

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Assembly Room - Devizes Town Hall, Devizes, SN10 1BN
Date: Monday 16 September 2013
Time: **10.00 am**

Please direct any enquiries on this Agenda to Kirsty Butcher, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713948 or email kirsty.butcher@wiltshire.gov.uk

Membership:

Cllr Abdul Amin, Swindon Borough Council
Cllr Glenis Ansell, Wiltshire Council
Cllr Andrew Bennett, Swindon Borough Council
Cllr Richard Britton, Wiltshire Council (**Chairman**)
Cllr Brian Ford, Swindon Borough Council (**Vice-Chairman**)
Malcolm Grubb, Co-Opted Independent Member
Cllr Russell Hawker, Wiltshire Council
Cllr Charles Howard, Wiltshire Council
Cllr Peter Hutton, Wiltshire Council
Cllr Julian Johnson, Wiltshire Council
Amanda Newbery, Co-Opted Independent Member
Cllr Linda Packard, Wiltshire Council
Cllr Teresa Page, Swindon Borough Council

Substitutes:

Cllr Chuck Berry, Wiltshire Council
Cllr Trevor Carbin, Wiltshire Council
Cllr Chris Caswill, Wiltshire Council
Cllr Oliver Donachie, Swindon Borough Council
Cllr Dennis Drewett, Wiltshire Council
Cllr Peter Edge, Wiltshire Council



CLlr Sue Evans, Wiltshire Council
CLlr Nick Fogg, Wiltshire Council
CLlr Jeff Osborn, Wiltshire Council
CLlr Maureen Penny, Swindon Borough Council
CLlr Ian Thorn, Wiltshire Council
CLlr Anthony Trotman, Wiltshire Council

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 1 - 6*)

To confirm the minutes of the meeting held on 12 June 2013.

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 Tuesday 10 September 2013**. 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** (*Pages 7 - 30*)

Officers: Chief Executive (OPCC) and Chief Finance Officer (OPCC)

To receive quarterly data and exception reports on:

- Risk
- Performance, including a report on PCC attendance at area boards
- Finance, including an update on the Innovation Fund

7 **PCC Diary report** (*Pages 31 - 46*)

Officer: Chief Executive (OPCC)

8 **Draft PCP / PCC protocol** (*Pages 47 - 50*)

Officer: Kirsty Butcher (Wiltshire Council)

To consider the amended draft PCP / PCC protocol with comments from the OPCC.

9 **Public Opinion Survey** (*Pages 51 - 58*)

Officer: Chief Executive (OPCC)

To receive the findings from the latest public opinion survey.

10 **Health and Safety Audit** (*Pages 59 - 62*)

Officer: Chief Constable

To note the annual benchmarking health and safety audit.

11 **Community Safety Fund applications** (*Pages 63 - 64*)

Officer: Chief Executive (OPCC)

To note the application information provided, invite an update from the OPCC and discussion.

12 **Strategic Partnership between Wiltshire Council and Wiltshire Police**
(*Pages 65 - 78*)

Officer: Mark Stone

To note and discuss the 'Strategic Partnership with Wiltshire Police' paper that went to the meeting of Wiltshire Council Cabinet on 23 July 2013.

13 **Forward Work Plan and future meeting dates** (*Pages 79 - 80*)

To note the forward work plan and future meeting dates below.

Tuesday 26 November 2013, 10.00 am – Alamein Suite, Salisbury City Hall

Wednesday 15 January 2014, 10.00 am – Swindon venue

Thursday 6 February 2014, 10.00 am – Trowbridge venue (formal consideration of precept)

Wednesday 26 March 2014, 10.00 am – Council Chamber, Monkton Park, Chippenham

Wednesday 11 June 2014, 10.00 am – Devizes venue (review of annual report)

Wednesday 17 September 2014, 10.00 am – Salisbury venue

Wednesday 19 November 2014, 10.00 am – Swindon venue

Part II

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

None.

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WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 12 JUNE 2013 AT COUNCIL CHAMBER - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER.

