

# AGENDA

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**Meeting:** WILTSHIRE POLICE AND CRIME PANEL  
**Place:** Swindon Borough Council Offices, Euclid St, Swindon  
SN1 2JH  
**Date:** Thursday 1 December 2016  
**Time:** 10.00 am

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Please direct any enquiries on this Agenda to Kevin Fielding, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 or email [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

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## **Membership:**

Cllr Junab Ali, Swindon Borough Council  
Cllr Abdul Amin, Swindon Borough Council  
Cllr Alan Bishop, Swindon Borough Council  
Cllr Richard Britton, Wiltshire Council  
Cllr Trevor Carbin, Wiltshire Council  
Cllr Chris Caswill, Wiltshire Council  
Cindy Creasy, Co-Opted Independent Member  
Chris Henwood, Co-Opted Independent Member  
Cllr Peter Hutton, Wiltshire Council  
Cllr Julian Johnson, Wiltshire Council  
Cllr Gordon King, Wiltshire Council  
Cllr John Smale, Wiltshire Council  
Caryl Sydney-Smith, Swindon Borough Council

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## **Substitutes:**

Cllr Charles Howard, Wiltshire Council  
Cllr Maureen Penny, Swindon Borough Council  
Cllr Nick Fogg MBE, Wiltshire Council  
Cllr Sue Evans, Wiltshire Council

CLlr Chuck Berry, Wiltshire Council  
CLlr Linda Packard, Wiltshire Council  
CLlr Glenis Ansell, Wiltshire Council  
CLlr Ian Thorn, Wiltshire Council  
CLlr Anthony Trotman, Wiltshire Council  
CLlr Brian Dalton, Wiltshire Council  
CLlr Ernie Clark, 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 7 - 12*)

- To confirm the minutes of the meeting held on Thursday 1 September 2016.

3 **Declarations of interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

### Statements

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

### Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 25 November 2016. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

6 **Quarterly data (Q2) - Performance / Risk / Finance / Complaints** *(Pages 13 - 62)*

To receive quarterly performance data from the OPCC as follows:

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

7 **Recruitment of Special Constables - update** *(Pages 63 - 66)*

An update on progress.

8 **Wiltshire Criminal Justice Board** *(Pages 67 - 68)*

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

9 **Tri-Force collaboration programme**

A verbal update on progress.

10 **Task group updates**

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

11 **Commissioner's Blog** *(Pages 69 - 72)*

Angus Macpherson to present the Commissioner's blog.

12 **Forward Work Plan** *(Pages 73 - 76)*

To note the forward work plan.

13 **Future meeting dates**

To note the future meeting dates below:

- 11 January 2017 – County Hall, Trowbridge
- 2 February 2017 – Monkton Park, Chippenham
- 2 March 2017 – City Hall, Salisbury
- 29 June 2017 – Corn Exchange, Devizes
- 14 September 2017 - County Hall, Trowbridge
- 7 December 2017 – To be confirmed

## **Part II**

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

None

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## **WILTSHIRE POLICE AND CRIME PANEL**

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**DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING  
HELD ON 1 SEPTEMBER 2016 AT ALAMEIN SUITE - CITY HALL, MALTHOUSE  
LANE, SALISBURY, SP2 7TU.**

**Present:**

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

**Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Kieran Kilgallen – OPCC  
Chris McMullen – OPCC  
Carolyn Filmore – OPCC  
Naji Dawish – OPCC  
Henry Powell – Wiltshire Council  
Kevin Fielding – Wiltshire Council

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**1 Apologies for Absence**

Apologies were received from Emily Higson – Wiltshire Council and Cllr Julian Johnson. Cllr Tony Trotman was welcomed to the meeting as substitute for Cllr Johnson.

**2 Minutes and matters arising**

**Decision:**

- **The minutes of the meeting held on Thursday 16 June 2016 were agreed as a correct record and signed by the Chairman.**

### **3 Declarations of interest**

There were no declarations of interest.

### **4 Chairman's Announcements**

The Chairman advised that he would be attending the 2016 PCP Conference on Thursday 20 October and asked if any other Panel members would be interested in attending this event. Cllr Junab Ali expressed an interest in attending.

### **5 Public Participation**

The Commissioner was asked "What process of consultation with Swindon residents was carried out re the New Policing Model". The Commissioner advised that the New Policing Model had been successfully piloted in the Trowbridge and Warminster community areas and was now being rolled out Wiltshire wide and then Swindon. Wiltshire Police had outlined the NPM at Wiltshire Council Area Boards and would outline at Swindon Borough Council Local Locality meetings.

### **6 Quarterly data (Q1)- Risk / Performance / Finance / Complaints - including drugs information**

The Commissioner outlined a report setting out his quarterly performance data – Quarter One 2016-17 (1 April to 30 June 2016).

Points made included:

- 9,607 crimes were recorded during quarter one.
- In the 12 months to June 2016, 38,081 crimes were recorded. This represents an increase of 14 per cent on the previous 12 months.
- Nationally, there continues to be an increase in recorded crime, with the latest Crime Survey of England and Wales (CSEW) citing an eight per cent increase in police recorded crime in the 12 months to March 2016.
- This CSEW estimates that actual incidents of crime have reduced by six per cent during the same period.



- That there had been a slight rise in hate crime after the Brexit referendum, this however was not as high as other parts of the UK.
- That Wiltshire Police should consider “Pop up police stations” in village halls and shopping precincts and supermarkets across the county to increase its visibility.
- The importance of officers being out in the community and not stuck in police stations.
- The importance of the police tapping into volunteer schemes such as speed watch.
- That the new IT tech was slowly being rolled out to officers across the county.

The report was noted.

Deep Dive – Prevent Crime and ASB

The report was noted.

Risk Register – Quarter One 2016-17 (1 April to 30 June 2016).

The report was noted.

The Chairman thanked the Commissioner for his report

## **7 Community Policing - Verbal Update**

Kieran Kilgallen gave a brief verbal update.

Points made included:

- That the Salisbury community area would be the next in the rollout program.
- New staffing rosters had now been allocated to teams.
- Staff workloads identified.
- IT work streams identified.
- Work ongoing at Gable Cross and Bourne Hill.

- That officers and back office staff had received training on the new way of working.

The Chairman thanked Kieran Kilgallen for his update.

## 8 **Tri-Force collaboration programme**

Failure to agree Tri-PCP Task Group.

- The Chairman expressed the Police and Crime Panel's frustrations at the Commissioners reluctance to work with them in agreeing a Tri-PCP Task Group.

Verbal update on progress.

- The Chairman advised that the Tri-PCPs would continue to collaborate.

Future reporting.

- That an update would be available at the December 2016 meeting, OPPC to liaise with Henry Powell.

## 9 **Restorative Justice - Out of court settlements**

A brief update was given by OPPC members.

Points made included:

- That pilot programs were now being set up by Wiltshire Police.
- That officers were now being trained in restorative justice to increase their understanding and improve the take up of restorative justice
- The benefits of bringing victims of crime and perpetrators together.
- That the panel had concerns re the poor take up of restorative justice.

It was agreed that the panel would re-visit this topic in 12 months time and that it would be added to the forward work plan for inclusion in the September 2017 meeting agenda.

The Chairman thanked the OPPC for the update.

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

It was agreed that a written report would be brought to the December 2016 meeting.

11 **Recruitment of Specials - Verbal Update**

The Commissioner gave a brief verbal update.

Points made included:

- That some 200 applications had been received.
- Assessments would begin during September 2016.
- That a further update would be given at the December 2016 meeting.

The Chairman thanked the Commissioner for his update.

12 **Task group updates**

- PCC Commissioning Strategy Task Group – Noted, full update at December meeting.
- Specials Task Group – Noted, full update at December meeting.

13 **PCC Diary report**

The PCC Diary report was noted.

14 **Forward Work Plan**

The Forward Work Plan was noted.

**15 Future meeting dates**

The next meeting of the Police and Crime Panel will be on Thursday 1 December 2016 at the Swindon Borough Council offices.

(Duration of meeting: 10.00 am - 1.15 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](mailto:emily.higson@wiltshire.gov.uk)

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

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

**Quarter Two 2016-17 (1 July to 30 September 2016)**

**For Police and Crime Panel meeting 1 December 2016**



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## Introduction by Commissioner Angus Macpherson

Welcome to the Quarter two performance report, assessing progress made to deliver the priorities set out in my Police and Crime Plan.

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

My key priorities are:

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

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

You can read my Police and Crime Plan and the updates by visiting [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk). On the site you can also read about my activities as well as regularly updated news items and my latest blog.

A handwritten signature in black ink, appearing to read 'Angus Macpherson'. The signature is stylized and includes a long horizontal line underneath.

**Angus Macpherson**

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

## Overall performance dashboard

| Priority 1: Prevent crime and ASB  |        |             |   |
|------------------------------------|--------|-------------|---|
| Measure                            | Data   | Infographic | Context   |
| Crime volume                       | 10,640 |             | Significant increasing trend but in line with peers |
| Anti social behaviour (ASB) volume | 5,104  |             | Low and significantly reducing                      |
| Crime recording compliance         | 96%    |             | Improving   |
| Satisfaction with visibility       | 55%    |             | 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  | 84%  |             | Inline with peers                                |
| Satisfaction with investigation  | 75%  |             | Stable   |
| Satisfaction with being kept informed                                  | 77%  |             | Stable   |
| Outcome rate   | 23%  |             | Significantly lower than peers                   |
| Cracked and ineffective trials   |      |             | Court level information not available from HMCTS |
| Cracked and ineffective trials due to prosecution                      |      |             | Court level information not available from HMCTS |

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

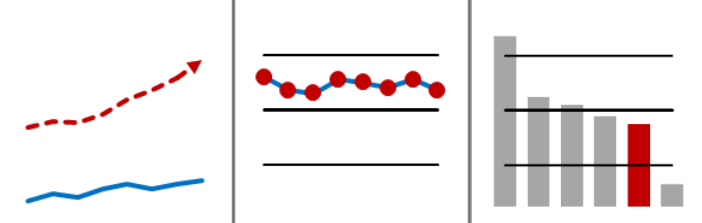


| Priority 2: Protect the most vulnerable in society  |      |             |
|---|------|-------------|
| Measure   | Data | Infographic |
| Assessment to be provided within the report drawing upon a range of Management Information indicators |      |             |

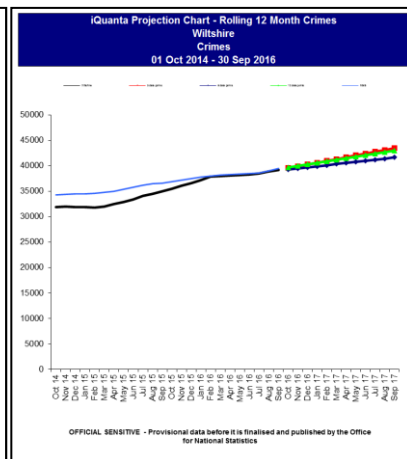
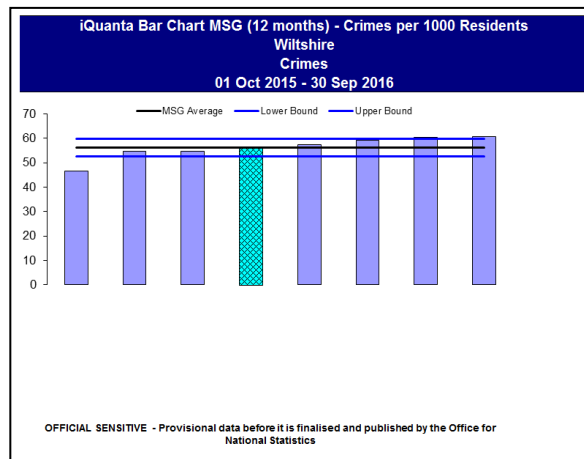
| Priority 4: Secure high quality, efficient and trusted services |                    |             |  |
|---|--------------------|-------------|--|
| Measure   | Data               | Infographic | Context  |
| Public Confidence   | 83%                |             | Stable and high  |
| Wiltshire Police deal with things that matter to the community  | 76%                |             | Stable since Autumn 2012   |
| Wiltshire Police can be relied upon to be there when needed     | 68%                |             | Wave 14 result returned to expected levels following lower result in Wave 13 |
| Wiltshire Police treat me with respect                          | 89%                |             | High and stable since Autumn 2012  |
| Response time Immediate Priority                                | 10m 42s<br>53m 22s |             | Increasing trend in the time it takes to arrive at priority incidents        |
| 999 calls answered within 10 seconds                            | 90%                |             | Consistently high since November 2014  |
| % of 101 calls answered within 30 seconds                       | 90%                |             | High but reducing trend  |
| Quality of files First files                                    | 51%                |             | New processes embedding  |
| Full files  | 91%                |             |  |
| Volume of complaints  | 170                |             | Stable trend   |



## 1. Prevent crime and anti-social behaviour

|              |   |  |
|--------------|---|--|
| Crime volume | <p>Q2.<br/>10,640</p> <p>Rolling 12 months<br/>39,158</p> |  |
|--------------|---|--|

1. There were 10,640 crimes recorded during quarter two.
2. In the 12 months to September 2016, 39,158 crimes were recorded. This represents an increase of 12 per cent on the previous 12 months.
3. Wiltshire's position is not statistically an exception with the crime rate per 1,000 population and also percentage increase both being in line with national average.



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

4. The table below provides a comparison to south west and peer group forces

| Areas  | Earlier Period<br>Oct-14 to Sep-15 | Later Period<br>Oct-15 to Sep-16 | Change           |                |
|--|------------------------------------|----------------------------------|------------------|----------------|
|  |                                    |                                  | Numeric          | Percentage     |
| <b>England &amp; Wales</b>   | <b>3,684,055</b>                   | <b>4,004,856</b>                 | <b>+ 320,801</b> | <b>+ 8.7%</b>  |
| <b>South West Region</b>   | <b>286,505</b>                     | <b>321,975</b>                   | <b>+ 35,470</b>  | <b>+ 12.4%</b> |
|  | <b>105,373</b>                     | <b>129,079</b>                   | <b>+ 23,706</b>  | <b>+ 22.5%</b> |
|  | <b>78,452</b>                      | <b>80,068</b>                    | <b>+ 1,616</b>   | <b>+ 2.1%</b>  |
|  | <b>38,334</b>                      | <b>43,738</b>                    | <b>+ 5,404</b>   | <b>+ 14.1%</b> |
|  | <b>29,387</b>                      | <b>29,932</b>                    | <b>+ 545</b>     | <b>+ 1.9%</b>  |
| <b>Wiltshire</b>   | <b>34,959</b>                      | <b>39,158</b>                    | <b>+ 4,199</b>   | <b>+ 12.0%</b> |
|  |                                    |                                  |                  |                |
| <b>Most Similar Group</b>  | <b>389,321</b>                     | <b>417,541</b>                   | <b>+ 28,220</b>  | <b>+ 7.2%</b>  |
| <b>Wiltshire</b>   | <b>34,959</b>                      | <b>39,158</b>                    | <b>+ 4,199</b>   | <b>+ 12.0%</b> |
|  | <b>78,452</b>                      | <b>80,068</b>                    | <b>+ 1,616</b>   | <b>+ 2.1%</b>  |
|  | <b>29,817</b>                      | <b>33,433</b>                    | <b>+ 3,616</b>   | <b>+ 12.1%</b> |
|  | <b>42,291</b>                      | <b>43,907</b>                    | <b>+ 1,616</b>   | <b>+ 3.8%</b>  |
|  | <b>36,848</b>                      | <b>39,931</b>                    | <b>+ 3,083</b>   | <b>+ 8.4%</b>  |
|  | <b>67,571</b>                      | <b>75,721</b>                    | <b>+ 8,150</b>   | <b>+ 12.1%</b> |
|  | <b>46,453</b>                      | <b>48,267</b>                    | <b>+ 1,814</b>   | <b>+ 3.9%</b>  |
|  | <b>52,930</b>                      | <b>57,056</b>                    | <b>+ 4,126</b>   | <b>+ 7.8%</b>  |
| <b>Number of forces in England &amp; Wales with an increase in this category</b> |                                    |                                  | <b>39</b>        |                |

*All crime regional and peer group comparison*

5. Nationally, there continues to be an increase in recorded crime, with the latest Crime Survey of England and Wales (CSEW)<sup>1</sup> citing a seven per cent increase in police recorded crime in the 12 months to June 2016.
6. This CSEW release states that the annual rise is not a reliable measure of the trends in crime with a large proportion of the rise considered to be due to continued improvements in crime recording and processes.
7. The CSEW further states that there has been no significant change in the levels of violence compared to previous years with the trend being relatively flat. This adds context to the 24 per cent increase nationally in police recorded violent crime.
8. The Office for National Statistics (ONS) says that the predominant factors relate to the inclusion of two new notifiable harassment offence types and the focus on crime recording process improvements.

1

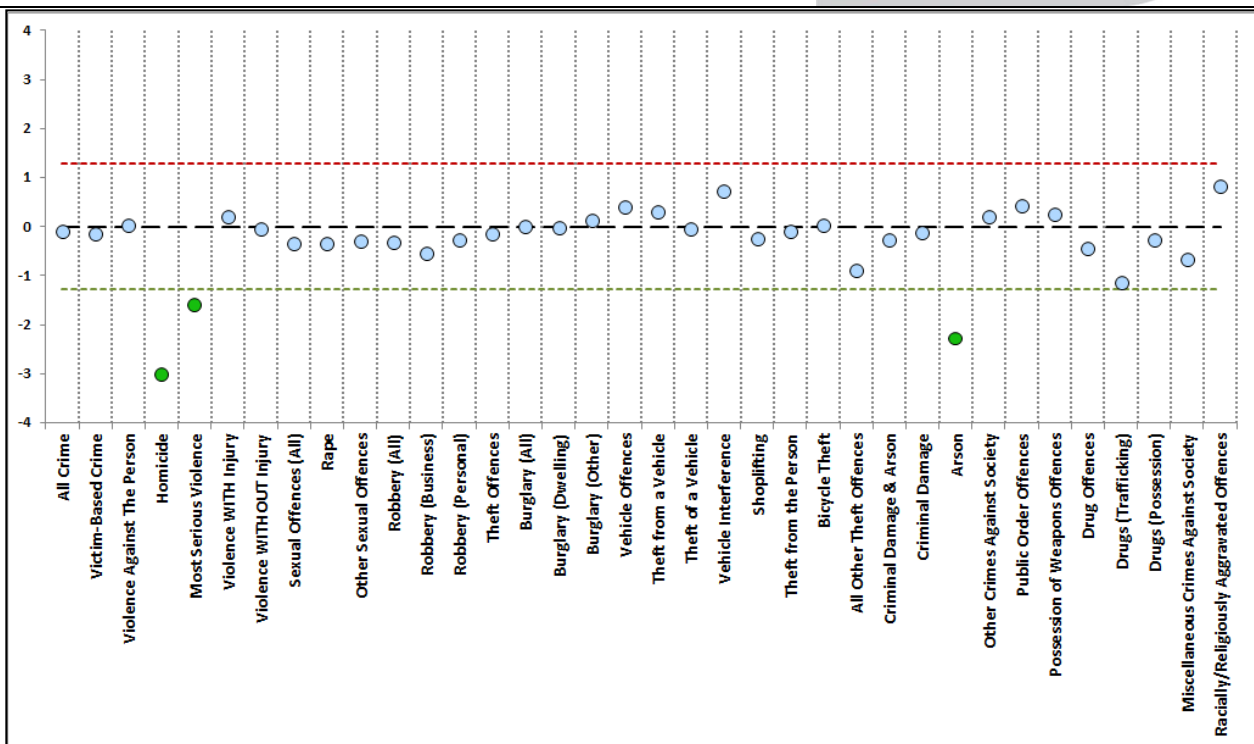
<http://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingjune2016>

9. The table below provides a very simplistic overview of how many crimes of each type have been recorded and how much that differs from the previous 12 months.

| Crime Category                           | 12 months to  |               | Change         |                |
|--|---------------|---------------|----------------|----------------|
|  | Sep-15        | Sep-16        | Numeric        | Percentage     |
| <b>All Crime</b>                         | <b>34,959</b> | <b>39,158</b> | <b>+ 4,199</b> | <b>+ 12.0%</b> |
| Victim-Based Crime                       | 31,473        | 34,151        | + 2,678        | + 8.5%         |
| Violence Against The Person              | 9,102         | 11,976        | + 2,874        | + 31.6%        |
| Violence WITH Injury                     | 4,485         | 5,166         | + 681          | + 15.2%        |
| Violence WITHOUT Injury                  | 4,612         | 6,809         | + 2,197        | + 47.6%        |
| Sexual Offences                          | 1,260         | 1,359         | + 99           | + 7.9%         |
| Robbery                                  | 187           | 205           | + 18           | + 9.6%         |
| Theft Offences                           | 15,517        | 14,889        | - 628          | - 4.0%         |
| Burglary (Dwelling)                      | 1,261         | 1,356         | + 95           | + 7.5%         |
| Burglary (Other)                         | 2,597         | 2,196         | - 401          | - 15.4%        |
| Shoplifting                              | 3,709         | 3,459         | - 250          | - 6.7%         |
| Vehicle Offences                         | 2,476         | 2,850         | + 374          | + 15.1%        |
| Theft from the Person                    | 282           | 377           | + 95           | + 33.7%        |
| Bicycle Theft                            | 867           | 750           | - 117          | - 13.5%        |
| All Other Theft Offences                 | 4,325         | 3,901         | - 424          | - 9.8%         |
| Criminal Damage & Arson                  | 5,407         | 5,722         | + 315          | + 5.8%         |
| Public Order Offences                    | 1,392         | 2,879         | + 1,487        | + 106.8%       |
| Possession of Weapons Offences           | 196           | 289           | + 93           | + 47.4%        |
| Drug Offences                            | 1,332         | 1,225         | - 107          | - 8.0%         |
| Miscellaneous Crimes Against Society     | 566           | 614           | + 48           | + 8.5%         |
| Racially/Religiously Aggravated Offences | 318           | 408           | + 90           | + 28.3%        |

