for young people, for which they have assisted Officers in visiting over 684 school last year, administrative support, chaplaincy, restorative justice and police cadet leaders.

The active number of volunteer watch schemes continues to grow; the biggest of which is Community Speed Watch (CSW) which consists of 115 teams across the County and 978 active participants who volunteer in their communities with the aim of enhancing road safety.

The Community Safety Department is developing an engagement plan and working groups are being established to encourage and value CSW volunteers. Cross border collaboration with other forces is also being developed so that Wiltshire can tie in with their operations and mobilise our CSW accordingly. In addition postcode mapping for offenders that break the speed limit is being developed so that the force in partnership with CSW can target the right people at the right time.

Another role the force has been developing is the Bobby Van Online Safety Volunteer scheme. This provides online security advice to individuals and groups in order to prevent cyber enabled fraud and to protect vulnerable people.

A review of the Service Level Agreement between the Neighborhood Watch Scheme (NHW) and Wiltshire Police is currently underway with the aim of promoting and developing NHW across Swindon and Wiltshire. The force is also developing the

NHW toolkit, with a view to allowing new scheme members to access leaflets and information via the newly developed Force website. Leaflet drops promoting NHW is also supported by the forces active volunteer police cadets' scheme.

1.06 Wiltshire Police recruits and maintains 500 Special Constables and makes them an integral part of community policing teams

The Special Constabulary Development project team was created to deliver the business case aimed at attracting, recruiting and training 500 specials. The recruitment campaign has attracted much interest and to date the force have 268 of Specials within the organisation. Of these 189 are actively deployed and have contributed over 36,000 hours of policing. The retention figure for the Special Constabulary also continues to be high.

The Police and Crime Commissioner understands that volunteers bring with them additional skills and experience from business and industry and the aim is for them to reflect the communities we serve. This can only add value to the work we do and benefit the communities of Wiltshire and Swindon.

Special Inspectors and Special Sergeants have been aligned to CPT areas and arrangements are being put in place to mentor the Special Inspector cohort by regular Inspectors. The cohort is also being developed with a leadership course provided by the College of Policing.

1.07 Wiltshire Police has the training, skills and specialist support to deal with rural crime as a core part of community policing teams. This will be supported by an active rural crime partnership and the Special Constabulary

The Rural Crime Team is a highly skilled team of individuals whose aim is to provide the rural community with a single point of contact, whilst offering specialist policing advice and guidance. The team deals with ongoing issues, which may be perceived to be minor but have a significant impact on rural communities such as hare coursing, poaching and theft of plant and machinery.

The Rural Crime Team also help run Farm Watch and Horse Watch. These are two schemes aimed at communities to encourage the sharing of information, partnership working and provide crime prevention advice to prevent future rural and equine crimes.

The Rural crime team is now supported by a Rural Special Constabulary, led by

Special Constable Inspector Rachel Oaten. Also, twelve additional rural crime officers are undergoing wildlife liaison officer training, building in capacity for the force to deal with rural crime.

In October 2016 Wiltshire Police launched the Rural Crime Partnership (RCP) for Swindon and Wiltshire. This partnership is now fully established and meets on a quarterly basis.

The aim of the Partnership is to bring together representatives from a number of organisations to provide coordination and strategic leadership in tackling rural crime issues. The aims of the Partnership include:

- Reducing the number of victims of rural crime
- Improving the confidence of rural communities in reporting crimes knowing that action will be taken
- Reducing offending and re-offending
- Strengthening the Partnership over time to improve outcomes for all communities across Wiltshire.

The partnership is seen as the flagship in the region and other forces have visited Wiltshire to observe the RCP forum in action.

The partnership has run a number of initiatives including a focus on fish poaching. This campaign received excellent media coverage via both facebook and twitter. In addition, Op Asten (dealing with illegal off roaders on Salisbury plain) was recently mounted and proved successful with over 50 vehicles stopped and seized on Salisbury plain.

1.08 Wiltshire Police work with community safety partnerships to improve the management of evening and night time economies in Salisbury, Swindon, Chippenham, and other larger market towns

The licensing team at Wiltshire Police continues to be proactive, supported by Wiltshire Council and Swindon Borough in providing advice and guidance to licensed premises.