Present:

Cllr Abdul Amin, Cllr Glenis Ansell, Cllr Andrew Bennett, Brand, Cllr Richard Britton, , Cllr Brian Ford, Malcolm Grubb, Cllr Russell Hawker, Cllr Charles Howard, Cllr Peter Hutton, Cllr Julian Johnson, Amanda Newbery, Cllr Linda Packard and Cllr Teresa Page

Also Present:

Dr Carlton Brand - (Corporate Director, Wiltshire Council), Kirsty Butcher – (Senior Democratic Services Officer, Wiltshire Council), Kevin Fielding – (Democratic Services Officer, Wiltshire Council), Prof Allan Johns – (OPCC), Kieran Kilgallen – (Chief Executive OPCC), Sarah Kyte – (OPCC), Angus Macpherson – (PCC) and Chris McMullin – (OPCC)

1 **Election of Chairman**

Nominations were sought for the position of Chairman for the municipal year 2013/14.

Decision

- **Councillor Cllr Richard Britton was elected Chairman of the Wiltshire Police and Crime Panel for the 2013/14 municipal year.**

Councillor Richard Britton in the Chair

2 **Election of Vice-Chairman**

The Chairman sought nominations for the position of Vice-Chairman of the Wiltshire Police and Crime Panel for the 2013/14 municipal year.

Decision

- **Councillor Brian Ford was elected Vice-Chairman of the Wiltshire Police and Crime Panel for the 2013/14 municipal year.**

3 Apologies for Absence

There were no apologies.

4 Minutes and matters arising

Decision:

- **The minutes of the meeting held on 26 March 2013 were agreed as a correct record and signed by the Chairman.**

5 Declarations of interest

Councillor Peter Hutton declared a non-pecuniary interest as he was the Portfolio Holder for Public Protection at Wiltshire Council.

6 Chairman's Announcements

The Chairman welcomed everyone to the first meeting of the Panel since the local elections.

Introductions were given by all in attendance.

The Chairman raised the question as to who were the Swindon BC substitutes, it was agreed that this was still being resolved, but should be sorted out within the next couple of weeks.

7 Public Participation

There were no questions asked or statements given.

8 PCC update report

The Panel noted the diary report attached.

In response to questions the Commissioner confirmed the need for a consistent and joined up CCTV provision with the right protocols of retention. Governance arrangements were discussed at the Commissioner's meeting with Avon and Somerset on 9 June 2013 together with the opportunity to mould and engage in regional debate. The Commissioner expressed his keenness to have a framework agreement which brought the region together both strategically and operationally.

9 PCC Annual Report

The Commissioner presented the Annual Report 2012/13.

The Panel noted the Annual Report attached.

Questions and points raised from the report included:

- The Chairman advised that the Panel would have liked to have viewed a draft of the Annual report.

Anti-social Behaviour

- Will you continue to try and improve anti-social behaviour (ASB) figures?
a. Yes, ASB is one of the core themes in the Crime Plan.
- Strategic Priority Balance Scorecard for the year show a downturn to the half year – why?
a. A written response will be provided to this question
- How can the figures contained in the annual report for ASB be improved?
a. We all have a part to play in tackling ASB, communities need to be innovative in their approach, if we are to move forward. Partnership working is very important if we are to make positive steps in this area. The key is engagement, not enforcement.
- The importance of community funding for the victims of ASB, and not just the perpetrators of it.
- The Importance of good dialogue with local communities.
a. Area Boards have a big role to play in this.
- There is a worry that going to high level commissioning will lose the synergy that the CSP produced at grass roots level with others
a. We are currently looking at one pot of money for Wiltshire and Swindon, and to commission jointly for services needed

The Chairman requested a summary of the outcome of this line of development.