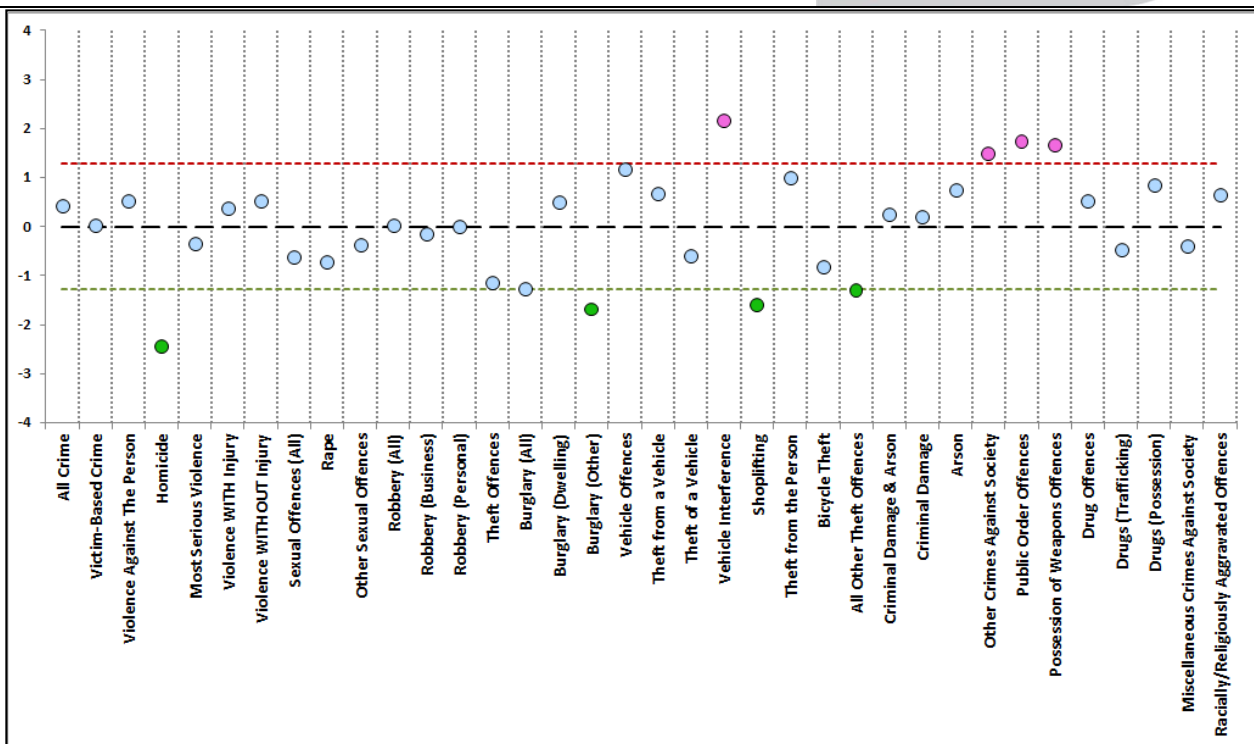
*Crime volume comparison to previous year*

10. The chart below gives context to the figures above in that it helps understand Wiltshire's position against what is a normal crime rate per 1,000 population across the country.



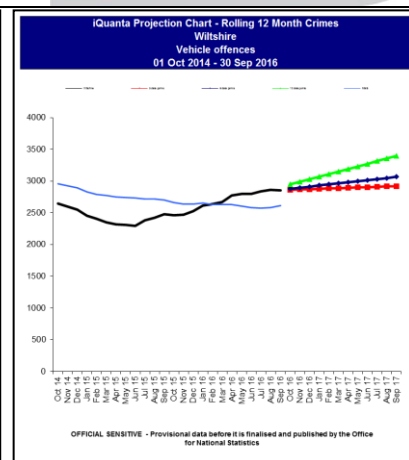
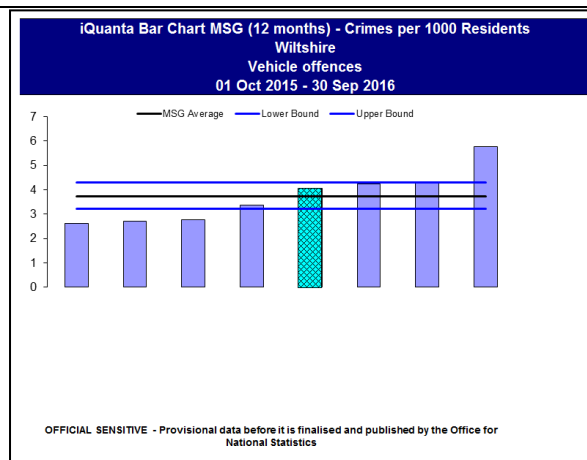
*Wiltshire crime volume compared to national average*  
*Note: the scale refers to a z-score which is the number of standard deviations Wiltshire's volume is from national average.*

11. The chart above shows that all crime types are in line with the national average and that there are exceptionally low volumes of homicides, serious violence and arson occurring in the county.
12. The volumes of homicide and arson are the lowest in the country, with most serious violence the sixth lowest.
13. Having established that all crime types are within normal levels, the chart below shows whether the trend (rate of change) within crime types is in line with national trends.



*Wiltshire crime volume percentage change compared to national average*

14. The chart above shows the rate of reduction for theft offences in Wiltshire is good, particularly with respect to non-dwelling burglaries, shoplifting and general theft.
15. The areas for further insight and exploration in this report are vehicle offences and other offences against society (which includes public order and possession of weapons).
16. The volume of vehicle offences has increased by 15 per cent in the 12 months to September. This equates to 374 offences or approximately one extra per day.
17. The chart below shows despite the increasing trend, Wiltshire remains in line with the average of its peers. This is due to Wiltshire previously having an exceptionally low volume of vehicle offences.



*Vehicle offences up to September 2016 – most similar group (MSG) position and trend*

18. The reduction between January 2013 and January 2015 was in part due to the successful arrest and conviction of offenders who were responsible for a significant volume of offences.
19. The volumes have since started to increase across Swindon and Wiltshire.
20. There are three types of vehicle crime classification; theft of motor vehicle, theft from motor vehicle and vehicle interference.
21. The increases have predominantly been theft from vehicles (+145, +8.5%) and also vehicle interference (+210, +84%).
22. The latter is an effect of more specific recording of crime in line with the Home Office counting rules, the definition of which is:
23. *“A person is guilty of the offence of **vehicle interference** if he interferes with a motor **vehicle** or trailer. or with anything carried in or on a motor **vehicle** or trailer with the intention that an offence specified in subsection (2) below shall be committed by himself or some other person”<sup>2</sup>*
24. These would still have previously been recorded as crimes but the interference classification more accurately reflects the intention of the offender.
25. Through the bi-weekly operational tasking meetings, a number of series have been

<sup>2</sup> <https://www.gov.uk/government/uploads/system/...data/.../count-vehicle-april-2016.pdf>

identified. These include catalytic converter thefts, theft of number plates and theft of work tools from vans.

26. Analysis identified that 77 per cent of thefts from motor vehicles were opportunistic. This includes theft from vehicles which were left insecure (unlocked or windows down etc.) or with items of value on display.
27. As a result, messages have been put out via the media, social media and community messaging with crime prevention advice.
28. The community message can be read below.

Motorists across the county are reminded to take simple security measures to help reduce the number of incidents of thefts from vehicles.

We are continuing to receive reports from members of the public regarding thefts of valuables from vehicles and we would like to take this opportunity to remind people of some simple security tips.

Community Policing Team Inspector James Brain, of the Trowbridge and Warminster sectors, said: “Despite numerous warnings and advice to members of the public, we are continuing to hear reports of valuables being stolen from vehicles.

“It is so important that motorists are vigilant to help prevent becoming a victim. A thief only needs a few seconds to steal your belongings and leaving them on display is an invitation to opportunist thieves who will strike anywhere and at any time. Beauty spots can often be hot spots for this type of crime and Wiltshire has an abundance of these types of areas. Please bear this in mind when you are out and about enjoying the rural landscape.

“Please always make sure that your vehicle and your homes are properly secured, and never leave anything on view in your cars. Imagine how you would feel if you returned to your vehicle and found your mobile phone, purse or other valuables had been stolen. It can be a distressing time for victims.

“Please take a few minutes to read the below advice.”

- Don’t leave any valuables on display including laptops, satnavs, mobile phones, handbags, credit cards or vehicle documents in your car. If it is unavoidable - place them in the boot and ensure that any electrical equipment is switched off.
- Don’t leave coats/jackets on show in the vehicle as a thief will want to see if there is anything valuable in the pockets.
- Clean satnav suction marks off your windscreen, as leaving them is an immediate advert

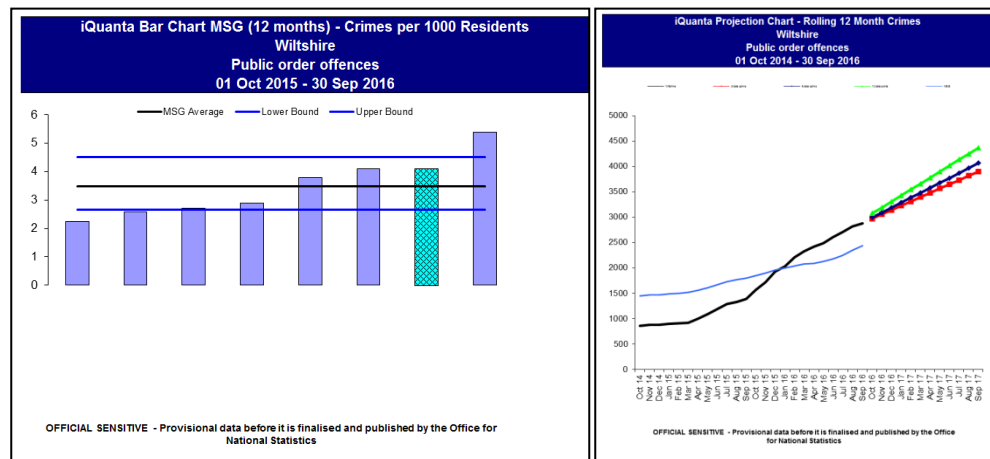
to thieves that a satnav is in the vehicle. Make sure no satnav attachments are left visible in your vehicle.

- Remove your stereo if you can, mark it with the vehicle registration number if you can't.
- Leave your glove box open to show there is nothing in it.
- If you own a van, make sure you remove your tools overnight and display an appropriate sign in the rear window making this clear

Anyone who sees suspicious activity should contact police on 101, if a crime is in progress ring 999 and if possible record the registration number of any vehicle involved.

*Vehicle offences crime prevention advice – Community Messaging*

29. In the 12 months to September 2016, there has been a 106.8 per cent increase in the volume of recorded public order offences. This equates to a rise of 1,487 recorded crimes.



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

30. The rate of increase has been greater than the MSG average and the third largest percentage change nationally.
31. The Force is confident that this increase is driven by improved crime recording practices following training of crime recorders.



32. This is reflected by the significant reduction in anti-social behaviour (3,572 fewer incidents).
33. These offences continue to be reviewed on a weekly basis across the Force in order to identify any specific trends or hot spots.
34. The Force has the necessary structures in place to review the compliance rate against the national crime recording standards.
35. Increased compliance with the crime recording standards is having a direct impact on the increase in recorded racially or religiously aggravated offences.
36. This is because of the improvements and increases in the recording of violence without injury (common assault and harassment) and public order.

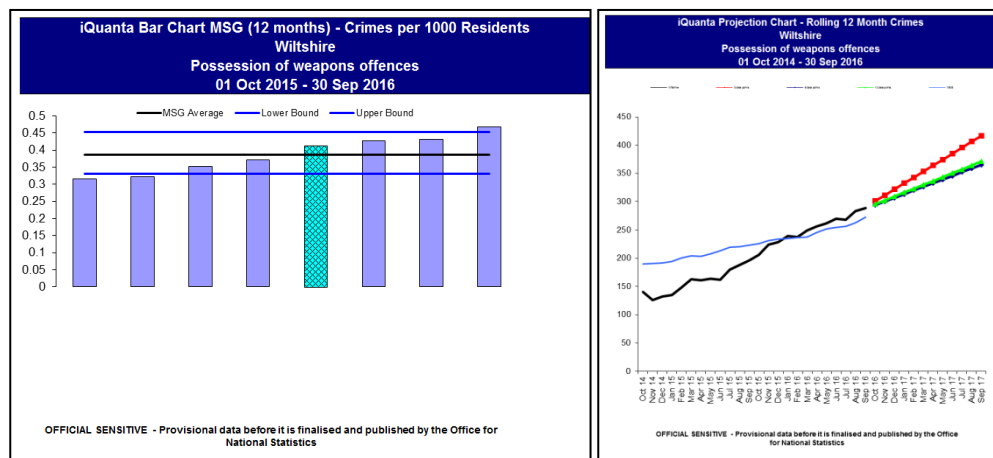
| Code | Description  |
|------|--|
| 008M | Racially/Religiously Aggravated Harassment                     |
| 008P | Racially/Religiously Aggravated Assault With Injury            |
| 009B | Racially/Religiously Aggravated Public Fear, Alarm or Distress |
| 058J | Racially/Religiously Aggravated Criminal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

*Racially or religiously aggravated offences classification breakdown*

| Areas  | Earlier Period<br>Oct-14 to Sep-15 | Later Period<br>Oct-15 to Sep-16 | Change         |                |
|--|------------------------------------|----------------------------------|----------------|----------------|
|  |                                    |                                  | Numeric        | Percentage     |
| <b>England &amp; Wales</b>   | <b>38,502</b>                      | <b>43,764</b>                    | <b>+ 5,262</b> | <b>+ 13.7%</b> |
| <b>South West Region</b>   | <b>2,432</b>                       | <b>2,804</b>                     | <b>+ 372</b>   | <b>+ 15.3%</b> |
|  | 1,209                              | 1,346                            | + 137          | + 11.3%        |
|  | 498                                | 575                              | + 77           | + 15.5%        |
|  | 229                                | 266                              | + 37           | + 16.2%        |
|  | 178                                | 209                              | + 31           | + 17.4%        |
| <b>Wiltshire</b>   | <b>318</b>                         | <b>408</b>                       | <b>+ 90</b>    | <b>+ 28.3%</b> |
|  |                                    |                                  |                |                |
| <b>Most Similar Group</b>  | <b>2,830</b>                       | <b>3,432</b>                     | <b>+ 602</b>   | <b>+ 21.3%</b> |
| <b>Wiltshire</b>   | <b>318</b>                         | <b>408</b>                       | <b>+ 90</b>    | <b>+ 28.3%</b> |
|  | 498                                | 575                              | + 77           | + 15.5%        |
|  | 229                                | 339                              | + 110          | + 48.0%        |
|  | 269                                | 329                              | + 60           | + 22.3%        |
|  | 156                                | 171                              | + 15           | + 9.6%         |
|  | 491                                | 634                              | + 143          | + 29.1%        |
|  | 326                                | 372                              | + 46           | + 14.1%        |
|  | 543                                | 604                              | + 61           | + 11.2%        |
| <b>Number of forces in England &amp; Wales with an increase in this category</b> |                                    |                                  | <b>39</b>      |                |

*Racially or religiously aggravated offences regional and peer comparison*

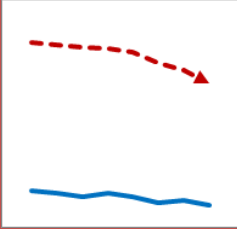
37. There is no additional concern being identified as a result of this increase. It is in line with expectations given the increases in the parent crime groups and is in line with national average volume and trend.
38. These offences continue to be reviewed and are managed in line with the Force's approach to hate crime which also incorporates sexual orientation, transgender and disability.
39. There have been an additional 93 possession of weapons offences recorded in the 12 months to September 2016.



*Possession of weapons offences up to September 2016 – most similar group (MSG) position and trend*

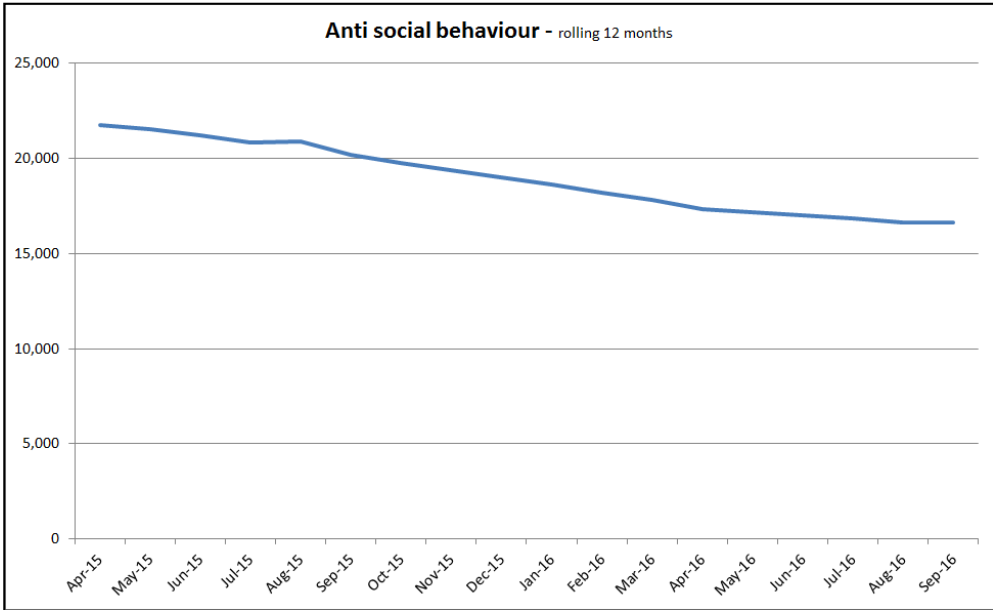
40. The trend over the last 12 months has been greater than the peer group increase. However, the most recent quarter sees the increase tracking in line with that of the peer group with the volume per 1,000 population in line with average.
41. A problem profile was developed in April 2016. The product gave a detailed overview of the types of weapons involved and the location and demography of offenders.
42. The report made a number of tactical recommendations.
43. As a result of this work, an operation was conducted in Swindon and work was commissioned to produce an educational package delivered in schools during September.

44. Other tactical options are being explored such as a knife amnesty, involving rehabilitated prolific offenders delivering education and also preventing young people becoming involved in drug networks and organised crime.

|               |  |  |
|---------------|--|--|
| ASB<br>Volume | <p>Q2.<br/>5,104 incidents</p> <p>Rolling 12 months<br/>16,626 incidents</p> |  |
|---------------|--|--|

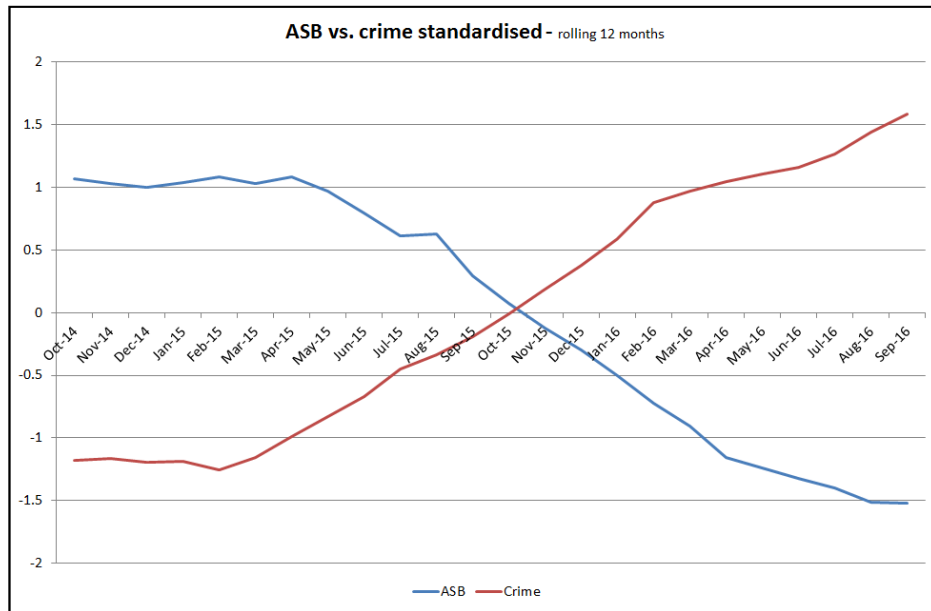
45. The volume of ASB continues to reduce. There were 5,104 incidents reported during quarter two.

46. There were a total of 16,626 incidents reported in the 12 months to September 2016 which equates to a 17.7 per cent reduction on the 20,198 incidents recorded in the 12 months to September 2015.



ASB up to September 2016 – rolling 12 months

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



*ASB versus crime – standardised rolling 12 months trend comparison*

48. The chart above further demonstrates the link between recording anti-social behaviour and crime more accurately.

49. Peer information for ASB does not exist and so drawing comparisons against forces of a similar size and demography is not possible.

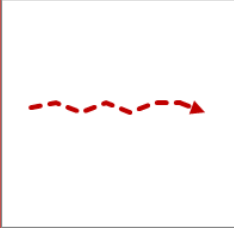
|                                 |             |   |
|---------------------------------|-------------|---|
| Crime recording compliance rate | 95 per cent |  |
|---------------------------------|-------------|---|

50. Wiltshire Police and the OPCC are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.

51. 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 are able to fully understand the extent of demands made on them and government policy can be developed to reduce crime.