In February 2016, Chippenham was awarded purple flag status and in January 2017 Salisbury was reassessed and retained its purple flag status. Swindon continues to work towards this status. Purple flag status is awarded for town & city centres that meet or surpass the standards of excellence in managing the evening and night time economy. This is a great recognition to the safety of the night time environment that exists in these areas. A considerable amount of partnership work has gone into these achievements.

Swindon and Wiltshire's Community Safety Partnerships have purchased breathalyzers for use within licensed premises. After successful trials in both Salisbury and Swindon, breathalyzers are now being deployed in venues across Swindon and Wiltshire.

Licensing Officers continue to work with partners to promote pub watch and work is ongoing to restore Chippenham pub watch and develop Trowbridge pub watch. Work in the south of the county has encouraged liaison between Salisbury and Amesbury pub watch schemes fostering closer collaboration and partnership working. Swindon town centre and old town pub watches have now merged together and have been working with InSwindon to develop an APP to improve the process of ban requests.

The use of closure notices to probable licensed premises has proved effective through Swindon and Wiltshire with the result of premises improving their processes and complying with their licenses and conditions. A closure notice was recently issued to a premise in Chippenham following an enquiry from CID into a GBH at the premise. Following an inspection of the premises a significant number of breaches were identified and the notice required immediate remedial action.

Working in partnership with trading standards and supported by local police officers, test purchasing operations continue to take place throughout the county. On 29th July a test purchase operation took place in Swindon resulting in 5 premises failing by serving alcohol to underage volunteers. This resulted in fixed penalty notices issued to staff for the underage selling of alcohol followed by Licensing Interventions. A further operation will be run in September which will run alongside a test purchase for knives at shops across Swindon and be coordinated by the Community Policing Teams and trading standards.

1.09 Local authorities, police and fire service work together to improve road safety through the three E's: engineering, education and enforcement

The Road Safety partnership operational group reports to the CSPs as part and incorporates the work by fire and rescue service, policing, local authorities and others to make Wiltshire Roads safer. The numbers of people killed and seriously injured on our roads is a key measure for this group and is now included within this performance framework.

In addition to this work road safety is supported by the CSW teams and operations with roads policing and special constabulary.

Objective three

Wiltshire Police is effective at preventing crime and reducing threats

1.10 Maintain the rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in its inspection of effectiveness

Wiltshire Police currently hold the rating of ‘good’ from the 2016 HMIC Inspection. The next Inspection will take place in October 2017 with publication of the report in March 18.

1.11 Increase the capacity to work with partners to embed crime prevention in policing and local communities

The Crime Prevention Department has recently undergone a restructure and crime prevention is now overseen by a Crime Prevention Manager, a Crime Prevention and Reduction Supervisor and two Sergeants. The team manages tactical crime prevention, youth engagement, mental health, licensing, troubled families and cyber - crime prevention. These roles work alongside partners to ensure that Threat, Risk and Harm drives preventative activity as well as offering advice on problem solving and having a good understanding of "what works" in terms of crime prevention. The team place a focus on early intervention and this is the key thread that runs through all work.

We are currently working on collaboration with Dorset and Wiltshire Fire Service (DWFRS) to jointly plan diversionary activity with young people including sharing good practice in the running of cadet schemes. There are aspirations to target this work at young people identified as hard to reach. Also the Youth Engagement Team is carrying out research to identify and prioritise young people in greatest need of early invention.

Another example of crime prevention activity is the Junior Good Citizen (JGC) which is coordinated by Youth Engagement Officers (YEO’s). It is an annual event that takes place in both Swindon and Wiltshire which aims to provide safety and citizenship education to year 6 students. Schools are invited by the YEO’s who coordinate a wide range of partners to deliver relevant short lessons. Partners include Victim Support, British Transport Police, Fire Services and Youth Offending Teams.