- The Panel showed concern over the expectation that the leaders of both Wiltshire and Swindon will know about all local issues and hoped that the PCC engage with the local force and Area Boards / Localities when looking at funding for ASB

Unlocking Resources

- Can the Panel be re-assured that the Police will be able to spend more time on the beat, rather than dealing with paper work etc?
 - a. *The Chief Constable is confident that this can be achieved.*

Performance Level Tables

- Why are these tables not in the annual report?
 - a. *Data is currently shown in the old Wiltshire Police Authority format, the OPCC would ensure that future data would be provided as requested to the Panel.*

Policing Levels

- The Panel requested the data for Policing levels during the previous year.
 - a. *Agreed that the OPCC would provide the Panel with this data.*

Trafficking of Controlled Drugs

- Is there a strategy level in place?
 - a. *Yes, a strategy level is in place. The Force is looking to improve on its arrest/conviction rates.*

Neighbourhood Watch

- The importance of working with these groups was noted. A strong Neighbourhood Watch partnership was vital, as was the need to feed into the process.

The Chairman thanked the Commissioner for the report.

10 **OPCC Risk Register**

The Commissioner outlined the OPCC Risk Register and advised that it was very much a work in progress. He welcomed the help and support of the Panel in finalising the structure of it.

Decision

- **That a Task & Finish Group consisting of Cllrs Ansell, Bennett, Britton and Ford with Malcolm Grubb and relevant OPCC staff would be set up to look at the Risk Register structure.**
- **That at the request of the PCC, this item would be taken at the start of future meetings.**

11 **PCP/PCC Protocol**

The Commissioner advised that he was looking to pull together good working practices, with the OPCC still in its infancy it was vital that both good and bad practices were scrutinised.

The Panel felt that it was vital that they were working with the OPCC.

It was agreed that the OPCC would keep the PCP informed of progress/developments with the protocol.

12 **Performance Reporting Framework**

Amanda Newbery outlined the Performance Framework document that was tabled at the meeting.

Decision

- **That the OPCC would produce a template which could be “married up” to include comments from a PCP working group and sent to the PCP on a quarterly basis for completion.**

13 **Complaints against the Commissioner**

A report, “Complaint Investigations, Appeal Determinations and Monitoring of Wiltshire Police Professional Standards by the Office of the Police and Crime Commissioner”, drafted by Allan T Johns – Independent Adjudicator and Complaints Investigator was tabled at the meeting.

The report is attached to these minutes.

Questions and points made included:

- That complaints should be dealt with in a more timely manner.
 - a. *The time that it takes for Wiltshire Police to deal with its complaints does stack up when viewed against other forces.*
- Is the Police complaints handling system aligned with the various Ombudsman scheme?
 - a. *It draws in various Parliamentary and Health ombudsman legislation.*
- It was requested that future reports are submitted as part of the quarterly report process in tablet format.

14 **Forward Work Plan**

The Panel noted the forward work plan.

- The Chairman requested that the MEL survey data be made available to the Panel at the September meeting.

15 **Future meeting dates**

Decision

- **It was agreed that future Panel meetings would take place at venues around throughout the County.**

The next meeting of the Police and Crime Panel will be on Monday at 16 September 2013.

Future meeting dates were:

26 November 2013.

(Duration of meeting: 10.00 am - 12.15 pm)