52. Since June 2016 a new process has been adopted within Wiltshire Police whereby all reports of crime and incident categories which have the potential to contain criminal offences (such as anti-social behaviour reports) are reviewed daily by a specialist team which ensures that they are correctly recorded to enable the best possible service to victims.
53. In this short period of time this specialist team has assisted the Force to achieve 96 per cent crime recording compliance. The team is working hard to improve beyond this current position with every crime reported being recorded correctly and in a timely manner.

|                              |  |  |
|------------------------------|--|--|
| Satisfaction with visibility | 55 per cent<br>(±2 per cent; Wave 14 Spring/Summer 2016) |  |
|------------------------------|--|--|

54. This information comes from the public opinion survey which I commission twice a year.
55. A detailed summary of the measures in the public opinion and victim satisfaction surveys has been included within a stand-alone report.

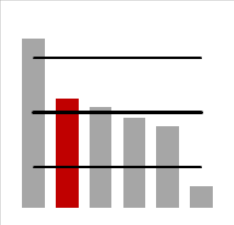
## 2. Protect the most vulnerable in society

### Management Information

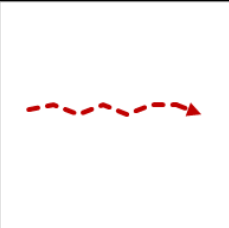
56. It is acknowledged that the nature of vulnerability is wide ranging.
57. There are a number of measures which are used to understand how effective the Force is at protecting the most vulnerable in society.

58. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).
59. The VDB is a board chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight into 19 strands of vulnerability.
60. The volume of recorded domestic abuse continues to increase as per the update in the quarter one report. The context remains the same and there is nothing further to add from a recorded volume perspective.
61. Through the VDB, an audit of domestic abuse has taken place which identified a series of opportunities to improve data quality. There was good evidence to suggest that investigations were of a good standard and there was compliance with the victims' code of practice (VCOP).
62. Rape cases are kept under review and there has been action to improve the management oversight of these cases. Detective inspectors conduct seven and 28 day reviews of investigations. This helps to improve performance by identifying trends or issues and also supporting officers with their investigation plans.

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

|                     |  |  |
|---------------------|--|--|
| Victim satisfaction | 84 per cent<br><br>(12 months to September 2016) |  |
|---------------------|--|--|

63. 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.
64. A detailed summary of the measures in the public opinion and victim satisfaction surveys have been included within a stand-alone report.

|              |  |   |
|--------------|--|---|
| Outcome rate | 22.8 per cent<br>(12 months to September 2016) |  |
|--------------|--|---|

65. The outcome rate for the 12 months to September 2016 was 22.8 per cent. This is above the regional rate of 18.9 per cent and national rate of 20.7 per cent.

| AREAS  | Recorded Crimes | Outcomes in Selected Type | Outcome Ratio |
|--|-----------------|---------------------------|---------------|
| England & Wales                                  | 4,004,856       | 830,639                   | 20.7%         |
| South West Region                                | 321,975         | 60,775                    | 18.9%         |
|  | 129,079         | 16,780                    | 13.0%         |
|  | 80,068          | 19,369                    | 24.2%         |
|  | 43,738          | 10,052                    | 23.0%         |
|  | 29,932          | 5,659                     | 18.9%         |
| Wiltshire  | 39,158          | 8,915                     | 22.8%         |
|  |                 |                           |               |
| Most Similar Group (Average of Component Forces) | 417,541         |                           | 24.4%         |
| Wiltshire  | 39,158          | 8,915                     | 22.8%         |
|  | 80,068          | 19,369                    | 24.2%         |
|  | 33,433          | 6,657                     | 19.9%         |
|  | 43,907          | 10,017                    | 22.8%         |
|  | 39,931          | 11,105                    | 27.8%         |
|  | 75,721          | 17,202                    | 22.7%         |
|  | 48,267          | 12,281                    | 25.4%         |
|  | 57,056          | 16,816                    | 29.5%         |

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

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

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

| AREAS  | Recorded Crimes | Outcomes in Selected Type | Outcome Ratio |
|--|-----------------|---------------------------|---------------|
| England & Wales                                  | 26,230          | 9,996                     | 38.1%         |
| South West Region                                | 1,815           | 692                       | 38.1%         |
|  | 666             | 161                       | 24.2%         |
|  | 652             | 294                       | 45.1%         |
|  | 131             | 80                        | 61.1%         |
|  | 234             | 85                        | 36.3%         |
| Wiltshire  | 132             | 72                        | 54.5%         |
| Most Similar Group (Average of Component Forces) | 2,588           |                           | 41.1%         |
| Wiltshire  | 132             | 72                        | 54.5%         |
|  | 652             | 294                       | 45.1%         |
|  | 260             | 92                        | 35.4%         |
|  | 258             | 73                        | 28.3%         |
|  | 227             | 97                        | 42.7%         |
|  | 598             | 243                       | 40.6%         |
|  | 171             | 53                        | 31.0%         |
|  | 290             | 148                       | 51.0%         |

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

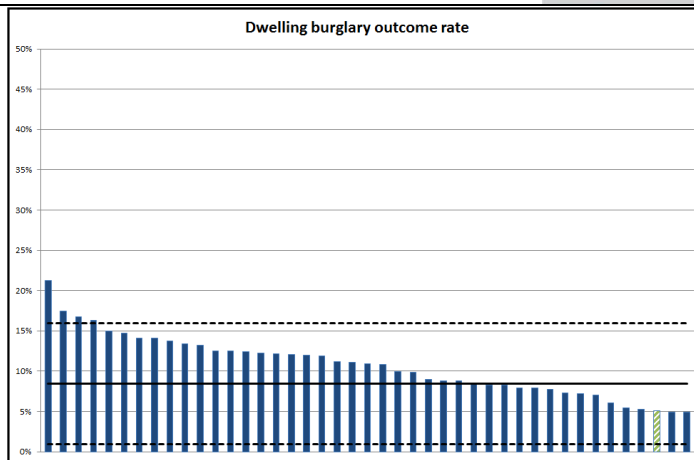
68. One area where Wiltshire is seeking to improve is in the rate for dwelling burglary which remains stable and significantly lower than peer and national averages.

| AREAS  | Recorded Crimes | Outcomes in Selected Type | Outcome Ratio |
|--|-----------------|---------------------------|---------------|
| England & Wales                                  | 198,760         | 16,972                    | 8.5%          |
| South West Region                                | 13,273          | 1,216                     | 9.2%          |
|  | 5,730           | 415                       | 7.2%          |
|  | 2,584           | 352                       | 13.6%         |
|  | 1,538           | 217                       | 14.1%         |
|  | 2,065           | 163                       | 7.9%          |
| Wiltshire  | 1,356           | 69                        | 5.1%          |
| Most Similar Group (Average of Component Forces) | 14,709          |                           | 11.7%         |
| Wiltshire  | 1,356           | 69                        | 5.1%          |
|  | 2,584           | 352                       | 13.6%         |
|  | 1,575           | 139                       | 8.8%          |
|  | 1,362           | 166                       | 12.2%         |
|  | 1,389           | 230                       | 16.6%         |
|  | 2,895           | 347                       | 12.0%         |
|  | 1,465           | 132                       | 9.0%          |
|  | 2,083           | 348                       | 16.7%         |

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

69. Wiltshire remains in the lowest quartile nationally.



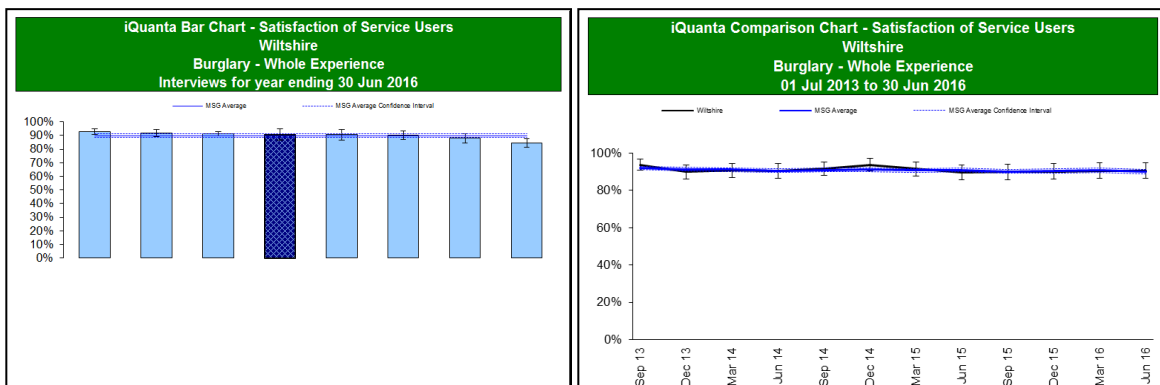


*Wiltshire Police dwelling burglary outcome rate national position – 12 months to September 2016*


70. Of the 69 outcomes, 67 were by way of change or summons, one by caution and one by community resolution. Wiltshire is one of only three forces not to have had a single TIC (taken into consideration) outcome in the 12 months to September 2016.
71. One of the factors identified through analysis is that the number of crime scenes examined within Wiltshire is significantly lower than the average of our peer forces.
72. An assistant chief constable is working with the chair of the regional forensics board to review attendance policies and improve governance and oversight.
73. A detailed forensics performance pack has since been made available to Wiltshire which contains a plethora of management information.
74. There has also been a good response from the Force in relation to two separate series of burglaries, one related to thefts of high value gold and the second relating to burglaries where car keys were stolen.
75. This has been as a result of a greater level of focus and co-ordination of resources towards burglaries through operational tasking meetings.
76. The Force's Horizon team is also making contact with every burglary victim.
77. From a strategic perspective, a cradle to grave review has taken place and a supporting improvement plan exists.
78. The improvement plan is structured against the 4 P's (Pursue, Prevent, Protect, Prepare) and sets out detailed recommendations at every stage of the process, from

the point of first contact, attendance and investigation, through to follow up and communication.

- 79. The review and improvement action plan and is due to be reported back to the commissioner’s monitoring board (CMB) during the first week in December,
- 80. The Force is required by the Home Office to survey victims of burglary. The chart below is the most up to date iQuanta information and shows that 90.6 per cent ( $\pm 4.1$ ) of victims of burglary are satisfied with the service they receive from Wiltshire Police. This figure is consistent and is in line with peer average.



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

|                                |    |   |  |
|--------------------------------|----|---|--|
| Cracked and ineffective trials | Q2 |  |  |
|--------------------------------|----|---|--|

81. Her Majesty’s Courts and Tribunals Service (HMCTS) has been unable to provide the reasons for cracked and ineffective trials at court level. This has been the case since April 2016 and the reasons for this are due to key members of staff leaving the South West Region Courts Team employment.

82. Consideration has been given to whether there are other ways of obtaining the

information required but there do not seem to be any viable alternatives.

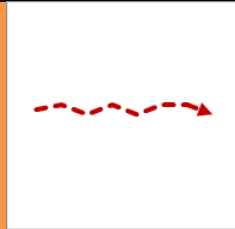
83. It should be noted that this is not a problem being experienced only in Wiltshire. All forces in the South West region are having identical problems.


84. The matter has been raised through the Wiltshire Criminal Justice Board (WCJB) on several occasions with the Head of Crime for the South West.

85. The Head of Crime for the South West continues to work with the national courts team to try to obtain a monthly report for Wiltshire.

|   |    |  |  |
|---|----|--|--|
| Cracked and ineffective trials due to prosecution | Q2 |  |  |
| 86. As above.                                     |    |  |  |

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

|  |                                |  |  |
|--|--------------------------------|--|--|
| Public confidence  | 83 per cent<br>Stable and high |  |  |
| <p>87. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.</p> <p>88. A detailed summary of the measures in the public opinion and victim satisfaction surveys has been included within a stand-alone report.</p> |                                |  |  |

|                         |  |  |  |
|-------------------------|--|--|--|
| Response time (average) | 12 months ending September 2016<br>Immediate: 10 minutes 42 seconds<br>Priority: 53 minutes 22 seconds |  |  |
|-------------------------|--|--|--|

89. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency and priority incidents.

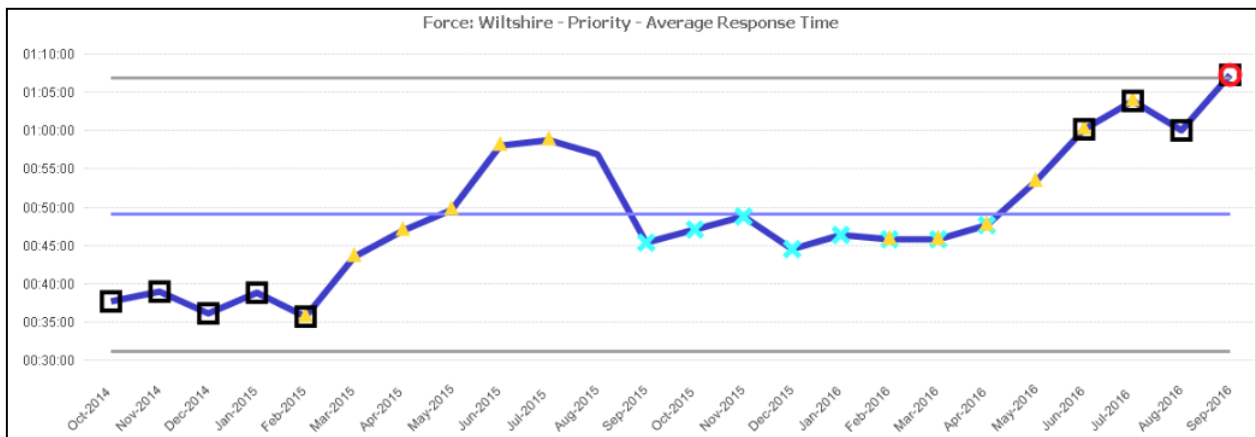
90. The Force attended 4,848 emergency incidents during quarter two and 17,585 in the 12 months to September 2016.

91. It has taken on average ten minutes and 42 seconds to attend an emergency incident in the year to September and marginally longer during quarter two at 11 minutes and 22 seconds which is part of an expected seasonal trend.

92. The Force attended 9,578 priority incidents during quarter two. An estimated time of arrival of one hour is given for priority incidents.

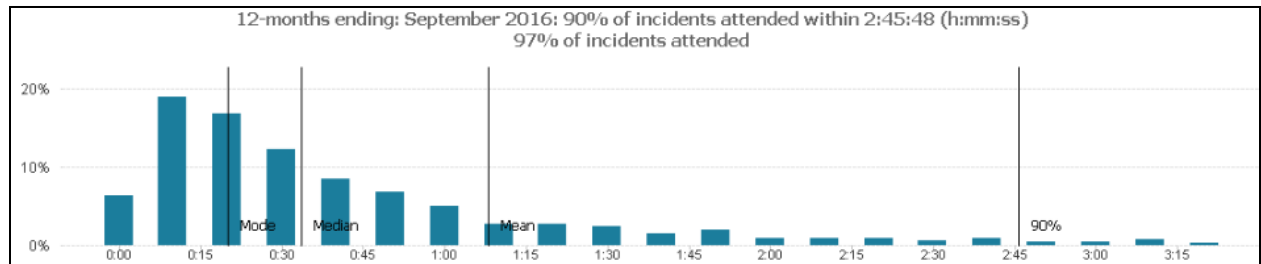
93. In the 12 months to September, it took an average of 53 minutes 22 seconds to attend a priority incident.

94. In the five months between May and September this average time to arrive increased and peaked in September with an average arrival time of one hour and seven seconds.



*Average priority response arrival time*

95. The chart below shows the distribution of priority response times.



*Priority response distribution – 12 months to September 2016*

96. The difference between the three averages (mean, mode and median) shows how the `average` can be skewed by data errors.

97. Ninety per cent of priority incidents are attended within two hours and 45 minutes.


98. Having reviewed priority incidents that took longer than one hour to attend recently as part of the Community Policing Team (CPT) roll out, the majority of these incidents involved some form of desktop investigation or intelligence gathering beforehand, meaning the slower arrival times were often justified.

99. What is important is that the expectations of the public are continually managed.

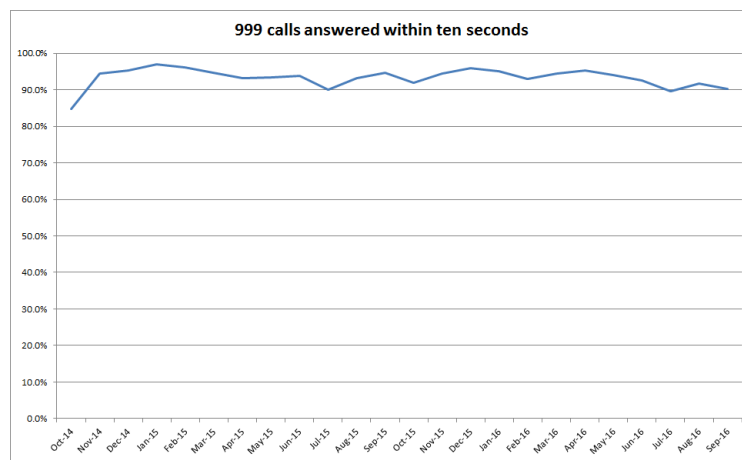
100. The time it takes to arrive at a priority incident is being monitored daily, weekly and monthly as part of the CPT roll out.

101. The early indication is that arrival times are getting quicker across Wiltshire and Swindon.

102. The demand management group (DMG) continues to work on identifying ways to reduce demand on response officers. This involves identifying demand which is more appropriately dealt with by partner agencies, understanding and reducing hidden or internal demand created by processes and ensuring the right level of resources and abstractions are managed.

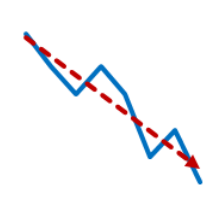
|                                      |                     |   |  |
|--------------------------------------|---------------------|---|--|
| 999 calls answered within 10 seconds | Q2<br>90.4 per cent |  |  |
|--------------------------------------|---------------------|---|--|

103. During quarter two, 90.4 per cent of all 999 calls received (20,232) were answered within ten seconds.



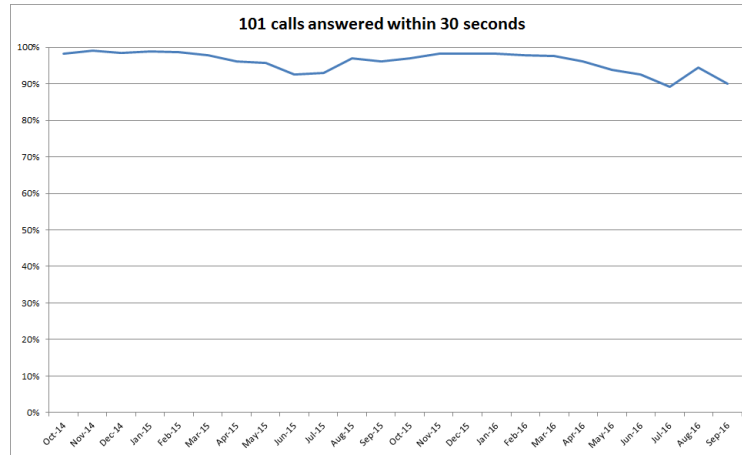
*Percentage of 999 calls answered within ten seconds*

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

|                                      |                   |   |  |
|--------------------------------------|-------------------|---|--|
| 101 calls answered within 30 seconds | Q2<br>90 per cent |  |  |
|--------------------------------------|-------------------|---|--|


105. A total of 86,429 101 calls were received by Wiltshire Police during quarter two, which is the quarter of the highest demand.

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




*Percentage of 101 calls answered within 30 seconds*

- 107. There is concern with regards to the Force’s capability to answer calls directed into the Crime Recording and Incident Bureau (CRIB) with only 37 per cent of calls being answered within the 30 second service level agreement (SLA) during quarter two (19,560 out of 53,056).
- 108. There are a number of 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.
- 109. 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.
- 110. The operational senior leadership team is overseeing this performance concern. The contact management department will undertake a review of its demands and new processes to ensure it has the right people in at the right time in the right roles undertaking the right work with the right support.

|                        |                   |   |  |
|------------------------|-------------------|---|--|
| Quality of first files | Q2<br>51 per cent |  |  |
|------------------------|-------------------|---|--|

- 111. This measure relates to an internal assessment of the quality of files provided for a first hearing which the Force submits to the Crown Prosecution Service (CPS).
- 112. 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.
- 113. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.
- 114. There were 847 first files sent to the CPS in quarter two. An average of 282 per calendar month, of which 48.9 per cent had an unsatisfactory grading. Although this figure may appear high, it was stable over the previous six months and is reflective of the rigorous scrutiny process a file is assessed on.
- 115. Three key areas have been identified for training officers and staff. Delivery of this training is now integrated into monthly department meetings.


|                       |                   |   |  |
|-----------------------|-------------------|---|--|
| Quality of full files | Q2<br>91 per cent |  |  |
|-----------------------|-------------------|---|--|

- 116. 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.
- 117. 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

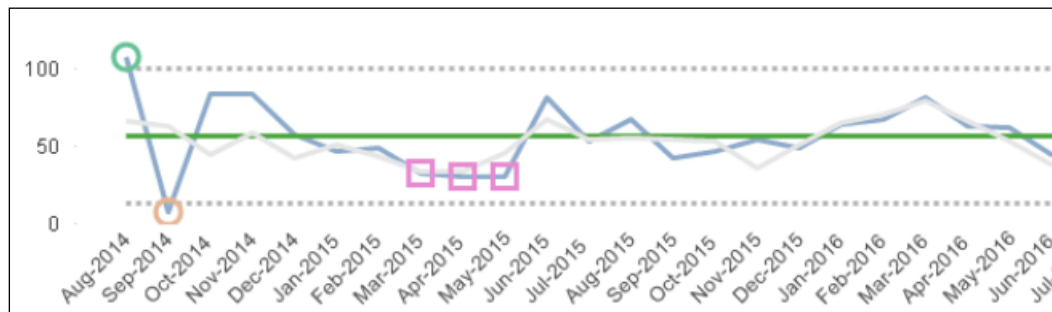


reviewed is deemed unsatisfactory.