Work is ongoing with the Safe Wise Wroughton project which will provide a static site to deliver JGC messages from September 2018. Wiltshire Police are working alongside DWFRS who are leading the project and we have agreed to fund a Safety Centre Education Officer. The officer will be employed by Wiltshire Police and

supervised by the DWFRS Project team in a collaborative approach.

Finally Work is now underway to work with the NHS as part of the 'high intensity user network scheme'. This looks to address repeat business linked to mental health by working in partnership with NHS colleagues. The 9 stage set up process commences in September 2017 facilitated by Hampshire police who are leading nationally. Recruitment for two Community Engagement and Demand Management officers to take forward this work has now started.

1.12 Work to protect people from becoming victims of cyber crime

Wiltshire Police have a dedicated Cyber Prevent Officer who oversees cyber prevent information to four main identified areas:

- Children and young people
- Parents and Carers
- Businesses
- Communication and awareness.

Working in partnership with 'Get Safe on Line (GSOL) the force will run five events over the next year, across Swindon and Wiltshire, to raise the profile of cyber safety. In addition the Cyber prevent officer is currently organising, with GSOL, a business event to target small and medium enterprises (SME's) in order to raise awareness of the threats they face. This will include current trends in cybercrime, how criminals are targeting SME's and the most frequent scams used to hit Swindon and Wiltshire businesses.

The force is developing a new website and cyber prevention advice will feature on the new site for the four identified areas. In order to reach a wider audience the force is also utilising Instagram for cyber prevention messaging with GetSafeOnline monthly campaigns featuring on this platform.

Cyber safety messages have been delivered to 3000+ year 6 children at the Junior Good Citizen events held in Swindon and Wiltshire and Stay Safe Online now has 6 active community volunteers working with the Bobby Van to support vulnerable elderly victims of cyber-crime. Plans are in place to link this initiative with the neighborhood watch scheme so that further presentations can be given across the County. Also, Cyber prevention presentations continue to be presented at area boards and local parish forums.

1.13 Work to disrupt the efforts of organised crime and drug gangs to infiltrate communities. This will involve working effectively with local

partners, including action to reduce exploitation of children and adults

Organised Crime encompassing modern slavery and drug supply associated with the exploitation of vulnerable people (County Lines) are recognised as a strategic threat and the Force have comprehensive plans in place to address these.

These plans broaden our impact on types of organised crime to draw on the interventions and preventative strategies of our partners. We now have an Organised Crime Partnership Board, chaired by the PCC and with representation from across Wiltshire and Swindon.

The partnership is supported by a range of working groups focused on organised crime issues. This includes working groups on County Lines, an Anti-Slavery Partnership and inclusion of a focus on exploitation of vulnerable people (including criminal exploitation) within the Local Safeguarding Adult Boards and the Local Safeguarding Child Boards.

Current activity focuses on multi agency interventions against County Lines and supporting a national intensification in activity against modern slavery.

1.14 Improve criminal investigations to provide an effective service.

Wiltshire Polices Head of Crime has been developing a number of key strands of work aimed at improving criminal investigations across the force and enhancing our service to victims. The roll is supported by a Major Crime Review Officer whose role is to conduct investigative debriefs, peer support and reviews.

Cyber Crime remains one of the forces key priorities and a comprehensive plan has been developed to improve the force's ability, skill and knowledge to conduct digital investigations. A key strand of this work involves the training of investigators and 15 Digital media Investigators are undergoing training to provide investigative support, advice and guidance to all front line investigators.

Through the burglary improvement working group, improvement plans have been put in place to upskill front line officers in effectively conducting burglary investigations with the support of appointed Detective Sergeant Burglary Champions. A six month evaluation is currently being undertaken to review the effectiveness of the improvement plan.

Dedicated Staff are also receiving enhanced training in relation to RASSO (rape and serious sexual offences) investigations. Training packages, including enhanced investigative interviewing, have been developed for staff to develop their investigation skills whilst bringing in national best practice. Community Policing Teams have also received training in terms of victim first response.

Raising awareness of significant topics

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

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

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

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

HMIC - Crime Data Integrity Inspection

Wiltshire Police have completed an inspection by HMIC on the accuracy, timeliness and understanding of crime recording. At the time of writing this report the inspection report has not been published. The extensive work in this area and the impact on police recorded crime has been identified previously and in the Annual Report 2015/16.