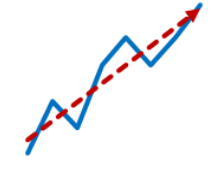
- 118. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.
- 119. There were 151 full files sent to the CPS in quarter two, an average of 50 per calendar month, of which 8.9 per cent had an unsatisfactory grading.

|                      |           |   |  |
|----------------------|-----------|---|--|
| Volume of complaints | Q2<br>168 |  |  |
|----------------------|-----------|---|--|

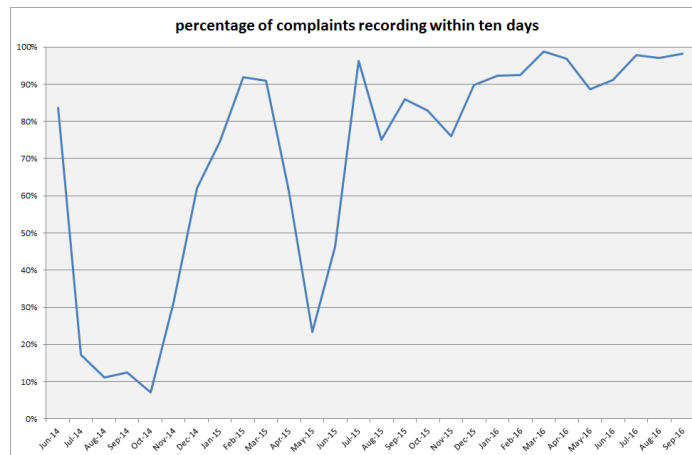
- 120. The volume of complaints recorded remains relatively stable and within expected levels as can be seen in the graph below.



*Recorded complaint volume*

|  |                   |   |  |
|--|-------------------|---|--|
| Percentage of complaints recorded within 10 days | Q2<br>98 per cent |  |  |
|--|-------------------|---|--|

121. The percentage of complaints recorded within ten days has been strong and consistent since January 2016 following issues in previous years.



*Percentage of complaints recorded within ten days – by discrete month*

122. Of the 168 complaint cases recorded, 164 were recorded within ten days, giving a rate of 98 per cent for quarter two.

123. The average number of days to record a complaint case during quarter two was slightly over three days. This is below the Independent Police Complaints Commission’s (IPCC’s) ten working days level of expectation

124. This shows sustained continuous improvement.

|   |   |  |
|---|---|--|
| <p>Percentage of complaint appeals upheld</p>   | <p>Q2<br/>0 per cent<br/>(0 out of 7 appeals)</p> |  |
| <p>125. 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.</p> <p>126. If this proportion is high, it would indicate that the outcomes from our complaint processes are not effective.</p> <p>127. For quarter two, none of the seven completed appeals were upheld.</p> |   |  |

## Focus on particular Police and Crime Plan objective

### Introduction

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

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

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

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

*Examination of priority focus throughout the year*

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

## Protect the most vulnerable in society

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

There are three objectives within this priority:

- Develop a co-ordinated system for assessing and managing vulnerability, safeguarding and repeat victimisation.
- Protect, and provide support to, vulnerable people and prevent them from becoming victims of crime and anti-social behaviour.
- Protect children and young people at risk of sexual abuse and exploitation, working with Wiltshire Council and Swindon Borough Council's children's services.

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

Within the priority 'Protect the most vulnerable in society', there are 13 initiatives which will all be covered in this report, under their respective objective.

### Objective one

**Develop a co-ordinated system for assessing and managing vulnerability, safeguarding and repeat victimisation.**

#### **2.01 Develop a shared understanding of vulnerability and referral pathways with partners**

The last update for this activity described how information sharing with partners in relation to anti-social behaviour (ASB) is conducted through the ASB risk assessment conference (ASBRAC) within Wiltshire and local tasking meetings in Swindon. This

continues to take place, and it is a good forum to share the challenges posed by individuals being tackled by all agencies. Relevant ASB partners attend these meetings to share information, intelligence and good practice.

The Wiltshire and Swindon anti-slavery partnership has met and now has four tactical groups feeding into it, one of which is a victim services group, chaired by Steve Kensington of Swindon Borough Council. This will develop the pathways for victims of trafficking and slavery.

The vulnerability strategy has now been written and signed off. One of the key objectives within the strategy relates to care pathways for vulnerable people including the appropriate signposting for officers and staff to ensure that the vulnerable victims receive the correct service. This element of the strategy will be developed by the newly set up Vulnerability Working Group. Oversight of developments will be through the Vulnerability Development Board, chaired by ACC Paul Mills as explained in previous reports.

Work continues with both the Local Safeguarding Children's Board and Local Safeguarding Adults' Board to identify the appropriate care pathways for people with vulnerabilities and ensure that there is a joined up response from partner agencies. Wiltshire Police has helped devise the new risk enablement panel in Swindon and is helping to develop the new high risk behaviours panel in Wiltshire. Both of these are chaired by DI Andy Fee. These groups will be exceptional meetings which look to address individuals' needs which cut across many agencies and which need a co-ordinated multi-agency response.

Following discussions with prevention of harm leads from Swindon and Wiltshire local authorities, a prevention of harm group will also meet to improve signposting for various work streams under a 'prevention of harm' banner, as opposed to individual business areas working in isolation.

## **2.02 Implementing tools that can identify vulnerability to better direct resources and improve the service to vulnerable people**

Last time, this report provided an overview of the electronic sharing of data project, called Single View of the Customer (SVOC). This project works with nine other organisations to deliver an improve knowledge base to better serve the public, and make the management of parts of the community as efficient as possible.

Funding has now been received for the first year of this project and SVOC is

progressing. Information sharing complexities with partner agencies continue to be challenging, but this is not preventing progress. Wiltshire Council is undertaking the build of the ICT solution in-house, which has experienced some coding issues resulting in a slight delay in the pilot. This pilot will look to flag important vulnerability information to partners in the first instance. It is important that time is spent getting the process correct, to ensure a pilot can run effectively, and provide valuable insight into the performance of a wider roll-out.

As part of this project, an innovation bid has been submitted and accepted to develop predictive analytics for the management and potential prevention of crime, with a specific focus on vulnerability. Predictive analysis software and training is in place and analysts are now using the tool to test predictive models for domestic abuse using police data, and understanding models of early intervention using data from the troubled families projects across both Wiltshire and Swindon.

This is a complex, multi-faceted project which will continue to embed for the remainder of this financial year.

### **2.03 Working with both Wiltshire and Swindon Local Safeguarding Children Boards (LSCBs) to develop flexible local models for multi-agency safeguarding hubs (MASH), where social workers, police, health professionals and others share information and work together to protect children from harm**

The MASH is an important part of public protection, where information can be shared with the most appropriate agency in order to safeguard the public as effectively as possible.

In the last update, it was reported that the police senior command team had agreed to an additional investment into the MASH of four decision makers and one researcher. These decision makers commenced an eight week shift pattern in September 2016. Notwithstanding sickness and turnover of staff, establishment is sufficient for maintaining daytime and an out-of-hours service. The Swindon MASH is establishing quality control and audit systems but in terms of service delivery, both the Swindon and Wiltshire MASH are now business as usual and are fully embedded.

There is now additional resource in place to ensure that schools are updated with important information in relation to children who fall under specific criteria. This resource is a police employee, although funding is provided from health and the local authority.

Over the last 12 months there has been significant funding, resource and effort in this area and it is one where the performance has been effective as a result, as

demonstrated through HMIC inspections.

#### **2.04 Working with both Wiltshire and Swindon local safeguarding adults boards (LSABs) to deliver obligations under the Care Act 2015 to safeguard and protect vulnerable adults and explore opportunities to develop a MASH model for vulnerable adults**

Wiltshire Police continues to be a key partner within both Swindon and Wiltshire local safeguarding adults boards (LSAB). LSAB chairs have now been in position for a number of months and are both starting to understand the business for the respective local authority areas. Det Supt Holden has met with both Diana Fulbrook and Richard Crompton, and has raised the future aspiration of an adult MASH.

There are still no indications that any form of combined MASH for adults and children is a way forward that local authority colleagues would want to develop. The police view is that we should deal with vulnerability in its totality, rather than splitting into different vulnerability silos of adults and children. This would overcome the issues in transition between children and adults. There is still a long-term aspiration for an adult MASH from a police perspective, but this is not shared by other partners at this stage.

Work is currently underway to try to put in place a process for the assessment of adult case reviews. This is currently with the LSAB chairs and will provide consistency in relation to multi-agency failings in cases of adult neglect and abuse.

### **Objective two**

**Protect, and provide support to, vulnerable people and prevent them from becoming victims of crime and anti-social behaviour. This will include:**

#### **2.05 Ensuring officers and staff offer crime prevention advice to communities and provide crime prevention measures to the most vulnerable**

Online crime prevention training, covering the ten basic principles of crime prevention, and how best to provide advice to the public, has been rolled out to frontline staff. This training has been provided to Community Policing Teams (CPT) during the roll-out since October 2016.

In addition, input has been provided to planning applications to suggest opportunities



for preventing future crime and ASB incidents due to the design of buildings. Tactical crime prevention advice has also been provided to the Neighbourhood Watch annual meeting attended by 35 members plus parish councilors. Increased referrals have taken place from Victim Support (via Horizon) enabling crime prevention advice and reassurance to the most vulnerable.

Crime prevention advice training for supervising sergeants and inspectors is delivered as part of the internal leadership development training, further emphasising the importance of crime prevention and the role it has in protecting vulnerable people.

### **2.06 Working with partners and troubled families projects to identify and provide co-ordinated support to those individuals and families with complex needs**

The troubled families project is an important way to reduce demand on many public services, with the aim of preventing further demand if they are managed effectively now. This work is linked to the single view of the customer project as the information held on the families is essential to be able to manage them as best as possible.

A further year's funding has been provided by Swindon and Wiltshire councils for a data analyst to continue feeding into the programme, and analysing over 4,000 families.

In Swindon, a PC is integrated with the troubled families team in the local authority, to understand their demands and share information where possible.

Within the new community policing model, a trial in the Trowbridge hub, with the police community coordinator acting as the link between police and the troubled family team is taking place, to understand if this approach is effective

The next phase is to explore further integrated support to those individuals and families with complex needs, to reduce the likelihood that they continue to require extensive combined public services.

### **2.07 Protecting high risk victims of domestic abuse by bringing police, local authorities, health professionals, domestic abuse support services and others together to share information, identify risks and co-ordinate responses**

As mentioned within activity 2.03, additional staff are now working within the MASH to ensure that schools have vital information passed to them.

the multi agency risk assessment conferences (MARAC) continues to be well led and well attended by all agencies.

The new format for the domestic abuse partnership groups (partly feeding into community safety partnerships and partly LSCBs) appears to be working well. This new format will continue to develop.

A new cohort of domestic abuse perpetrators is soon to be managed through the integrated offender management process, and is being developed in conjunction with partners from national probation and the community rehabilitation company.

A toolkit has been approved for the new domestic abuse scrutiny panel, which is supported by the domestic abuse sub-group. This partnership group scrutinises domestic abuse cases and the multi-agency response, ensuring that lessons are learnt and embedded into multi-agency practice where appropriate.

There is a continued challenge by forces in relation to the DA victim survey as forces do not feel it adequately safeguards victims. This is being raised regionally to the national working group.

## **2.08 Implementing the mental health concordat with partners in health and local authorities to ensure those in a mental health crisis are supported appropriately**

The mental health crisis care concordat is a national agreement between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together better to make sure that people get the help they need when they are having a mental health crisis.

The crisis care concordat local declarations and action plans for Swindon and Wiltshire are currently live on the national concordat website. The Wiltshire concordat group meets every month, with the Swindon group meeting bi-monthly.

Action plans are reviewed at each meeting, with each action being updated and rated in terms of completion. The action plan is then revised accordingly and updated on the national site.

To improve mental health provision in Wiltshire and Swindon and to provide alternatives to section 136 (the police can use section 136 of the Mental Health Act to take you to a place of safety when you are in a public place if they think you have a mental illness and are in need of care. A place of safety can be a hospital or a police station), a joint bid was recently submitted to the Home Office for funding for 'places of calm / crisis cafes'

but unfortunately this was not successful. The concordat groups continue to look at ways to fund suitable alternatives.

Following a recent Care Quality Commission (CQC) inspection of Avon and Wiltshire mental health partnership (AWP), an analysis is being led by the South West Commissioning Support Unit to tackle the issues identified within the inspection report ie lack of approved mental health professionals (AMHPs), doctors, beds, and places of safety. This project covers the entire AWSP area and has received senior approval from all appropriate agencies except for Swindon Borough Council and Swindon clinical commissioning groups (CCGs) who have stated they do not intend to participate.

### **2.09 Working with health partners to pilot access to mental health triage support for police to help those in a mental health crisis**

The street triage team continues to assist officers in dealing with mental health incidents and quarter two of 2016 saw a 23 per cent decrease in the use of section 136 compared to the same period the year before. The team has been involved in a number of press and TV interviews and their input and assistance was recently recognised and commended by all agencies at a mental health summit chaired by the Chief Constable.

Whilst the scheme is still a pilot, the uncertainty over the long-term future has led to recruitment and retention problems. A small number of staff are currently being vetted so that they can provide cover where required. The team is normally able to cover both day and evening shifts each day but occasionally it has only been possible to provide someone to cover the peak period of 2pm to 10pm.

The intention is to bring the triage team into mainstream funding and a second evaluation is being set up to provide the required data and supporting evidence. The initial plan was for the evaluation to be conducted by the University of the West of England at a cost of about £10,000. However, given the recent overwhelming endorsement of the team at the mental health summit, the evaluation idea is being explored with the CCG commissioners to see if a smaller, in-house, evaluation would be appropriate, thereby ensuring that the team is able to spend more time concentrating on their day-to-day role.

Efforts continue to encourage officers to make use of the team and failure to consult before using section 136 is challenged where appropriate. Some officers have highlighted that their reluctance to always follow or seek street triage advice is because they are concerned about the level of support they will receive, should something untoward happen to the service user, as a result of following street triage advice.

### **2.10 Commissioning with both Wiltshire and Swindon councils' drug and alcohol services to reduce harm caused by alcohol and substance misuse,**

### **increase those in treatment and prevent crime and anti-social behaviour**

Wiltshire Police is currently working with providers of drugs and alcohol services in both Wiltshire and Swindon to reinvigorate a process similar to the previous "Arpov" (Alcohol referral programme for offenders and victims) scheme.

Swindon is applying for the second round of local alcohol action areas which identifies areas that require work and provides a support programme to achieve the aims. The challenges the bid will be focusing on are:

- Improve the collection, sharing and use of data between A&E, local authorities and the police
- Local authorities, police and businesses to ensure the safe movement of people in the night time economy.

It was agreed between partners present at the meeting that, regardless of whether successful or not, the bid will provide an opportunity to have a focused task group for more joined-up working which could feed into the local licensed tasking meeting.

The licensing department is in the process of meeting the drug and alcohol commissioners for Swindon and Wiltshire to see how the department can assist in the delivery of the alcohol harm strategies.

#### **2.11 Ensuring officers and staff are able to support those with vulnerabilities, including older people, mental health, people with autism and victims of domestic and sexual abuse**

The previous update gave an insight into the training being given to staff to support vulnerable people. This includes training within the Horizon team where, as part of the initial four week training for the new staff, there are telephone scenario training days, and guest speakers from many support agencies.

There is a clear training cycle informed by a public protection training prioritisation document. This achieves the objectives set out in terms of specialist and universal training in relation to the 13 strands of vulnerability. Staff appear to be satisfied with the level and quality of training they receive.

The completion of the vulnerability strategy provides further reinforcement to the commitment to train staff in relation to vulnerability, ensuring it is a thread that runs through all the plans that are in place.

There is a new specialist child abuse investigation development programme (SCAIDIP)

course being developed and consultation is taking place between the training department, force specialists, and local authorities to ensure the training delivers the multi-agency benefits it should.

### **Objective three**

**Protect children and young people at risk of sexual abuse and exploitation, working with Wiltshire Council and Swindon Borough Council's children's services. This work will involve:**

#### **2.12 Providing identification and prevention for victims, increased training and awareness for staff and specialist services to support victims of sexual abuse**

Victim identification is becoming embedded through the work of the co-located CSE teams, Emerald and Opal. The development of the multi-agency child sexual exploitation (MACSE) meeting means there is a stronger focus on perpetrators, which will prevent future victims. This change of focus within a partnership meeting to deal with perpetrator disruption is starting to prove beneficial.

Support services for victims continue to be at the centre of the work of police, local authorities and health and through the local safeguarding children's board LSCB CSE sub-groups, the commissioning cycles in health and local authorities are influenced to ensure that there are sufficient services in place for victims of CSE.

Significant training in relation to child sexual exploitation (CSE) has been delivered to staff through the local safeguarding children's board and in-house training. Over the last 12 months there has been a dedicated slot on the regular refresher training for officers.

#### **2.13 Working with schools, LSCBs, third sector agencies, Youth Parliament and others to raise awareness of cyber crime, grooming and sexual abuse to keep young people safe**

Wiltshire Police currently has three youth engagement officers (YEOs) who have a dual responsibility with half their time as a school liaison officer, delivering targeted lessons at secondary school level, and the other half working on general youth engagement in their respective geographical areas and supporting community policing teams.

Wiltshire Police cadets have received cyber awareness training and are able to use this training to spread good practice.

Sessions are being delivered across Wiltshire such as the following:

- Presentation delivered at Malmesbury School to over 60 students and their parents – cyber safety awareness, sexting, cyberbullying, grooming
- Met both county youth offending teams to discuss intervention with young people, deterring them from entering into cybercrime, educating them on the dangers and consequences of such activity and directing cyber-related skills into positive actions
- Safeguarding young people awareness presentation, including sexting, cyberbullying, grooming, social media, was presented by PC Sarah Young to staff and customers of Plus West of England in Swindon
- Supported Get Safe Online's 'be a switched on parent' campaign
- Online Q&A session held by cybercrime prevent for child online safety matters

Junior Good Citizen 2016 has taken place in Swindon and Wiltshire where some 3000-plus children were educated in e-safety and the dangers of talking to people you don't know online.



## **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:

### **PEEL Efficiency**

The HMIC released the PEEL efficiency reports earlier this month and I am pleased that we maintained a 'good' rating for our efficiency at keep people safe from crime. The HMIC summary reads:

Wiltshire "has a track record of effective budget planning and good financial planning. Effective processes are in place to manage demand for its services and the force is using various methods to assess future demand. It has a good understanding of current workforce capabilities and uses some innovative software to inform decisions about workforce structures and staff deployment. Wiltshire Police has well-established partnership arrangements and is working well with those partners to assess demand and service delivery for the future.

I am pleased that the HMIC recognised the excellent work that is taking place in Wiltshire including our innovative use of mobile technology and our understanding of the demands and threats faced by our communities.

Changing demand and financial challenges mean that we need to continue to develop our approach. Work with partners through the Single view of the customer and predictive analytics project will provide further opportunities to increase understanding of current and future demand. This work will present opportunities for service redesign and allow us to provide better services.



<https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/peel-police-efficiency-2016-wiltshire.pdf>

## **Community Policing**

Early this month the rollout of community policing been successfully implemented by the project board with no significant unforeseen challenges. The only significant issue relates to the use of Bourne Hill as a CPT hub and the recent planning decision.

The programme team is current working with Wiltshire Council to meet the planning conditions in relation to the use of Bourne Hill as the full CPT hub. Until the conditions are met, police officers in the South CPT will parade from Amesbury. The condition relates to updating the buildings travel plan and will be submitted to the planning committee when completed.

I recommend that I bring a more detailed report to the next panel meeting.

## **Tri-force enabling Services**

I will provide a separate update in line with the agenda.



## Public Opinion Survey

During the summer of 2016 our public opinion survey provider (Information by Design) completed surveys of 2112 Wiltshire and Swindon residents.

The aim of this survey is to seek public views on a variety of measures and to assess the confidence that the people of Wiltshire and Swindon have in their local police force.

This report seeks to give an overview of the current picture of public opinion, drawing comparison to our most similar forces (MSF) and national data where this is available through the Crime Survey for England and Wales (CSEW).

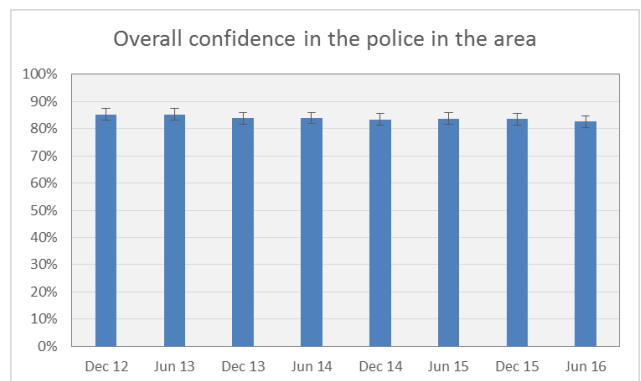
It will also make an assessment of the trend in public opinion over time, by making comparisons to results over the last four years when the survey was changed to its current format.