We anticipate that the HMIC will identify that Wiltshire is doing well in this area whilst identifying specific technical and process elements to improve.

We will be able to provide a verbal update following the publication of the HMIC inspection report.

Risk Register

Changes to risk scoring of financial risks, and delivery of the police and crime plan have been increased as policing demand becomes more complex, a further £4million cash savings are need by 2020 and the anticipated policing funding formula review has been delayed.

As the 4th lowest funded per head of population by central government I have and will continue to lobby government for fairer funding for Wiltshire.



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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	17-Aug-17	Maintain - initial figures from first four months performance appear to indicate some decline in performance. Risk to be reviewed in November 2017 (six months from first publication of revised risk register).
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% 	4	3	4	48	17-Aug-17	Increased (previously 12) - work has commenced on revised MTFS. Significant issues have been identified with the employment of staff which threatens the ability to delivery the PCC's Plan within the financial envelope.
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 Monthly Commissioning Update meetings between officers to commence September 2017 Constant future planning of allocation of Community Safety Fund and Victims Fund – report on future funding to be considered at September Commissioning and Policy Group meeting 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 reviewed ethical arrangements and gave a 'reasonable' assurance with no significant findings Internal Audit are currently reviewing the OPCC commissioning arrangements 	2	2	2	8	17-Aug-17	Maintain - mitigation and controls updated accordingly. Scoring to be reviewed following receipt of Internal Audit for commissioning arrangements (audit is currently being carried out)
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	17-Aug-17	Maintain - satisfied with accountability arrangements. Concern is the capacity of the Force to maintain delivery with the CC advises is under threat

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
15	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 Appointment of Service Improvement Officer to support the PCC in his work with WCJB, community safety partnerships and criminal justice partners 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	17-Aug-17	Maintain - the interface between investigative teams and the CPS is being looked at. Risk score to be reviewed following completion of this work. Expected date of completion is not yet known.
16	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 PCC Chairs Tri-Force Board and is supported by CX 	2	4	2	16	17-Aug-17	Maintain - BAU
17	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"> PCC's Estate Strategy has been published and key stakeholders (including the public) notified PCC meeting with Wiltshire and Swindon MPs to advise them of strategy Estates strategy governance in place 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 	2	3	2	12	17-Aug-17	Increased - score increased due to reliance on partners' willingness to engage with PCC's estates strategy. Risk and score will be reviewed in six months time (February 2018) giving an opportunity to progress strategy with partners.
18	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 Joint Technology Board meets regularly – PCC, CC, and WC are represented ICT disaster recovery plan awaited 	3	2	3	18	17-Aug-17	Increased - governance structures are in place but formal agreement requires signing
19	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 PCC Chairs Tri-Force Board and is supported by CX 	2	3	3	18	17-Aug-17	Maintain - review in six months (Nov 2017)

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
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	17-Aug-17	Maintain - BAU
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 Review put on hold following announcement of general election and purdah There has been no future announcement from central government in relation to the review PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this 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	17-Aug-17	Maintain - PCC campaigning for increased funding and engaging local MPs through joint seminar with Force (October)
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 engaged and local communities fully informed and engaged in process Process continues to evolve and develop and will need to reflect local communities needs Detailed evaluation specification in place Review score after receipt of evaluation report Initial evaluation shows difficulty with current resourcing level Tactical Board attended by DCX 	3	2	4	24	17-Aug-17	Increase - risk to be fully reviewed following receipt of evaluation report which is imminent
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 CC SW representative – information more received more timely and increased force focus Situation reviewed by the Public Accounts Committee and has national profile Updates being received on a regular basis but not providing confidence or clarity on timescales and costs 	4	4	2	32	17-Aug-17	Maintain - regular updates being received but no firm detail provided on timescales and costs
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 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 PCC receiving monthly briefings on delivery against improvement plan from lead officer Updates will now be provided by exception through the usual performance mechanisms 	2	3	3	18	17-Aug-17	Maintain - Internal Audit review due to take place Oct 2017, risk and score will be reviewed on receipt of this report

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AGENDA ITEM NO:

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 for the Panel

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 per the date of this report.

2.2 All risks are 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 are identified and they are responsible for providing updates on mitigation and score.

2.6 The risk appetite remains at 30.

2.7 The PCC Risk Register reviewed on 17th August 2017 is attached at Appendix A.

2.8 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, six are considered as either minor or acceptable, three are considered moderate, and one considered high.

3.2 Details on the four risks considered moderate or high are:

- *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)*
Performance monitoring of the first four months of the new financial year, appears to indicate some decline in performance. Performance continues to be

monitored on a monthly basis at the Force Strategic Delivery and Transformation Board at which the PCC is represented. As detailed in the previous version of the PCC Risk Register, this risk will be reviewed in November 2017, six months on from the publication of the revised formatted risk register.

- *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 (**high** risk)*
Work has already commenced on the Medium Term Financial Strategy 2018-19 to 2020-21 and significant issues have already been identified with regard to the employment of staff that threatens the ability to deliver the Commissioner's Plan within the financial envelope. As a result of this scores have increased for likelihood, control, and impact and the overall score has increased from 12 to 48. This is now the highest risk on the Commissioner's risk register.
- *Risk I8: ICT services are not resilient and transformational to support effective and efficient policing (**moderate** risk)*
Governance structures are in place and working effectively but the formal agreement with Wiltshire Council still requires signature. As a result of this the likelihood scoring has been increased from '2' to '3'.
- *Risk I9: Collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits (**moderate** risk)*
The Commissioner has been appointed Chairman of the Tri-Force Board and is supported by the OPCC Chief Executive. Work will continue to manage the mitigation and the risk will be further reviewed in November 2017 (as stated in the previous version of the risk register).

4. Key Risks to Consider – Topical

4.1 The register identifies 4 topical risks, three are considered moderate and one is considered high.

4.2 Details on the four risks considered moderate or high are:

- *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire (**moderate** risk)*
Although a moderate risk, the score remains unchanged. This is a national issue which the PCC has limited control over. Work on the review of the funding formula was put on hold during purdah and since the formation of the new government, no information on the review has been forthcoming. The Commissioner continues to campaign for increased funding and is engaging with local MPs. A joint seminar with the Force will be held for local MPs in October 2017.
- *Risk T2: Community Policing model does not deliver anticipated benefits*
Initial evaluation of the Community Policing Team model appears to indicate some difficulty with current resourcing level. As a result of this the likelihood score has been increased from '2' to '3'. This risk will be fully reviewed following receipt of the evaluation report which is expected imminently.
- *Risk T3: Delayed implementation of new communication system as a result of national changeover from Airwave Tetra to new 4G based ESN (**high** risk)*
Although considered a high risk, the score remains unchanged. This is an event which is likely to occur but one in which the Commissioner has limited control

over as this is a national issue. Regular updates are being received but firm details in relation to timescales and costs are yet to be provided.

- *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 Commissioner is receiving monthly briefings on delivery against the Force improvement plan from the lead officer. As stated in the previous version of the risk register, a full review of this risk will be undertaken following a review to be carried out by Internal Audit in October 2017.

5. New / Removed Risks

- 5.1 No new risks have been identified since the previously circulated version and no risks have been removed from the register.

6. Future Reviews of Risk Register

- 6.1 As stated in paragraph 2.4 above, the risk register will continue to be reviewed informally on a monthly basis prior to formal consideration at a November meeting of the Commissioner's Monitoring Board.