### Confidence

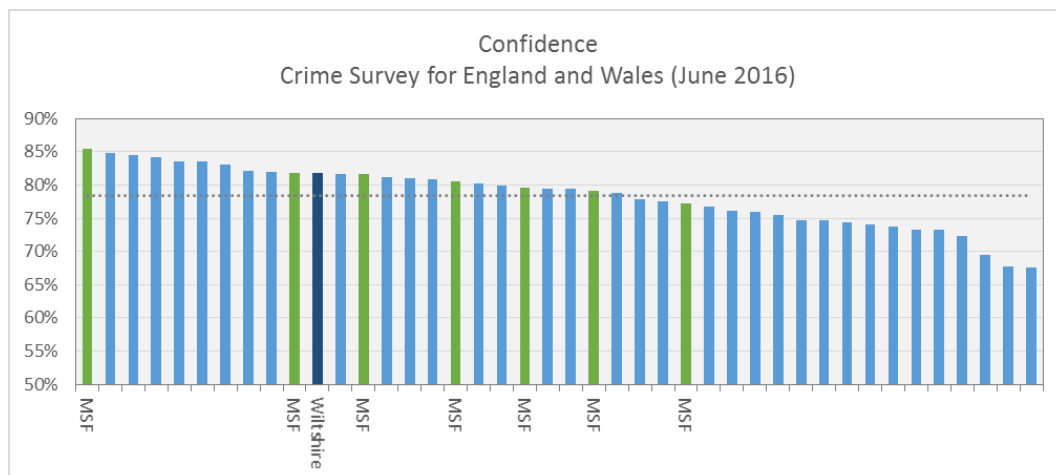
Across Wiltshire and Swindon 83% ( $\pm 2\%$ ) of respondents stated that they were confident in the police in their local area.

There has been no significant change in the levels of confidence reported by the public since autumn/winter 2012.

The reported confidence level is in line with confidence levels reported by the CSEW which at 81.8% ( $\pm 2.6\%$ ) remains relatively stable.



Wiltshire remains in line with other forces in the MSF and above the national average of 78.4%.



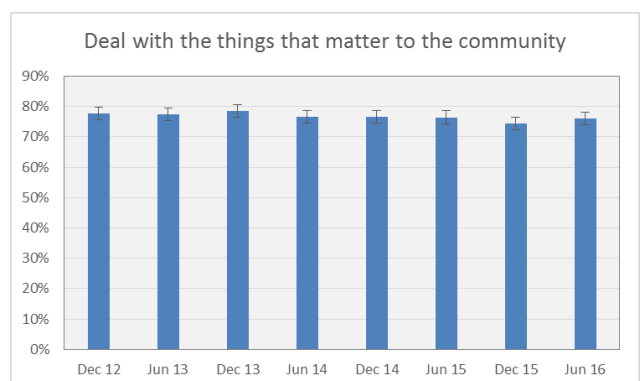
### Dealing with the things that matter to the community

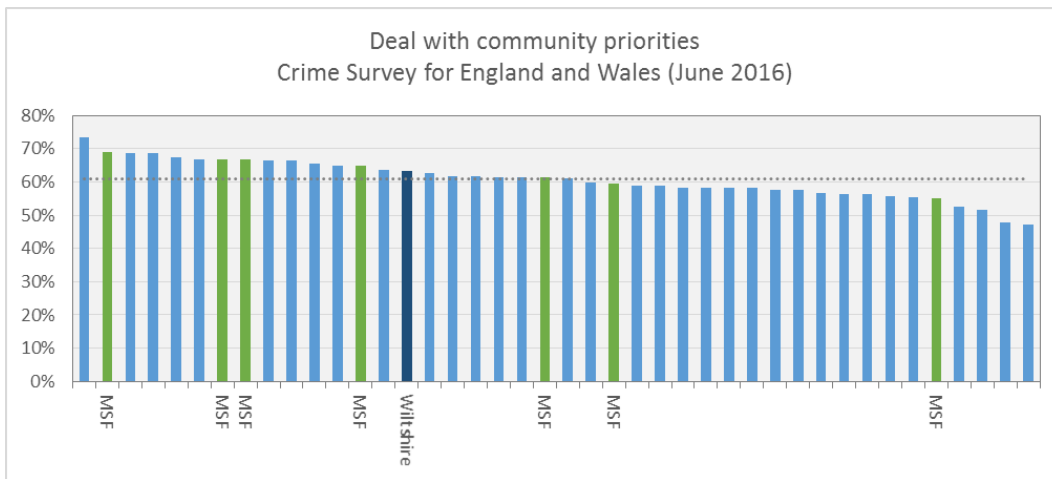
Three quarters (76%  $\pm 2\%$ ) of residents surveyed across Wiltshire and Swindon state that they feel that Wiltshire Police deal with the things that matter to the community.

There has been no significant change in this measure over the last four years.

A similar question is asked in the CSEW. When asked if Wiltshire Police deal with community priorities, 63.3% ( $\pm 4.5\%$ ) gave a positive response in June 2016.

This result is in line with the MSF group and sits above the national average of 60.9%



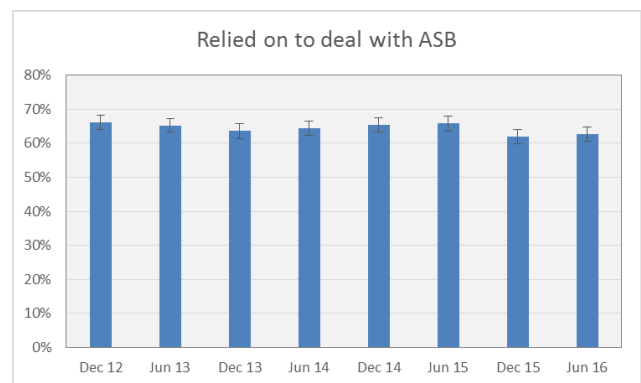
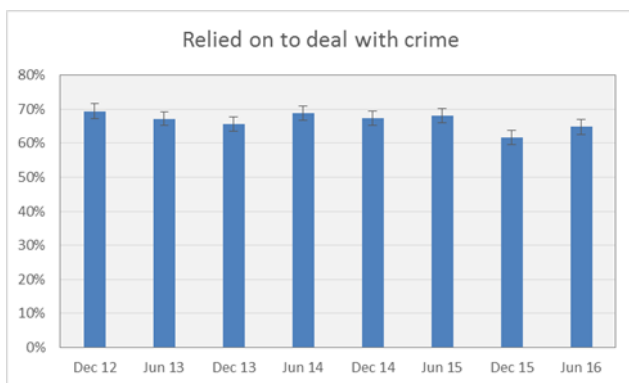


### Wiltshire Police Deal with Crime and ASB

The public opinion survey asks respondents to state whether they feel that Wiltshire Police can be relied on to deal with crime and whether they can be relied on to deal with anti-social behaviour (ASB).

Results across the two questions are similar, with no significant change in either result over the last four years.

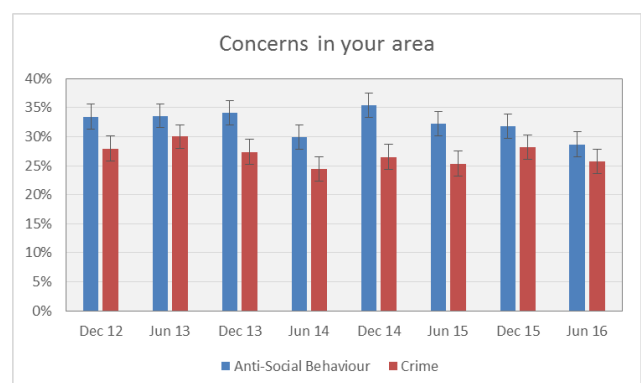
In the most recent survey 65% (±2%) of respondents stated that they felt that Wiltshire Police deal with crime and 63% (±2%) stated that they felt Wiltshire Police deal with ASB.



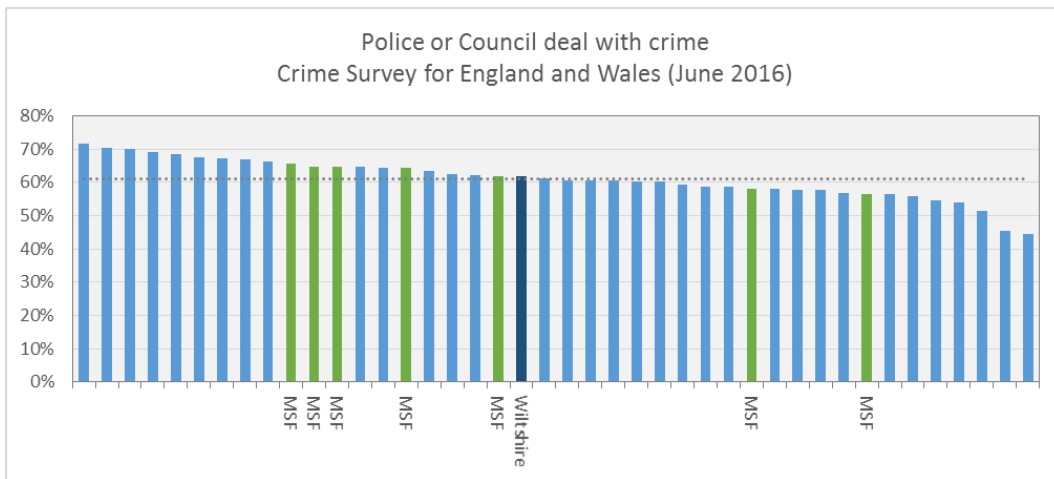
When asked specifically whether crime or ASB were an issue in the local area, less than a third of respondents (26% and 29% respectively) stated that this was a concern for them.

Respondents were in fact more likely to state that the lack of facilities for young people was a concern, with more than half (54%) of respondents highlighting this.

It is worth noting that 41% of respondents to the survey stated that there were no crime or ASB issues where they live. This was the most frequently given response to the question asking respondents to state the types of crime and ASB that cause an issue in their area



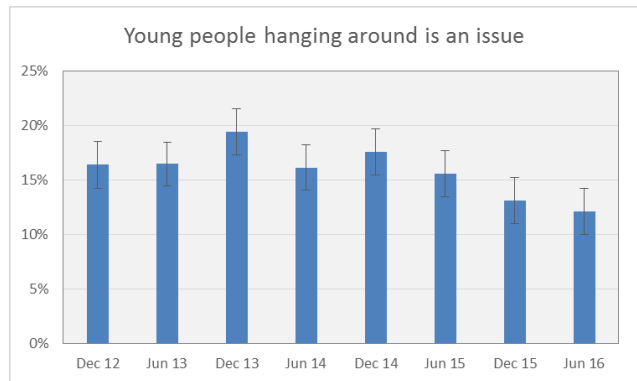
The CSEW asks respondents to state whether the Police and Council deal with crime. The result is similar to the Public Opinion survey results for dealing with crime and ASB, with 62% of respondents giving a positive answer. This result is stable and in line with both the peer group and in line with the national picture.



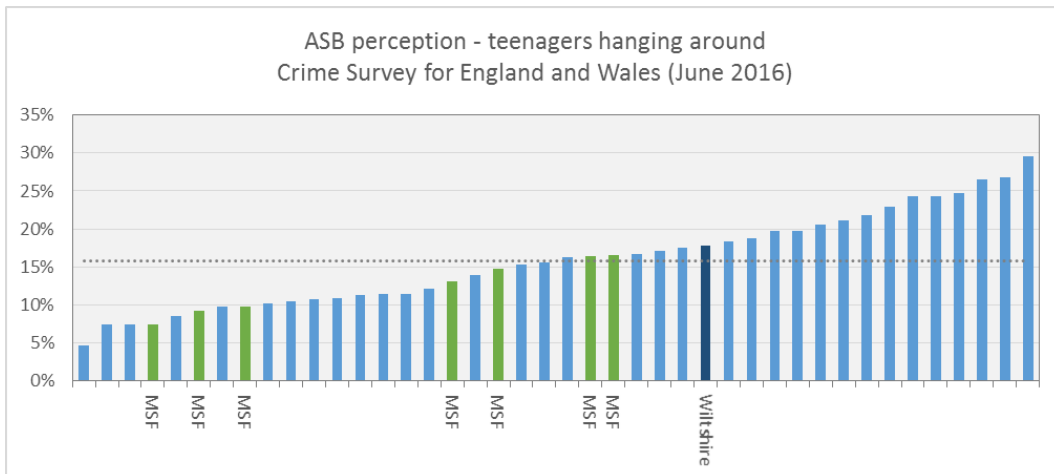
**ASB perceptions - young people hanging around**

When asked to state what the local crime and ASB issues were, just over 1 in 10 (12%) said that young people hanging around was a problem, this result is in line with results seen previously although there is some fluctuation wave on wave.

The CSEW also asks respondents whether teenagers hanging around is a concern. 18% (±7%) of respondents stated that this was an issue, however it is worth noting that with the actual result anywhere between 11% and 25% this is likely to be in line with the results recorded in our own public opinion survey.



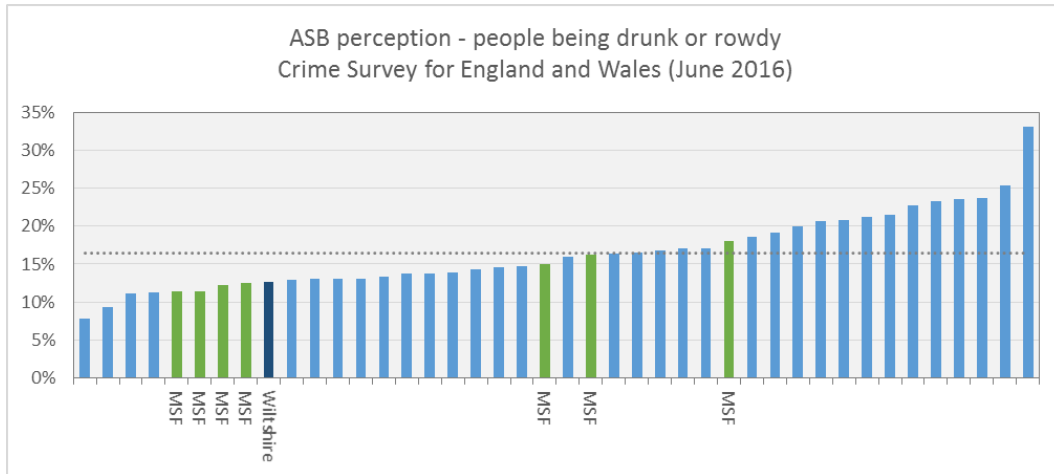
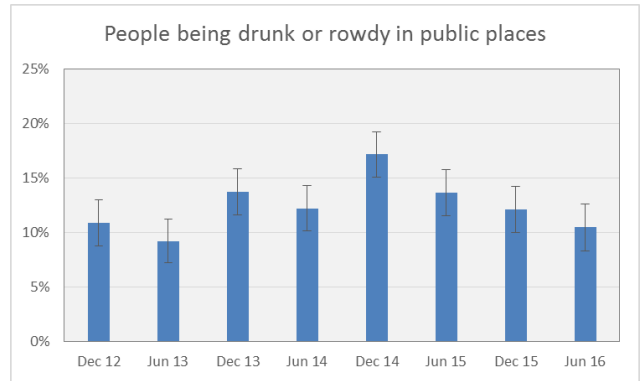
This result does place Wiltshire as an outlier in the MSF and just above the national average, albeit the result in the CSEW remains stable.



## ASB perceptions - people being drunk and rowdy in public places

1 in 10 (12%) said that people being drunk or rowdy in public was a problem, this result is in line with results seen previously, however there are fluctuations wave on wave.

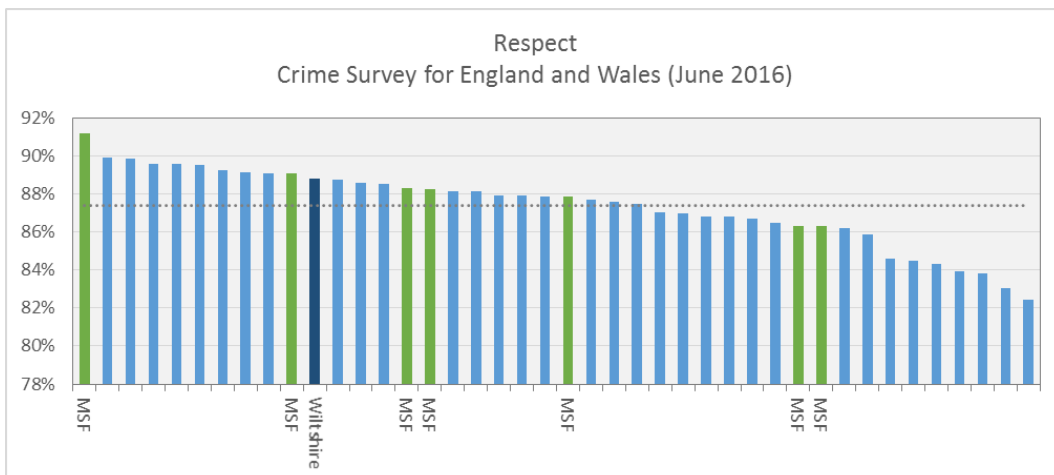
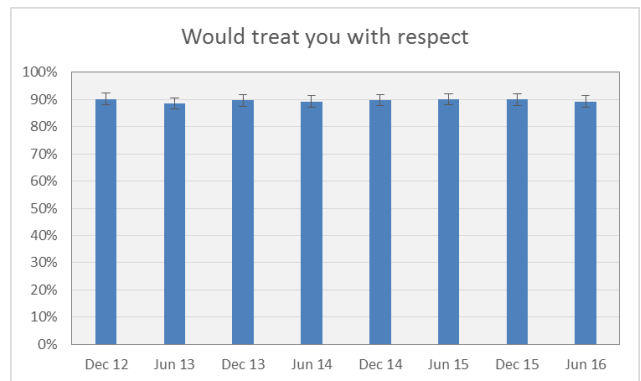
Results are similar to those seen in the CSEW, this places Wiltshire in line with the MSF and below the national average of 16%



## Wiltshire Police would treat you with respect

Almost 9 out of 10 (89% ±2%) Wiltshire and Swindon residents surveyed in the summer of 2016 stated that they felt employees of Wiltshire Police would treat them with respect. This result has remained consistent over the last 4 years.

The CSEW also asks a question with regard to respect, with a similar proportion of respondents (88.8%) giving a positive response. This is in line with the opinions of those surveyed across the most similar force group and above the reported national average.



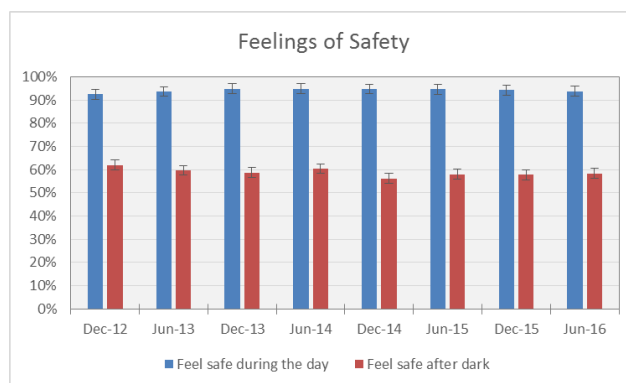


## Feelings of Safety

When asked how safe they feel both during the day and after dark, the proportion that say they feel safe has remained stable over the last 4 years with no significant change in responses.

During the day more than 9 out of 10 respondents (94%) state that they feel safe.

Less than 2% state that they feel unsafe or very unsafe during the day.



In the most recent survey, 58% of respondents stated that they felt safe after dark

A further 20% state that they don't go out or don't know.

Just over 1 in 10 (11%) stated that they felt unsafe at night with a further 2% stating that they felt very unsafe.

The words used by those that say they feel unsafe at night are shown in the word cloud to the left.



## Summary

- Public opinion with regards to feelings of confidence in the police and feelings of safety in Wiltshire have remained stable, with no significant change seen in survey responses over the last four years.
- Where comparisons with the Crime Survey for England and Wales can be made, Wiltshire is not an outlier nationally or within the most similar force group. The only exception to this is the ASB perception measure of teenagers hanging around; it is however worth noting that our own opinion survey has greater statistical significance (as a result of a greater volume of surveys) and our own result places Wiltshire in line with the peer group.
- Those surveyed feel that Wiltshire Police's key priority should be getting more police out and about, this has been the most frequently cited priority over the last four years.
- The previous exception seen within satisfaction with visibility has not seen a continuation into the most recent survey, where results were as expected.

## Victim Satisfaction

On an ongoing basis, an external provider (SMSR Ltd.) conduct surveys of victims of violence, vehicle crime, dwelling burglary and hate crime. Over the last year, we have sought the opinions of 894 victims of crime in relation to their experience.

This survey is mandated by the Home Office, with all forces completing a specified question set which seeks to understand the overall satisfaction level of a victim, as well as their satisfaction with how easy it was to contact the police, how satisfied they were with the actions taken and the follow up they received as well as how satisfied they were with the way they were treated by Wiltshire Police.

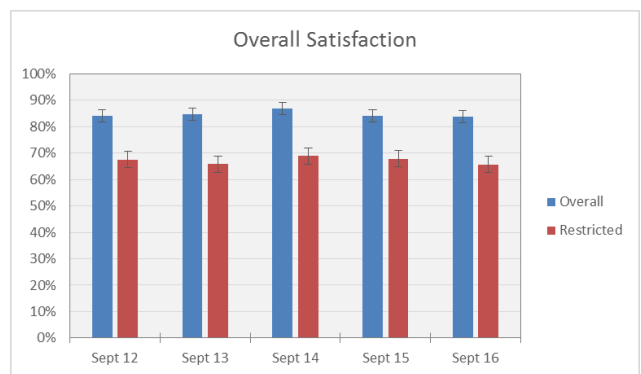
This report seeks to give an overview of the current picture of victim satisfaction, drawing comparison to our most similar forces (MSF) and national data.

It will also make an assessment of the trend in victim satisfaction over time, by making comparisons to results over the last 5 years.