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

Panel member	Question	Date received	Date passed to OPCC
Cllr Brian Mathew	That Wiltshire has had the second highest percentage rate of staff reduction in the country (3.6%) seems to be at odds with your Priority Four objective of maintaining an effective police force. To ensure the attainment of this objective what remedial actions are you taking to stem this alarming rate of staff departure.	16/8/17	17/8/17
Cllr Brian Mathew	We were made aware of a staff satisfaction survey at the last PCP meeting and were told that this showed a high level of morale in the Force. I would be pleased if this report could be shared with the PCP as it appears to be at odds with the facts on the ground.	16/8/17	17/8/17
Cllr Richard Britton	<p>“The Commissioner has allocated £1m to the recruitment of sufficient new Special Constables to make up a total complement of Specials to 500. Bearing in mind Wiltshire’s past difficulties in assimilating and retaining Specials can the Panel safely assume that this exercise has been the subject of a detailed cost/benefit analysis? In particular, there is a fear that in view of Wiltshire’s previous poor performance in retaining Specials the £1m is unlikely to be a ‘one off’ cost. If a further, say, £500,000 p.a. is required to maintain the complement of 500 might not this ongoing cost be better spent on full time, paid Officers?”</p> <p>In particular:</p> <ul style="list-style-type: none"> • What assumption has been made for ‘churn’? How long is a Special likely to stay on the strength as a Special? • How many hours per week (or month) is a Special contracted to work? And what is the actual figure being worked? • What savings arise from the use of Specials to reduce the number of paid Officer’s time?” 	17/8/17	17/8/17

3	17/08/17	Brian Mathew	That Wiltshire has had the second highest percentage rate of staff reduction in the country (3.6%) seems to be at odds with your Priority Four objective of maintaining an effective police force. To ensure the attainment of this objective what remedial actions are you taking to stem this alarming rate of staff departure.	13/09/17	<p>The 3.6% reduction is shown for Police officers only and does not include Police staff which work alongside Police officers within the CPT model. On a separate tab, the data shows an increase in the volume of designated officers (those police staff with investigatory powers) which reflects the approach to translate roles, where possible, from police officers to police staff. Not only does this bring benefits in maintaining headcount whilst achieving reductions in budget, but also this approach gives career development and pathways for police staff, therefore likely to increase retention in the organisation. Staff will be able to undertake the same role as their police officer colleagues, following an appropriate training programme, and often attract a higher level of specialist skills to complete the role. Doing this delivers the objective of maintaining an effective police force.</p> <p>It must be remembered that the data within this publication is a snapshot at the time, and not a reflection of the budget assigned to these roles.</p> <p>To achieve the budgeted ambitions, the Panel will be aware of the recruitment campaigns which have been published recently, and the increased presence on social media. The Force is currently recruiting police officers, and has recently brought in 35 new recruits – the largest intake we have done for a number of years. The challenges of maintaining the establishment against the changing pension reforms, means that turnover increases and the requirement for a flexible and future looking resourcing plan is more important than ever before. I have seen this plan and my office sits on the board which oversees the tactical approach to recruitment and planning.</p>
4	17/08/17	Brian Mathew	We were made aware of a staff satisfaction survey at the last PCP meeting and were told that this showed a high level of morale in the Force. I would be pleased if this report could be shared with the PCP as it appears to be at odds with the facts on the ground.	13/09/17	Will be answered by the presentation at the meeting on 14 September 2017