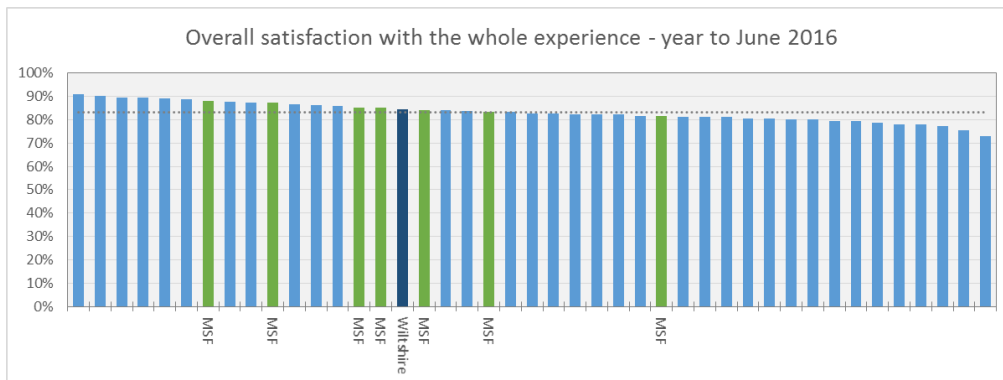
### Overall Satisfaction – Whole Experience

Overall satisfaction has remained relatively stable over the last 5 years, with no significant change noted in the time period between Sept 2012 and Sept 2016.

84% ( $\pm 2\%$ ) of respondents to the survey stated that they were fairly, very or completely satisfied with the overall service they received from Wiltshire Police, with two thirds of all respondents (66%  $\pm 3\%$ ) stating that they were very or completely satisfied with the overall level of service they had received (this is the restricted methodology).



The overall level of satisfaction with the whole experience for the year to June 2016 (most recent IQanta publication) is in line with the MSF and also in line with the national average of 83%.

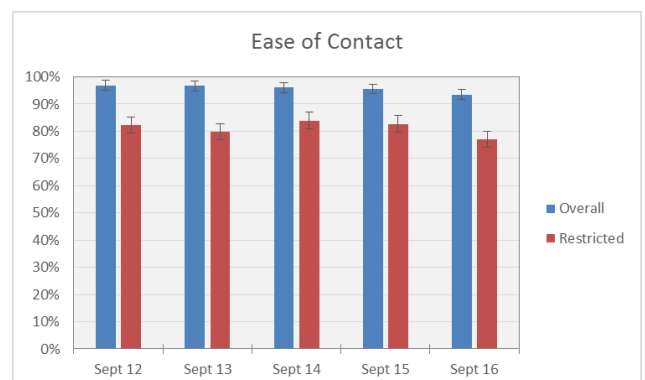


### Ease of Contact

Satisfaction with ease of contact has seen no significant change over the last 5 years.

More than 9 out of 10 respondents (94%  $\pm 2\%$ ) in the year to September 2016 stated that they were fairly, very or completely satisfied with how easy it was to get in touch with Wiltshire Police, with just over three quarters (77%  $\pm 3\%$ ) stating that they were very or completely satisfied with how easy it was to make contact.

The proportion stating they are either very or completely satisfied has seen a slight decrease in the last two years

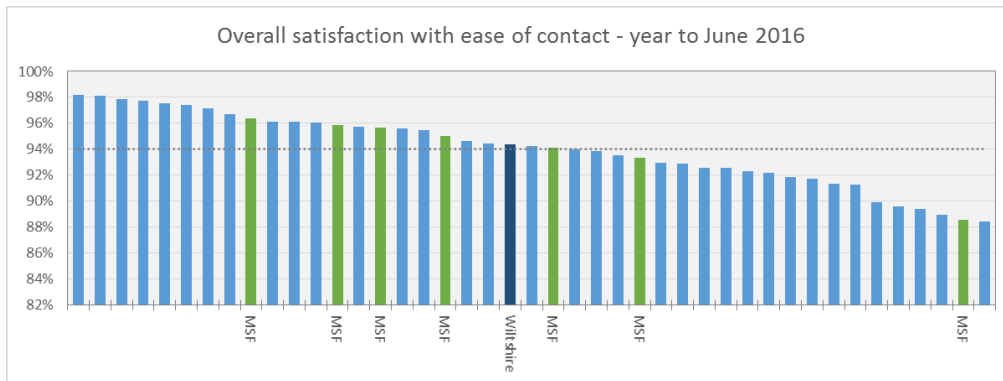


to 84% ( $\pm 3\%$ ) two years ago. Analysis has shown

that there is a correlation between call handling rates through the CrIB and the proportion of respondents that state they are very or completely satisfied with the ease of contact. This reduction has been seen across the three crime groups of dwelling burglary, vehicle crime and violent crime.

It is expected that it will take some time to recover the restricted level of satisfaction with ease of contact, as there is a time lag of 6 – 8 weeks between when the initial crime report is made and when a survey is conducted and the rolling 12 month methodology will see Wiltshire carry current performance within their results for some time.

It is however worth noting that satisfaction with ease of contact remains in line with the MSF for data to June 2016, and in line with the national average of 94%.



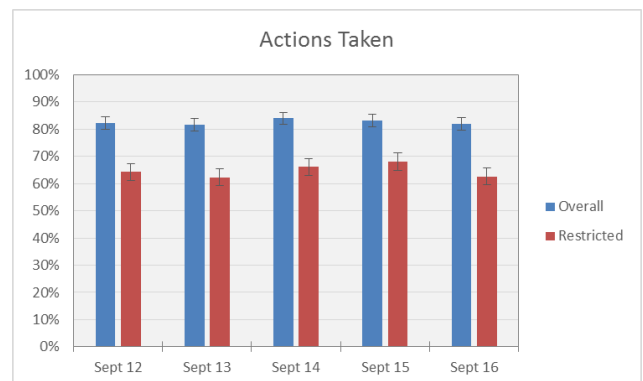
### Actions Taken

Overall satisfaction with the actions taken has remained stable over the last 5 years, with no significant change in the proportion of respondents who say they are fairly, very or completely satisfied.

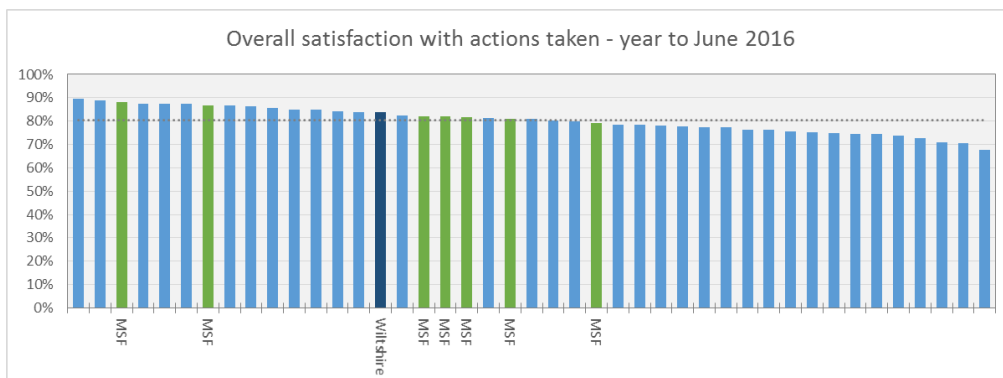
In the year to Sept 2016, 82% ( $\pm 2\%$ ) of respondents said that they were satisfied with the actions taken.

Almost two thirds of respondents (63%  $\pm 3\%$ ) stated that they were very or completely satisfied.

The proportion saying that they were very or completely satisfied has seen a significant reduction when compared to September 2015, however the current satisfaction levels are in line with the restricted satisfaction levels seen in the three years previous.



When compared to the MSF, Wiltshire remain in line with peers and slightly above the national average of 80% for the year to June 2016



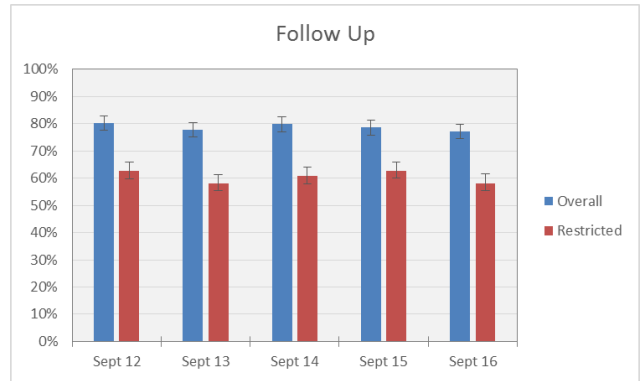


## Follow Up

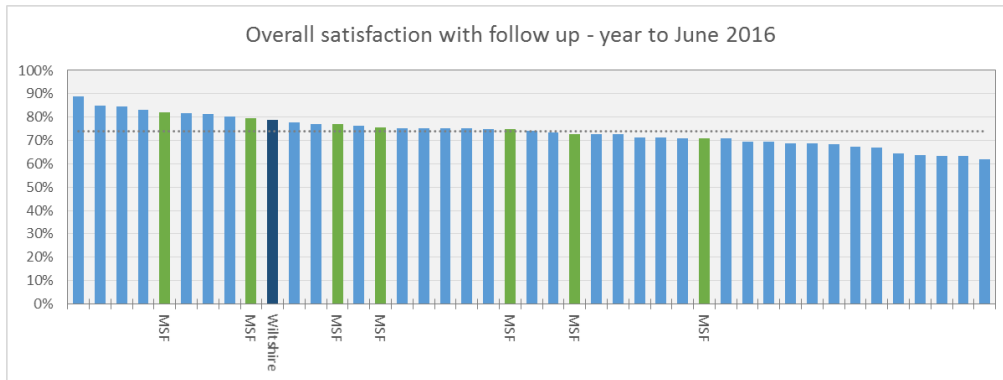
Over three quarters (77%  $\pm$ 2%) of all survey respondents for the year to Sept 2016 were fairly, very or completely satisfied with the follow up received in relation to their reported crime.

This measure has remained stable, with no significant change over the last 5 years.

58% ( $\pm$ 3%) of all respondents were very or completely satisfied with the follow up they received, this has also remained stable over the last 5 years.



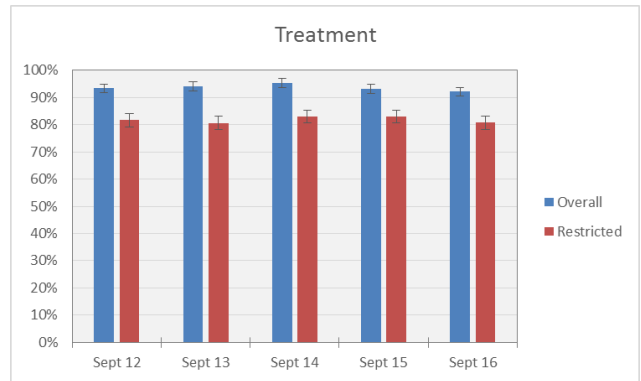
Wiltshire remain in line with the MSF group for satisfaction with follow up and above the national average of 74% for the year to June 2016.



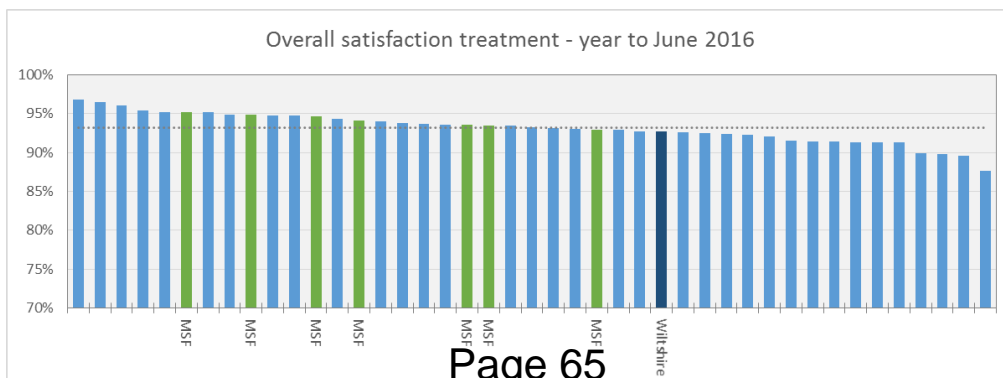
## Treatment

More than 9 out of 10 respondents (92%  $\pm$ 2%) state that they were either fairly, very or completely satisfied with the way they were treated by Wiltshire Police, with 4 out of 5 (81%  $\pm$ 2%) stating that they were very or completely satisfied.

There has been no significant change in the level of satisfaction with treatment over the last 5 years with the exception of the level recorded in Sept 2014, which saw an increase to 95% ( $\pm$ 2%) from the previous year and then a return to expected levels in Sept 2015. The proportion stating that they are very or completely satisfied remains stable.



Nationally, Wiltshire sit just below the average for data to June 2016, however it is worth noting that this satisfaction level falls within one standard deviation of the average (between 91% and 95%) and is not an outlier. As there is little variation in satisfaction levels (ranging from 92.6% to 95.2%) across the MSF, all forces within Wiltshire's MSF sit in line with peers.

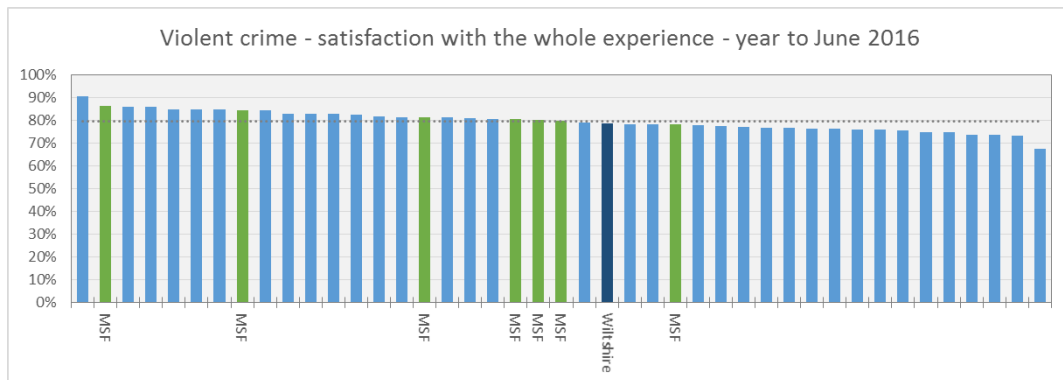
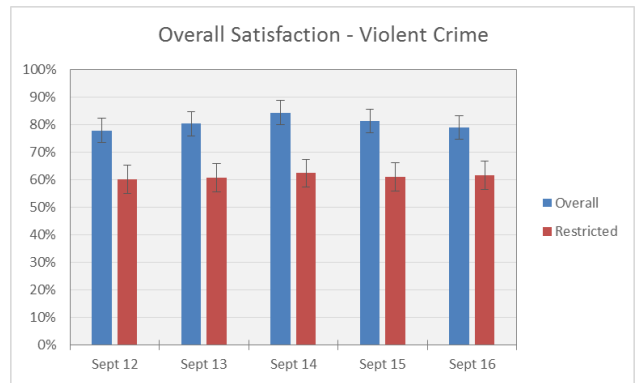


## Violent Crime Satisfaction

Satisfaction with the whole experience for violent crime remains stable, with no significant change seen over the last 5 years. Although there is some fluctuation year on year, these fluctuations are not statistically significant and fall within expected levels.

4 out of 5 (80%  $\pm$ 4%) respondents, state that they were fairly, very or completely satisfied with the whole experience and 62% ( $\pm$ 5%) were very or completely satisfied.

Wiltshire are in line with both MSF and the national peers and in June 2016 sat just below the national average of 80%.



Within violent crime satisfaction there has been a noted decrease in satisfaction with ease of contact and satisfaction with treatment, the latest IQuanta data to June 2016 indicated the following exceptions;

1. Violent crime - ease of contact - 92% ( $\pm$ 3%) satisfied a significant reduction of 5pp (97% year to June 15), this remains in line with MSF peers

The reduction in ease of contact satisfaction is in line with the overall reduction in satisfaction with ease of contact, as detailed previously.

2. Violent crime - treatment – 87% ( $\pm$ 3%) satisfied, a significant reduction of 5pp (92% year to June 15), this remains in line with MSF peers

Of the 338 victims of violence that were surveyed over the last 12 months, 27 individuals stated that they were not satisfied with the way they were treated. A review of these 27 occurrences and the verbatim comments of the IP identified that;

- i. Just less than a third (8 respondents) stated that they did not feel that they were taken seriously
- ii. Other themes referred to a perceived lack of action and not being given updates as and when required
- iii. The behaviour of officers is infrequently highlighted as a concern (4 respondents)

It is worth noting that in a third of the cases where the victim expressed a level of dissatisfaction, the offence was recorded as a result of an altercation and/or argument between two parties, where both are recorded as suspects.

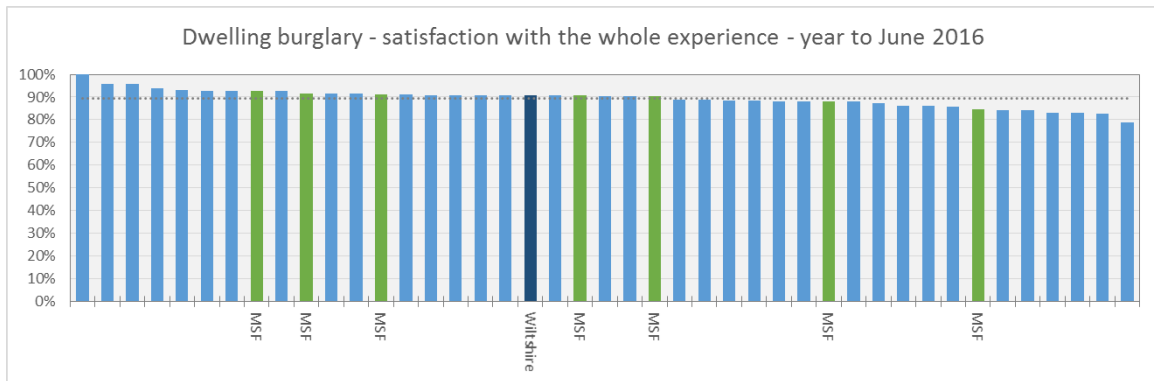
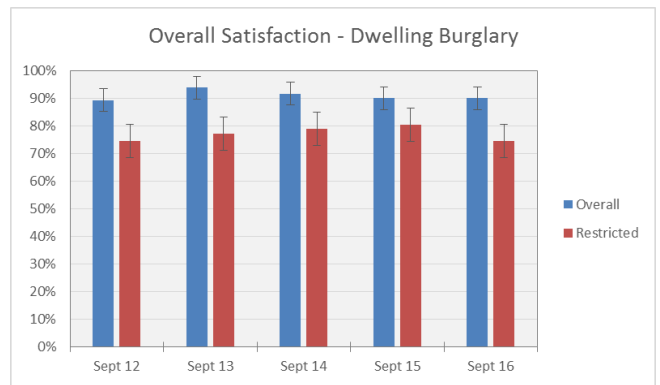
In all but one of the 27 cases the injury to the victim was either none (10) or slight (16). In the case where injury was serious (a broken arm), the evidence log refers to numerous attempts to make contact in order to progress the case, however the victim appears to have refused to co-operate.

## Dwelling Burglary Satisfaction

Satisfaction levels for victims of dwelling burglary have remained relatively stable over the last 5 years, with no significant change noted. Although some fluctuation is seen year on year, these fluctuations are not statistically significant and fall within expected levels.

For the year to September 2016, 9 out of 10 (90%  $\pm$ 4%) stated that they were either fairly, very or completely satisfied with the whole experience. Three quarters of respondents (75%  $\pm$ 6%) stated that they were very or completely satisfied with the whole experience.

Wiltshire are in line with MSF peers and just above the national average of 89% for satisfaction with the whole experience.



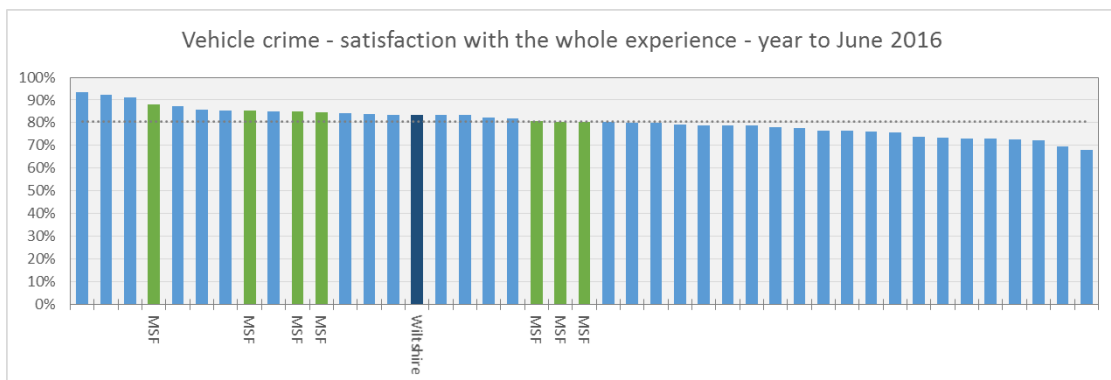
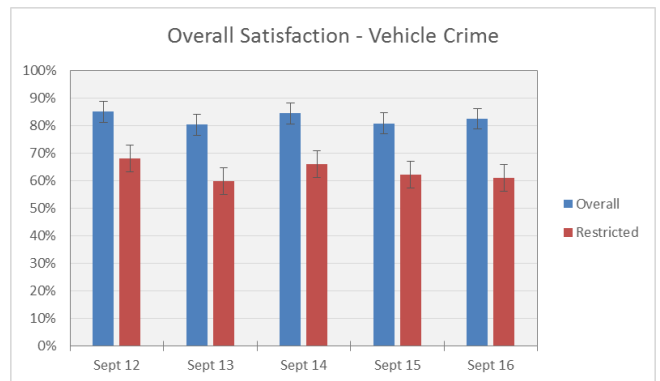
The most recent IQuanta data to June 2016 identifies no exceptions within dwelling burglary, with Wiltshire showing no significant change and remaining in line with peers across all areas.

## Vehicle Crime Satisfaction

Satisfaction levels for victims of vehicle crime have remained relatively stable over the last 5 years, with no significant change noted. Although some fluctuation is seen year on year, these fluctuations are not statistically significant and fall within expected levels.