5	17/08/17	Richard Britton	<p>“The Commissioner has allocated £1m to the recruitment of sufficient new Special Constables to make up a total complement of Specials to 500. Bearing in mind Wiltshire’s past difficulties in assimilating and retaining Specials can the Panel safely assume that this exercise has been the subject of a detailed cost/benefit analysis? In particular, there is a fear that in view of Wiltshire’s previous poor performance in retaining Specials the £1m is unlikely to be a ‘one off’ cost. If a further, say, £500,000 p.a. is required to maintain the complement of 500 might not this ongoing cost be better spent on full time, paid Officers?”</p> <p>In particular:</p> <ul style="list-style-type: none"> • What assumption has been made for ‘churn’? How long is a Special likely to stay on the strength as a Special? • How many hours per week (or month) is a Special contracted to work? And what is the actual figure being worked? • What savings arise from the use of Specials to reduce the number of paid Officer’s time?” 	13/09/17	<p>1) The Commissioner has allocated £1m to the recruitment of sufficient new Special Constables to make up a total complement of Specials to 500. Bearing in mind Wiltshire’s past difficulties in assimilating and retaining Specials can the Panel safely assume that this exercise has been the subject of a detailed cost/benefit analysis? In particular, there is a fear that in view of Wiltshire’s previous poor performance in retaining Specials the £1m is unlikely to be a ‘one off’ cost. If a further, say, £500,000 p.a. is required to maintain the complement of 500 might not this ongoing cost be better spent on full time, paid Officers?</p> <p>The investment of £1million was to reach a complement of 500 special constables within the life of the P&C Plan. This is not viewed as a one off increase, but a permanent part of policing in Wiltshire. It is correct that retention is crucial to this achieving this. As special constables are recruited and complete training, the project team have been focusing on making sure they are supported to be independent and integrated into their respective teams. The Force recognise that the retention of specials starts right at the beginning of the process and supporting and nurturing them is central to their post training retention plan.</p> <p>500 additional specials do present organisational challenges to ensure there is enough capacity to support them in the same / similar way to regular officers. Plans and costs are already included in areas such as fleet, ICT and estate. The Force and Senior Command Team are currently scrutinising business plans to identify capacity in areas of training and command structure to ensure that supporting 500 special constables forms part of business as usual.</p> <p>2) What assumption has been made for “churn”? How long is a Special likely to stay on the strength as a Special?</p> <p>The national average annual attrition rates are currently standing at 20% (approx. 100 per year based on 500). Wiltshire Police is using this rate in its future planning for specials recruitment and retention. The</p>
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					<p>current Wiltshire rate is 6% so using the national rate as the planning assumption is a built in contingency. The key to maintaining our Specials as with all our volunteers, is keeping them engaged, valued and to feel they are making a difference. There are many aspects to our Retention and Deployment plan which the team are currently working through. How long they stay depends on each individual and they can leave the organisation for a number of reasons including;</p> <ul style="list-style-type: none"> • Family circumstances • Private life • Career move (including regulars) • Disengaged from the organisation. <p>3) How many hours per month is a Special contracted to work and what is the actual figure being worked.</p> <p>The minimum number of hours required is 16 per month. A detailed breakdown of the number of deployable special constables provide to Wiltshire Police is shown on page 31 of the P&C Plan Quarter 1 Performance report. It shows that Special Constables provide on average almost 6,000 hours a month.</p> <p>4) What savings arise from the use of Specials to reduce the number of paid Officers time.</p> <p>The Specials are not being recruited to replace regular officers. The special constables provide additional policing resource and support to regular officers.</p>
6	11/09/17	Brian Mathew	Given the current degree of press attention this issue is raising, including from the MP for North Wiltshire James Gray, I would like to urgently ask the Police and Crime Commissioner the following question:	13/09/17	Verbal update to be provided at the meeting by Kieran Kilgallen.

		<p>In Priority Four of his Police and Crime Plan the Commissioner recognises that he has the responsibility for the provision of a police service that is 'efficient in its use of resources'. He therefore clearly recognises that the Chief Constable's use of resources is not solely an operational matter but is ultimately the Commissioner's responsibility.</p> <p>In what way has the Commissioner satisfied himself that the ongoing investigation into the late Sir Edward Heath is 'an efficient use of resources'.</p>		
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Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
14 th September 2017 10:30am-1pm	Trowbridge, County Hall	<ul style="list-style-type: none"> • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Review of Community Policing Model • Member Questions
7 th December 2017 10:30am-1pm	Chippenham, Monkton Park	<ul style="list-style-type: none"> • Quarterly data (Q2)– Risk / Performance / Finance / Complaints • Member Questions
18 th January 2018 10:30am-1pm	Salisbury, City Hall	<ul style="list-style-type: none"> • PCC Budget 2018/19 and MTFS • Member Questions

<p>22nd February 2018 10:30am-1pm</p>	<p>Swindon, Civic Centre</p>	<ul style="list-style-type: none"> • Formal consideration of PCC Precept proposal • Victim Support Service (Horizon) update
<p>22nd March, 2018 10:30am-1pm</p>	<p>Devizes, Corn Exchange</p>	<ul style="list-style-type: none"> • Quarterly data (Q3)– Risk / Performance / Finance / Complaints