For the year to September 2016, 82% ( $\pm$ 4%) stated that they were either fairly, very or completely satisfied with the whole experience with 61% ( $\pm$ 5%) stating that they were very or completely satisfied.

Wiltshire are in line with MSF peers and just above the national average of 81% for satisfaction with the whole experience.



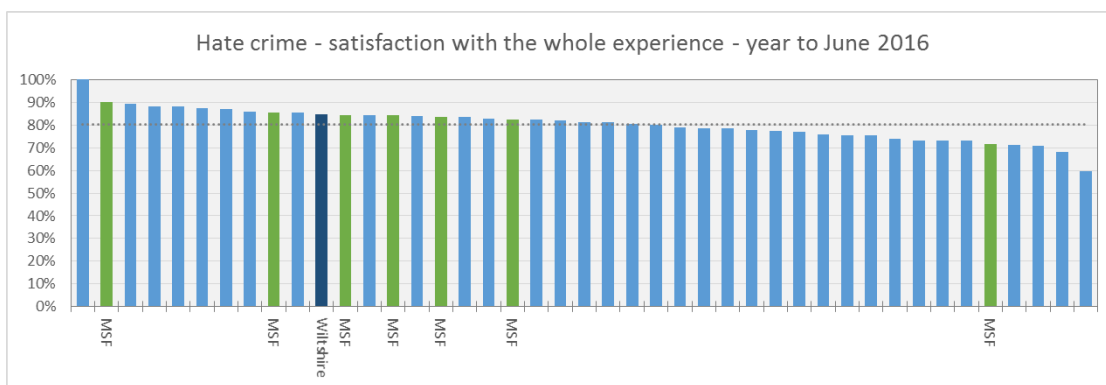
The most recent IQuanta data to June 2016 identifies no exceptions within vehicle crime, with Wiltshire remaining in line with peers across all areas and recording a significant positive increase of 7pp in actions taken from 74% ( $\pm 4\%$ ) in the year to June 2015 to 81% ( $\pm 4\%$ ) in the year to June 2016.

### Hate Crime Satisfaction

Hate crime satisfaction has been captured since April 2015, therefore a year on year comparison of hate crime is not available.

Overall satisfaction with service is 85% ( $\pm 10\%$ ). It is worth noting that satisfaction levels within this group can vary significantly, as the volumes of hate crime in Wiltshire are low. As a result, it is challenging to achieve a significant number of responses.

For the year to June 2016, Wiltshire are in line peers nationally and within the MSF group and there are no exceptions within hate crime, with Wiltshire remaining in line with peers across all areas.



### Summary

- Over the last five years there has been no significant change in the levels of satisfaction with the whole experience, the actions taken or follow up across the crime groups surveyed
- Wiltshire Police are in line with the most similar force group and peers nationally across all measures and crime types
- Significant change has been seen in the restricted satisfaction level (very and completely satisfied) for ease of contact, with analysis linking this to a deterioration in CrIB call handling rates. The deterioration in restricted satisfaction is seen across the three crime groups and in overall satisfaction with ease of contact for violent crime
- A decrease in satisfaction with treatment in violent crime offences has been noted. Analysis has identified key themes in dissatisfaction which related to altercations between two parties and victims feeling that they were not taken seriously

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**PCC RISK REGISTER – NOVEMBER 2016 UPDATE**

**1. Purpose of Report**

- 1.1 To update the Committee on the PCC Risk Register since the last meeting.

**2. Background and Main Considerations for the Board**

- 2.1 The risk register was overhauled following the publication of the new Police and Crime Plan 2015-17.
- 2.2 This refined the articulation of risk to provide a clearer identification and mitigation. This revised register is intended to capture the live management of risk and the mitigation rather than maintain a record of all possible risks.
- 2.3 The risk register is reviewed regularly and provides an active assessment of risks. These risks were reviewed on 14<sup>th</sup> November and reflect the PCC risk register as at 31<sup>st</sup> October 2016.
- 2.4 Risks that are managed as part of 'business as usual' and are low have been removed to ensure focus on highest risks and mitigation plans.

**3. Changes since previous Audit Committee**

- 3.1 A copy of the PCC Risk Register as at 31<sup>st</sup> October 2016 is attached at Appendix A.
- 3.2 The Risk Register identifies 20 risks of which 18 are active. Two risks have been removed since the register was last reviewed by the Committee. These are risks 18 and 22. Although risks 20 and 21 are identified as low and considered 'business as usual' they remain on the register due to the current financial climate and the uncertainty over the Autumn Statement. It is likely that risk 21 will increase post Autumn Statement.
- 3.3 No new risks have been identified.
- 3.4 There is only one risk considered high and this is risk 25 (*failure of the funding formula review to provide additional resources to Wiltshire from 2017-18*). Any changes in this national review will have an impact on the assumptions within the Medium Term Financial Strategy which is currently being developed. The Autumn Statement is due 23<sup>rd</sup> November which is after this paper has been written. A verbal update can be provided at the meeting.
- 3.5 All other risks are being actively managed as per the register.

**Angus Macpherson**  
**Police and Crime Commissioner**

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WILTSHIRE AND SWINDON POLICE AND CRIME COMMISSIONER RISK REGISTER 2016-17

Last reviewed : 14th November 2016  
Risk Appetite is : 30

| ID | Date identified | Event | Consequence | Main impact area(s) | L | C | I | Score | Mitigation and controls | Residual Risk Score |   |   |       | Date Reviewed | Register Update October 2016 |
|----|-----------------|-------|-------------|---------------------|---|---|---|-------|-------------------------|---------------------|---|---|-------|---------------|------------------------------|
|    |                 |       |             |                     |   |   |   |       |                         | L                   | C | I | Score |               |                              |

PUBLIC CONFIDENCE & INTEGRITY

|   |          |   |   |   |   |   |   |    |   |   |   |   |    |          |   |
|---|----------|---|---|---|---|---|---|----|---|---|---|---|----|----------|---|
| 1 | 18/08/15 | Transformation or service changes are not communicated to public / stakeholders and feedback is not considered                            | Reduced public satisfaction and confidence in OPCC<br>Community voice not heard<br>Increased resistance to changes<br>Changes undermined<br>Benefits expected are reduced   | Reputation<br>Operational delivery                | 2 | 3 | 3 | 18 | Police and Crime plan public and partner consultation<br>Police engage with area / community boards, local communities as service changes are developed<br>Changes built on robust evidence and planning to plan engagement and reflective periods<br>Engage with staff association and partners<br>PSQB developing engagement plans with public and stakeholders to inform development of P&C plan   | 1 | 3 | 3 | 9  | 14/11/16 | Maintain - Strategic risk - BAU residual risk                                     |
| 2 | 18/08/15 | Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals.                             | Failure to deliver statutory duty on behalf of the public<br>Loss of public confidence in PCC which is likely to extend to Wiltshire Police<br>Criticism from government / HMIC and adverse media attention<br>IPCC intervention  | Reputation<br>Performance                         | 2 | 2 | 4 | 16 | Independent Adjudicator in place to review all appeals of police complaints to provide independence<br>OPCC complaints officer fulfils PCC role and also has ongoing monthly monitoring in place of force complaints<br>Professional standards performance part of PCC management of Wiltshire Police<br>Quarterly reporting of complaints included in report to PCP<br>Annual report published summarising key themes, issues and areas for improvement - reported to PCP<br>Complaints dip sampling takes place to review how cases handled   | 1 | 2 | 4 | 8  | 14/11/16 | Maintain - Strategic risk - BAU residual risk                                     |
| 3 | 18/08/15 | Loss of integrity of PCC, OPCC staff, and Chief Constable due to inappropriate behaviour  | Damage to the reputation of PCC, OPCC and force<br>Loss of public confidence in PCC<br>Criticism from government / HMIC<br>Adverse media attention  | Reputation<br>Performance                         | 2 | 2 | 4 | 16 | Enhanced Professional Standards regime<br>Police have standards and Behaviours framework in place<br>PCC Register of Interests and Gifts and Hospitality (published on website)<br>HMIC reports provides inspections covering aspects of legitimacy, standards and behaviours<br>Whistle blowing policy and reporting mechanism in place<br>Ethics and Standards Board established (PCC and CC attend)<br>Robust vetting and employment checking is used as per HR policy<br>PCC has signed the Committee on Standards in Public Life ethical checklist. Which includes explicitly holding the CC to account to implement the College of Policing's code of ethics  | 1 | 2 | 4 | 8  | 14/11/16 | Maintain - Strategic risk - BAU residual risk                                     |
| 4 | 18/08/15 | Wiltshire Police fail to have internal HR organisational policies and services that meet the duties and aims under the Equality Act 2010. | Do not fulfil legal duty and values of organisation<br>Failure to attract the best talent for the organisations<br>Failure to maximise the skills of workforce<br>Increased risk of HR tribunals and litigation<br>Damage relationship and reputation as an employer  | Reputation<br>Operational delivery<br>Performance | 3 | 3 | 3 | 27 | HR Policies sets out obligations and procedures to meets its duties<br>Recruitment, redeployment and support policies in place<br>Diversity Inclusion Strategy produced by the Force and presented to CMB in September  | 3 | 3 | 3 | 27 | 14/11/16 | Maintain - recommended that risk score is unchanged until mitigation is delivered |
| 5 | 18/08/15 | Wiltshire Police fail to have operational policies and services that meet the duties and aims under the Equality Act 2010                 | Do not fulfil legal duty and values of organisation<br>Wiltshire Police does not reflect the diversity of the community it serves<br>Failure to identify and respond to demands of diverse communities<br>Damage to public confidence in policing - disproportionate effect in communities<br>Reputational damage to PCC, OPCC and Police | Reputation<br>Operational delivery<br>Performance | 2 | 3 | 3 | 18 | Wiltshire Police have policies related to Stop and Search<br>Assessment of victims vulnerability, including aspects of diversity<br>Specialist support services in place for ensuring support for a range of diverse groups<br>Work within the P&C Plan looks to increase awareness and training for officers in understanding different needs of communities<br>Action plan completed to address BUSS compliance and submitted to HMIC - HMIC have now confirmed Wiltshire is compliant<br>Independent S&S community trigger, policy review and new forms completed to address information gaps in place and operating<br>Additional resources agreed include 3 dedicated roles to lead on the strategy<br>A hate crime scrutiny group have been set up to provide challenge and advice on policies and procedures related to diversity.<br>This mitigation is linked to risk 1 and risk 4 | 2 | 2 | 3 | 12 | 14/11/16 | Maintain - recommended that risk score is unchanged until mitigation is delivered |
| 6 | 18/08/15 | PCC and OPCC fail to commission services that meet the duties and aims under the Equality Act 2010  | Do not fulfil legal duty and values of organisation<br>Failure to attract most effective solutions and suppliers<br>Failure to consider equality in Police and Crime Plan   | Reputation<br>Operational delivery<br>Performance | 2 | 2 | 3 | 12 | OPCC works within procurement and rules<br>Funding agreements ensures responsibilities are met by third parties<br>Extensive relationship with community and vulnerably sector providers<br>PCC signatory to Wiltshire Compact<br>Small Grants Scheme encourages community bids<br>P&C Plan identifies areas of underinvestment based on JSA and strategic assessment<br>Review of all commissioning process is completed and in place for 2016/17  | 2 | 2 | 2 | 8  | 14/11/16 | Maintain - Strategic risk - BAU residual risk                                     |

EFFECTIVE GOVERNANCE AND SCRUTINY

|   |          |  |   |  |   |   |   |    |   |   |   |   |    |          |   |
|---|----------|--|---|--|---|---|---|----|---|---|---|---|----|----------|---|
| 7 | 18/08/15 | Tri-Force enabling services collaboration has weak governance and accountability | Reduced influence of PCC over police<br>Reduced effectiveness of local accountability<br>Service quality disproportionately affecting Wiltshire<br>Satisfaction with policing declines<br>Adverse media criticism | Performance<br>Financial<br>Reputation<br>Operational delivery | 3 | 3 | 3 | 27 | Governance process replicates the regional structures to provide oversight, assurance and appropriate decision making structures<br>TOR agreed by Strategic Board<br>6 principle decisions makers (3 PCCs, 3 CCs)<br>Programme team has clear programme brief and resource to deliver agreed actions from Strategic Board<br>Programme team following five case methodology advocated by HM Treasury<br>Priority areas for programme team to explore business cases determined by the Strategic Board | 2 | 2 | 3 | 12 | 14/11/16 | Maintain - Strategic risk - BAU residual risk |
|---|----------|--|---|--|---|---|---|----|---|---|---|---|----|----------|---|

| ID   | Date identified | Event   | Consequence   | Main impact area(s)   | L | C | I | Score | Mitigation and controls  | L | C | I | Score | Date Reviewed | Register Update October 2016                              |
|--|-----------------|---|---|---|---|---|---|-------|--|---|---|---|-------|---------------|---|
| 8  | 18/08/15        | Tri-force, regional and other collaborative arrangements do not deliver anticipated benefits with weak governance and accountability              | Reduced influence of PCC over police<br>Reduced effectiveness of local accountability<br>Weak governance<br>Service quality falls<br>Satisfaction with policing declines<br>Adverse media criticism   | Financial<br>Operational<br>Delivery<br>Performance           | 3 | 3 | 4 | 36    | PCCs in South West region meet on a regular basis to maximise collaboration opportunities<br>Governance meeting structure and agenda in place<br>Collaboration protocol agreed by all regional PCCs and Forces<br>Regional Programme Board in place and team agreed<br>Collaboration, contracts and agreements in place for all collaborations<br>Significant collaboration and work with partners ongoing and managed through regional governance arrangements<br>New P&C Plan places partnerships and collaboration as way to deliver. Existing partnerships to be maximised<br>ACC in place for Tri-force collaborations and another for regionalised services<br>Each meet PCCs on regular basis in addition to governance arrangements<br>Each PCC has regional portfolio to lead on behalf of region<br>All regional & tri-forces services standing agenda item at CMB                                 | 2 | 2 | 4 | 16    | 14/11/16      | Maintain - Strategic risk - BAU residual risk             |
| 11   | 18/08/15        | Failure of CC and OPCC staff to keep PCC informed of developments or make decisions outside of scheme of delegation                               | PCC makes decisions without information and assessment of implications<br>PCC prevented from fulfilling statutory duty<br>Officers in breach of scheme of delegation<br>Public voice not heard during decision making<br>Lower transparency<br>Increased negative cultural behaviours | Reputation<br>Operational<br>delivery<br>Performance<br>Legal | 2 | 3 | 4 | 24    | Scheme of delegation in place<br>OPCC attendance at SCT - Transformation and Delivery<br>PCC receives SCT agenda and minutes<br>Commissioner decision notice requires PCC, CEO, Legal and Finance signature<br>Police performance framework is built around P&C Plan<br>New spends / allocations part of SCT governance at which OPCC is part<br>Internal Audit / External Audit reports presented to Audit Committee and PCC<br>HMIC efficiency inspections<br>Governance process working well - joint planning sessions between PCC and CC<br>OPCC / PCC updated on developments through attendance on all strategic service / transformation boards<br>All decisions discussed at CMB   | 1 | 3 | 3 | 9     | 14/11/16      | Maintain - BAU residual risk                              |
| STRATEGY, SERVICE QUALITY & TRANSFORMATION |                 |   |   |   |   |   |   |       |  |   |   |   |       |               |   |
| 12   | 18/08/15        | IT transformation does not deliver benefits on time   | Productivity benefits not realised - New ways of working<br>Missed opportunities of improved technology<br>Affects other P&C Plan deliverables<br>Older equipment limits capability<br>Reduced public confidence<br>Criticism by HMIC   | Reputation<br>Operational<br>delivery<br>Performance          | 4 | 3 | 3 | 36    | Numerous enabling projects in this area provide linked risk and knock on consequence<br>Strategic Partnership with Wiltshire Council has significantly improved capability and delivery<br>Regular meetings across all aspects of IT between police and Wiltshire Council<br>Project and Programme support provided to all IT projects<br>Access / permissions with other Police force and Wilts Council resolved<br>Regional agreement that solutions would be identified as part of regional STORM project development<br>NWOW evaluation completed and feeding into transformation development as part of new P&C plan<br>ICT enabling projects added to forthcoming business benefit review by continuous improvement team<br>Resource demand on development but overtime anticipated to be incorporated into BAU as projects are completed<br>ICT projects remain significantly complex and challenging | 3 | 2 | 3 | 18    | 14/11/16      | Maintain and continue to mitigate risks                   |
| 13   | 18/08/15        | Proposals for new custody suite is not delivered successfully   | Reduction of operational effectiveness<br>Impact of overall estates strategy<br>Increases in costs<br>Adverse media coverage<br>Loss of reputation of PCC and Wiltshire police  | Reputation<br>Operational<br>delivery<br>Performance          | 2 | 3 | 3 | 18    | Feasibility study completed<br>Decision based on wealth of evidence and analysis - provide accurate assessment of need<br>Public engagement and communications strategy ongoing<br>Aligned to estates review and strategy<br>Aligned to NWOW strategy and partnership strategies<br>Land agents instructed to identify suitable sites in Warminster area<br>Information feeding into master planning and overall estate requirements<br>Master planning work progressing well and completion anticipated by year end   | 2 | 3 | 3 | 18    | 14/11/16      | Maintain  |
| 14   | 18/08/15        | Roll out of community policing model is not managed effectively as a project and is not aligned to priorities in Police and crime plan priorities | Anticipated benefits are not delivered<br>Operating model is not sustainable<br>Service quality decreases<br>Satisfaction for victims and public falls<br>Visibility falls<br>Risks to other elements of P&C plan increase  | Reputation<br>Operational<br>delivery<br>Performance          | 3 | 3 | 4 | 36    | Pilot based on two years planning and systems thinking review<br>Evidence based approach to build model from bottom up<br>Project team meeting monthly - includes OPCC<br>Failsafe safe plan in place if significant challenges emerge<br>Workforce fully engage and local communities fully informed and engaged in process<br>Process continues to evolve and develop and will need to reflect local communities needs<br>Evaluation completed and successful pilot presented to CC and PCC<br>Community Policing Model rolled out Forcewide in October and November<br>Planned progress report to go to CMB and future Panel meeting  | 2 | 3 | 3 | 18    | 14/11/16      | Maintain - look to reduce at next review of Risk Register |



| ID               | Date identified | Event   | Consequence  | Main impact area(s)  | L | C | I | Score | Mitigation and controls  | L | C | I | Score | Date Reviewed | Register Update October 2016                        |
|------------------|-----------------|---|--|--|---|---|---|-------|--|---|---|---|-------|---------------|---|
| 15               | 18/08/15        | Failure to maintain effective partnerships with criminal justice agencies                                       | Justice processes become inefficient and not joined up<br>Justice outcomes and victim satisfaction and care declines<br>Lack of confidence in criminal justice process by victims of crime<br>Loss of public confidence in PCC which is likely to extend to Wiltshire Police and Justice partners                | Reputation<br>Operational delivery<br>Performance              | 3 | 2 | 3 | 18    | CJS Efficiency Programme will integrate justice services<br>Liaison with Judiciary<br>Wiltshire Criminal Justice Board member<br>New P&C Plan has embedded improvements for criminal justice and influence role of PCC<br>Creation of shared performance framework to develop collective ownership<br>WCJB working to action plan – sub-groups are delivering<br><b>RJ capacity being developed with team supporting volunteering led conferences</b><br>RJ strategy agreed by WCJB<br><b>Restorative Together Board established PCC chairs Board reports to WCJB</b><br><b>Victims, Witnesses and Most Vulnerable sub group established September 2016 to coordinate victim requirements across CJS process</b><br>OPCC awaiting Taylor review on YOT and other reviews of MOJ policy - anticipated Autumn 16<br>Performance framework <b>established? ND to confirm</b><br>Restorative justice coordinator appointed to bring together restorative approaches and align agencies<br>RJ strategy agreed by WCJB | 2 | 2 | 3 | 12    | 14/11/16      | Maintain - Strategic risk - BAU residual risk       |
| 16               | 18/08/15        | OPCC commissioning arrangements are not in place or are ineffective   | Resources do not meet Police and Crime Plan<br>Failure to develop effective solutions that meet need<br>Failure to maximise performance<br>Failure to secure value for money<br>Stifle innovation and creative solutions<br>Fail to comply with legal requirements on procurement                                | Reputational<br>Operational delivery<br>Performance<br>Legal   | 3 | 3 | 3 | 27    | Contracts in place for each commissioned service provider<br>Funding agreements in place for all grants and contracts<br>Quarterly reporting from commissioned agencies is contractual requirement<br>Horizon launch and victim service contract developed<br>Quarterly performance regime established for victim service.<br>Commissioning process review completed and implemented process changes.<br>This will be incorporated into the new P&C plan processes<br>Agreements in place for all commitments<br>Future agreements to meet commissioning guidance<br>Ongoing new commissioning with LAs meeting all legal and procurement requirements<br>Quarterly PCC commissioning meeting to review current performance of provision   | 2 | 3 | 3 | 18    | 14/11/16      | Maintain - Strategic risk - BAU residual risk       |
| 17               | 18/08/15        | Partners make decisions that impact PCC and Police without discussion or involvement in decision making process | Missed opportunities<br>Unexpected detrimental impact of policing<br>Increased demand on policing services<br>Loss of confidence in relationships with partners  | Reputation<br>Operational delivery<br>Performance              | 2 | 3 | 3 | 18    | PCC Membership of One Swindon, Wiltshire Public Service Board, Health and Welling Boards<br>PCC attends numerous partnership boards<br>Bi-monthly meeting with Council Leaders<br>OPCC meets council team at regular internals<br>CMB discuss emerging developments with partners<br>Recent partnership events focusing on specific areas of interest and partnership focus<br>Autumn statement may increase risk significantly<br>Managed in year cuts to YOT and positive discussions have mitigated risks as far as possible  | 2 | 2 | 3 | 12    | 14/11/16      | Maintain - Strategic risk - BAU residual risk       |
| 19               | 18/08/15        | Tri-force enabling services collaboration impacts outweigh business benefits                                    | Key delivery areas are compromised or do not address the requirements of the Wiltshire PCC, Wiltshire Constabulary or the Wiltshire public.<br>Falls in service quality<br>Reduction in HMIC ratings<br>PCCs do not wish to commission policing model provided   | Reputational<br>Operational delivery<br>Performance<br>Legal   | 3 | 3 | 4 | 36    | Governance and programme team in place<br>Tightly focused on improving enabling services to maximise existing tri-force collaborations - HR, ICT & finance systems<br>Other areas are of less priority<br>PID bid to HO successful to support ICT infrastructure alignment and collaboration - <b>successful</b><br>Business cases being drafted by programme team, advised by design authority, working groups and programme board<br>Each area has to pass numerous gateway points to progress to the next stage and the Strategic Board must approve progression to next stage  | 2 | 3 | 3 | 18    | 14/11/16      |   |
| <b>RESOURCES</b> |                 |   |  |  |   |   |   |       |  |   |   |   |       |               |   |
| 20               | 18/08/15        | Failure to have a balanced budget with precept level agreed 2016-17   | Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised<br>Miss council tax setting timetable<br>Reduction in service due to poor financial planning<br>Loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies | Financial<br>Reputation<br>Operational delivery<br>Performance | 2 | 2 | 2 | 8     | Budget build process completed<br>Monthly review of accounts at CMB<br>Section 151 Officer in post<br>Reserves in place to provide adequate contingency<br>Consultation process for precept (with public, businesses, Chief Constable, partners, PCP)<br>Budgets for 16-17 set<br>Underspend currently projected in 16/17  | 1 | 2 | 2 | 4     | 14/11/16      | Maintain - Strategic risk - BAU residual risk       |
| 21               | 19/08/15        | Failure to set a balanced budget with precept level agreed 2017-18  | Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised<br>Miss council tax setting timetable<br>Reduction in service due to poor financial planning<br>Loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies | Financial<br>Reputation<br>Operational delivery<br>Performance | 2 | 2 | 2 | 8     | Managed by OPCC Chief Finance Officer<br>Redevelopment of Wiltshire Police estate with Wiltshire Council and Swindon Borough Council, to maximise use of assets<br>MTFS considered and agreed at CMB with savings required agreed, CSR in NOV likely to affect these assumptions<br>PCC requested scenario planning in MTFS development<br>Strategic Alliance provides opportunities for savings - reserves in place to support transformation - if required<br>ICT investment to allow agile working improving police visibility and productivity<br>Currently developing Medium Term Financial Strategy<br>Significant impact likely from Autumn statement<br>Feb precept and budget setting process<br>Align to new P&C plan and resources to deliver Links to risk 25  | 1 | 2 | 2 | 4     | 14/11/16      | Maintain - likely to increase post Autumn Statement |

| ID | Date identified | Event  | Consequence  | Main impact area(s)  | L | C | I | Score | Mitigation and controls  |   |   |       | Date Reviewed | Register Update October 2016 |  |
|----|-----------------|--|--|----------------------|---|---|---|-------|--|---|---|-------|---------------|------------------------------|--|
|    |                 |  |  |                      |   |   |   |       | L  | C | I | Score |               |                              |  |
| 24 | 18/08/15        | Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force | Breach of statutory duty<br>Ineffective use of public money<br>Inefficient levels of performance<br>Missed opportunities with misaligned resources<br>Loss of public confidence in PCC and Police<br>Adverse criticism from Govt, PCP and media<br>Risk of legal challenge   | Financial Reputation | 2 | 3 | 3 | 18    | Budgets monitored through CMB<br>Detailed performance and project delivery is considered at SCT - OPCC in attendance<br>Police framework moving towards benefits realisation<br>Internal Audit programme<br>Police & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment, JSNA etc.<br>P&C plan sets clear priorities and objectives<br>PCC received policing advice from CC at CMB on policing and allocation of resources<br>HMIC Value for Money profiles reviewed and assessed<br>HMIC PEEL Inspection received and graded 'good'<br>Introduction of Police Objective Analysis into budget monitoring to provide alternative view of spend vers. Services<br>New P&C plan to further enhance planning process with Force to ensure clear alignment from Strategic assessment, P&C, areas for focus and the MTF5<br>Commercial and Contracts Group established, meets monthly and reviews new and existing contracts, Chaired by the PCC | 1 | 3 | 3     | 9             | 14/11/16                     |  |
| 25 | 06/01/16        | Failure of the funding formula review to provide additional resources to Wiltshire from 2017/18  | OPCC failure in statutory obligations.<br>Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB .<br>Not able to provide enough funds to Chief Constable to provide an effective and efficient police service<br>Loss of public confidence in PCC and Wiltshire Police<br>Unable to sustain further projects and meet unexpected expenditures.<br>Savings would need to be made in 2017/18<br>Reduction in reserves | Financial Reputation | 2 | 4 | 4 | 32    | HO commitment to implement funding formula review<br>Police budgets only provided for one year<br>PCC & CC to lobby and advocate for government to introduce funding formula<br>PCC to update MPs on low allocation of central funding and impact on local services<br>Reserves used to smooth trajectory in MTF5 to avoid short term reduction in service before formula review is completed<br>£1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16<br>Police and Fire Minister launched review and established a Technical Group chaired by the Permanent Secretary at the Home Office<br>Devon and Cornwall PCC is a member and PCC able to channel his views through her<br>Anticipated that recommendation will be made to Police and Fire Minister in February 2017  | 2 | 4 | 4     | 32            | 14/11/16                     |  |

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



**POLICE AND CRIME PANEL**  
**1 DECEMBER 2016**

**AGENDA ITEM NO:**

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## **SPECIAL CONSTABLE RECRUITMENT UPDATE**

### **1. Introduction and Background**

- 1.1 This paper provides a brief update on progress to date with the recruitment of Special Constables.
- 1.2 Up to the end of October, the position was as follows:
- The recruitment website [www.wiltshirepolicespecials.co.uk](http://www.wiltshirepolicespecials.co.uk) is live and is providing the link between the marketing strategy and the on-line selection process.
  - The phase 1 training website is also live and being used by cohort 1 of the new Special Constables cohort.
  - The project team have facilitated two Experience Days (ED's) which include the job-related fitness test, a literacy test, a group exercise, DNA testing and the medical. Overall the feedback, internal and from candidates, has been very positive with a few tweaks being made.
  - **The ED's have delivered the following: 61 successful candidates of which 44 are male and 17 female. The total includes 7 BME candidates which represents 11.48% of the total; the project aim is 5% BME candidates.**
  - The first cohort has completed the induction day and commenced training. The cohort 2 induction event took place in October.
  - The project has so far secured over **200 expressions of interest (EOI)** to become Special Constables. The EOIs have been achieved through internal advocacy and prior to any external marketing with the associated costs.
  - To address the identified tattoo issue in the selection process (namely, the panel that assess suitability of candidates' tattoos and previous convictions only met once a month) a virtual tattoo panel has been suggested, facilitated on FirstPoint. The virtual panel is cost and time effective and is likely to become 'business as usual' for People Services.
  - Following an internal advertisement, **8 new Personal Safety Trainers (PST)** have been identified. The existing OST team have designed a bespoke cascade

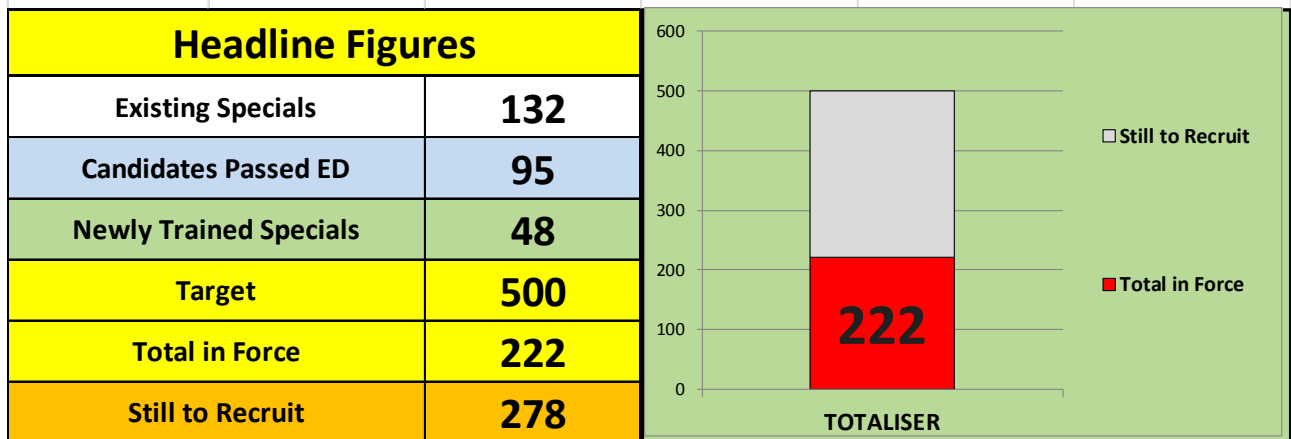
training program for the new trainers and the existing team will support the development of the new trainers, maintain oversight and quality assure the training as required by the COP.

## **2. The latest position**

- 1.2 On Saturday 12<sup>th</sup> November 2016, the Special Constabulary project team ran the third candidate experience day (ED). Thirty-four candidates were successful and as a result the project team has now recruited 95 new Special Constables to join Wiltshire Police. Eleven of the 95 will finish their phase 1 initial 12 week development program and be deployed to the hubs before Christmas. The remainder are either waiting for induction or have completed 5 weeks of phase 1. Among the new recruits there are 7 BME Special Constables.
- 1.3 If the pattern of the first three ED's is repeated at the ED in December, the total number of new recruits will rise to 125.
- 1.4 The table below outlines the specific breakdowns in terms of gender, BME and the progression of candidates. You will see Wiltshire Police now has 227 existing officers (including those in training and waiting for induction) with 273 still to recruit. Manpower, the agency employed to facilitate the recruitment has provided an excellent service, and the project team have not yet spent any money on marketing. The new recruits are the result of positive advocacy by our existing staff and officers along with social media and real world interviews led by Simone Matthews in Corporate Comms.
- 1.5 The success to date has been a very good example of different teams within the Force working together, especially the Project Team, the Positive Action Officer who is supporting the project with advice on the recruitment and retention of BME Special Constables and the People Development Team.
- 1.6 The design of phase 2 training will start shortly (accompanied to independent patrol).

| Experience Days | Total Candidates | %     | Successful | % of total | % of successful |
|-----------------|------------------|-------|------------|------------|-----------------|
| Total           | 106              |       | 95         | 89.6%      |                 |
| Male            | 70               | 66.0% | 67         | 63.2%      | 70.5%           |
| Female          | 36               | 34.0% | 28         | 26.4%      | 29.5%           |
| BME             | 9                | 8.5%  | 7          | 6.6%       | 7.4%            |

| TRAINING | Waiting for Training Place | Commenced Training | Not Completing Training | New Specials in Force | %     |
|----------|----------------------------|--------------------|-------------------------|-----------------------|-------|
| Total    | 42                         | 53                 | 5                       | 48                    |       |
| Male     | 27                         | 40                 | 4                       | 36                    | 75.0% |
| Female   | 15                         | 13                 | 1                       | 12                    | 25.0% |
| BME      | 1                          | 6                  | 1                       | 5                     | 10.4% |



This report is for information.

**Kieran Kilgallen**  
Chief Executive

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## **WILTSHIRE CRIMINAL JUSTICE BOARD – CRACKED AND INEFFECTIVE TRIALS**

### **1. Introduction and Background**

- 1.1 The Chairman asked that, as the Chief Constable now chaired the Wiltshire Criminal Justice Board, had there been any progress with reducing the number of cracked and defective trials at both Magistrates and High Court. This information had previously been received by the Panel in the context of the routine performance report. The Chairman asked for a report showing cracked and defective trials monthly for the past two years.

### **2. Issues for Consideration**

- 2.1 As the Panel is aware, there have been problems in obtaining data on cracked and ineffective trials from the Courts. This has been the case since April 2016 and the reasons for this are due to key members of staff leaving the South West Region Courts Team employment. None of the current staff are able to produce the spreadsheets and manipulate the data held, including cracked and ineffective trials. It could be possible to obtain information on the number of cracked and ineffective trials, but it would not be possible to identify whether these were due to police failings, or a decision not to prosecute as it was not in the public interest or any other reasons. Therefore, the value of the data would be limited.
- 2.2 Consideration has been given to whether or not there are other ways of obtaining the information required but there do not seem to be any viable alternatives. Horizon would be able to give a figure of how many of the trials they have been involved in were cracked or ineffective but the only other data they could provide would relate to how the witnesses and victims felt about how their case was handled, rather than the reasons why a case was cracked or ineffective.
- 2.2 It should be noted that this is not a problem being experienced only in Wiltshire. All Forces in the South West Region are having identical problems.
- 2.3 The matter has been raised through the WCJB on several occasions with the Head of Crime from the South West, Enzo Riglia. Losing the key members of staff means that they cannot replicate the data with the same level of context. Mr Riglia has said that he is liaising with the National Courts Team to try and obtain a monthly report for Wiltshire. We have identified to him the content and the format that we need the report in. His response is currently awaited.

2.4 The next WCJB is scheduled for Monday 21<sup>st</sup> November 2016. The Chief Constable and the PCC, both of whom are fully sighted on the problems, will raise this concern again, highlighting the importance of this information. However, the Panel is asked to note that the problems lie with a partner and so the ability of the Force or the PCC to directly impact on providing a solution is limited, although pressure will be maintained.

### **3. Recommendation**

The Panel is asked to note the position.

**Kieran Kilgallen**  
**Chief Executive**





## COMMISSIONER'S BLOG

### POLICE AND CRIME PANEL

1 December 2016

#### Introduction

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

### THE HIDDEN RISKS OF THE BENEFIT CAP

7 November 2016

If you've ever watched "Can't pay? We'll take It away!" on Channel 5 you'll have seen what can happen to people in debt who can't settle their bills. Whilst the documentary series has featured some rogues who never intended to repay a loan, it has also highlighted the desperation and tears of decent folk who open the door to find bailiffs waiting with a writ. In some cases, possessions will end up being confiscated. In others the house or flat will be repossessed by order of the court ... and the occupants locked outside.

Charities such as Citizens Advice are very concerned that benefit changes which took effect on Monday (7 November) could lead to more families facing eviction because they have been unable to pay the rent. You may be wondering at this point why that should concern your Police and Crime Commissioner. Well, I'll give you a clue: I was attending a meeting of the Wiltshire Domestic Abuse Forum where a presentation about the benefits shake-up was given by Sarah Cardy of Wiltshire Citizens Advice and the Chair of Wiltshire Money.

The benefit cap sets a limit on the total amount of certain benefits working-age people can claim, if in receipt of housing benefit or universal credit. As of this week, the maximum that a couple or a single parent can receive in benefits is £384 a week or £20,000 a year outside London. The current cap is £500 a week for single parents and couples, or £26,000 a year outside London.

Sarah explained that, if a household's total benefits exceed the new cap, it will be the housing benefit entitlement that will be cut. And that could put people straight into arrears with their rent - and on a slippery slope to eviction.

The concern is that the impact of the cap will be felt most dramatically by those already most at risk of becoming homeless. According to the pressure group, Gingerbread, more than 43,000 single parents nationally with a child under five could be hit by the cap.

You might be saying to yourself: "Where does the domestic abuse come in?" Well, by rolling a number of benefits together and introducing Universal Credit, the Department for Work and Pensions is moving away from benefits being paid to particular members of the family. If in future benefits are paid to a partner who controls the relationship through coercion, then there is the risk of clashes over how that reduced income is spent.

If the family breaks up, we could envisage cases where children are living in unsatisfactory temporary accommodation and adults could find themselves living rough. That could lead to drug or alcohol problems which in turn can lead to crime. I have first-hand knowledge of this dismal chain of events through my voluntary work with the Filling Station, which provides

soup and support to homeless people in Swindon. In addition we could even see some women seeking to make up for the shortfall by becoming sex workers.

I am not saying that capping benefits is necessarily wrong. What concerns me is that the consequences of this massive change do not seem to have been fully anticipated and planned for by some of the agencies which support families and individuals. And that could have an impact on our local communities, and on public services, not least our police.

## HOLDING THE LINE IN THE FACE OF RIOTERS ON THE RAMPAGE

9 November 2016



I think we can all agree that policing is a difficult business. Police officers, among other things, are required to keep the peace. Fortunately the vast majority of people in the area served by Wiltshire Police are law-abiding folk who go about their business in a peaceable way. The same goes for the rest of Britain.

It's the shared sense among the public of what is the right thing to do that enables our bobbies to police by consent, just as Sir Robert Peel envisaged when he set up the Metropolitan Police Service in London in 1829.

But what happens when a small element in our society chooses not to keep the peace. I'm not talking here about music belting out too loudly at a gathering (annoying though that can be). I have in mind the serious disorder that can - and occasionally does - break out on the streets of some of our cities.

Cast your mind back to August 2011. Trouble broke out in Tottenham in north London after Mark Duggan was shot dead by police. They were attempting to carry out an arrest as part of an operation to counter gun crime in the African and Caribbean communities. An initially peaceful protest turned violent and, over the coming days, serious disorder broke out in various parts of the capital, spreading to Bristol, Birmingham, Manchester and Liverpool. Widespread looting was reported and buildings were set alight.

Wiltshire Police, in common with forces across the country, has to be ready to supply so-called police support units (PSUs) within strict time limits under what's known as the national policing requirement. The Force trains its officers for such eventualities.

I had a chance the other day to observe public order training on a far larger scale, involving the five South West forces plus fire and ambulance colleagues under the name Exercise Conquer. It took place over two weeks in a fake village used by the Army for training on Salisbury Plain.

It might have been an exercise, but I can tell you it looked very real and quite hairy from my vantage point. Officers from Wiltshire and the rest of the region came face to face with so-called "violent persons" clutching baseball bats. They were not holding back: the police shields were repeatedly struck by the "rioters" and fire bombs exploded at their feet with broken glass showering the ground. The "rioters" kept up a barrage of noise.

I saw good evidence of officers from across the five Forces working together and putting common procedures into practice. Despite the violence, the flames and the provocation, they held the line impressively when lesser mortals might have been tempted to back away.

The thing to bear in mind is that there may be occasions when the police are called to hold the line between two opposing factions, or to allow a particular group to exercise their right to protest peacefully when others are trying to scare them off.

Police officers bearing shields and wearing helmets with visors may not look like the friendly bobby in your community. But we should remember that they are there, in the front line, protecting life and property and, yes, keeping the peace.

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# Police and Crime Panel Forward Work Plan

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

| Date   | Location                 | Provisional Agenda Items   |
|--|--------------------------|--|
| 1 <sup>st</sup> December<br>2016<br>10am-2pm | Civic Centre, Swindon    | <ul style="list-style-type: none"> <li>• Quarterly data (Q2)– Risk / Performance / Finance / Complaints</li> <li>• Update on Specials recruitment programme</li> <li>• Wiltshire Criminal Justice Board – written report</li> <li>• Tri-Force collaboration programme</li> <li>• Task group updates</li> <li>• PCC Diary report</li> </ul> |
| 11 <sup>th</sup> January<br>2017<br>10am-2pm | Trowbridge, County Hall  | <ul style="list-style-type: none"> <li>• PCC Budget 2017/18 and MTFS</li> <li>• Tri-Force collaboration programme</li> <li>• Task group updates</li> <li>• PCC Diary report</li> </ul>   |
| 2 <sup>nd</sup> February<br>2017<br>10am-2pm | Chippenham, Monkton Park | <ul style="list-style-type: none"> <li>• Formal consideration of PCC Precept proposal</li> <li>• Victim Support Service (Horizon) update</li> <li>• Tri-Force collaboration programme</li> <li>• Task group updates</li> <li>• PCC Diary report</li> </ul>   |
| 2 <sup>nd</sup> March<br>2017<br>10am-2pm    | Salisbury, City Hall     | <ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Tri-Force collaboration programme</li> <li>• Task group updates</li> <li>• PCC Diary report</li> </ul>  |

|   |                                 |  |
|---|---------------------------------|--|
| <p>29<sup>th</sup> June<br/>2017<br/>10:30am-1pm</p>          | <p>Devizes, Corn Exchange</p>   | <ul style="list-style-type: none"> <li>• Election of PCP Chair and Vice Chair</li> <li>• PCC Annual Report</li> <li>• Quarterly data (Q4)– Risk / Performance / Finance / Complaints</li> <li>• Tri-Force collaboration programme</li> <li>• Task group updates</li> <li>• PCC Diary report</li> </ul> |
| <p>14<sup>th</sup><br/>September<br/>2017<br/>10:30am-1pm</p> | <p>Trowbridge, County Hall</p>  | <ul style="list-style-type: none"> <li>• Quarterly data (Q1)– Risk / Performance / Finance / Complaints</li> <li>• Update on restorative justice</li> <li>• Tri-Force collaboration programme</li> <li>• Task group updates</li> <li>• PCC Diary report</li> </ul>                                     |
| <p>7<sup>th</sup> December<br/>2017<br/>10:30am-1pm</p>       | <p>Chippenham, Monkton Park</p> | <ul style="list-style-type: none"> <li>• Quarterly data (Q2)– Risk / Performance / Finance / Complaints</li> <li>• Tri-Force collaboration programme</li> <li>• Task group updates</li> <li>• PCC Diary report</li> </ul>  |
| <p>18<sup>th</sup> January<br/>2018<br/>10:30am-1pm</p>       | <p>Salisbury, City Hall</p>     | <ul style="list-style-type: none"> <li>• PCC Budget 2018/19 and MTFS</li> <li>• Tri-Force collaboration programme</li> <li>• Task group updates</li> <li>• PCC Diary report</li> </ul>   |

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

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