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

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

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2013-14

Last reviewed : 27th August 2013
Risk Appetite is : 30

ID	Date identified	Risk Description	Main impact area(s)	Initial Risk Score				Mitigation update	Residual Risk Score				Date reviewed
				L	C	I	Score		L	C	I	Score	
PUBLIC ENGAGEMENT													
1	01/04/13	<p>PUBLIC EXPECTATION & PUBLIC ENGAGEMENT</p> <p>EVENT: Failure of PCC or CC to consult / engage with communities and specific stakeholder groups regarding policing priorities and planned changes to service delivery methods.</p> <p>CONSEQUENCES: Planning and change activities are not aligned to public expectations or need. Public are unaware or resist necessary changes to policing services. Failure on part of PCC to secure efficient and effective police force</p> <p>OUTCOME: Reduced satisfaction and reduced community engagement in crime reduction and community safety activities. Loss of confidence in OPCC and Wiltshire Police as a service provider.</p>	Performance Reputation	2	1	4	8	<p>Also contained within Force Risk Register</p> <p>OPCC attendance at all Community Area Boards (Wiltshire) and Locality meetings (Swindon)</p> <p>Public Performance meetings</p> <p>Establishment of Forums (business, youth, rural, and victims)</p> <p>Attendance at shows (4 times a year)</p> <p>Visits and public engagement as invited</p>	1	1	4	4	27-Aug-13
2	01/04/13	<p>TRANSPARENCY</p> <p>EVENT: Failure to publish performance and other relevant information (e.g. FOIs) to the public in a timely manner</p> <p>CONSEQUENCES: PCC failure of statutory duty and lack of transparency. Public are unaware of how the PCC and Force are performing in relation to the Policing & Crime Plan. Public cannot hold the PCC to account effectively. Public expectations are not satisfied</p> <p>OUTCOME: Loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Performance Reputation	4	3	3	36	<p>Linked to Risk 4 (Resilience) below</p> <p>Publication of all relevant information on OPCC website</p> <p>FOI procedures in place</p> <p>Appointment of an Exchequer Supervisor</p> <p>Monthly FOI review by Commissioner</p> <p>Chief Executive liaising with Wiltshire Council with regard to Police and Crime Panel agenda requirements</p> <p>Public performance meetings (see Risk 1 – Public Expectation and Public Engagement)</p>	2	2	4	16	27-Aug-13
3	01/04/13	<p>VOLUNTEERS</p> <p>EVENT: Failure to make best use of volunteers and Watch Schemes</p> <p>CONSEQUENCES: poor community engagement / involvement in dealing with local issues, strain on existing voluntary agencies and public sector partners. Failure of initiatives such as Watch Schemes</p> <p>OUTCOME: potential escalation of community problems and increased risk of vulnerability amongst certain groups / locations. Loss of public confidence</p>	Performance Reputation	3	4	4	48	<p>Force is developing a Volunteer Strategy (covering Volunteers and Special Constables)</p> <p>OPCC developed business case for Community Speed Watch and Neighbourhood Watch</p> <p>Community Speed Watch event to be held launching new scheme</p> <p>Response awaited from Neighbourhood Watch on business case proposal</p> <p>Cadet Scheme – soon to be launched</p> <p>Community Foundation supporting voluntary and community sector organisations</p>	2	3	4	24	27-Aug-13
4	01/04/13	<p>RESILIENCE</p> <p>EVENT: Lack of staffing resilience and relevant capability leading to low morale (PCC and OPCC)</p> <p>CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. Difficulty in maximising public engagement opportunities due to lack of availability of PCC or OPCC staff leading to the public not feeling they have a satisfactory dialogue with the PCC. Decision making may be delayed through lack of availability of PCC / OPCC staff. Risk to other statutory requirements if there is a lack of OPCC staff to oversee these.</p> <p>OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC / PCP and adverse media attention</p>	Reputation Performance	2	3	4	24	<p>Linked to Risk 1 (Public Engagement)</p> <p>OPCC C/Exec acts as deputy for PCC</p> <p>Staffing structure detailed in Police and Crime Plan</p> <p>Recruitment of Independent Adjudicator, Communications Officer (x2), Complaints and FOI Officer</p> <p>Recruitment planned for Section 151 Officer</p>	2	2	4	16	27-Aug-13
VALUE FOR MONEY													
5	02/04/13	<p>VALUE FOR MONEY</p> <p>EVENT: Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force</p> <p>CONSEQUENCES: Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance. Breach of statutory duty. Lack of due diligence both pre and post investment. Lack of pre or post scrutiny to ensure value for money and beneficial outcomes.</p> <p>OUTCOME: Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt, PCP and media. Risk of legal challenge.</p>	Financial Reputation	3	3	3	27	<p>Budgets and Performance monitored through Commissioner's Monitoring Management Board (PCC, C Exec, CC, DCC, HoF)</p> <p>Internal Audit programme</p> <p>Police & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment</p> <p>Systems Thinking programme being developed with Wiltshire Council to ensure services are efficient and customer focussed</p> <p>Quarterly reporting from commissioned agencies</p> <p>HMIC Value for Money profiles</p>	3	3	3	27	27-Aug-13
6	01/04/13	<p>COMMISSIONING ARRANGEMENTS</p> <p>EVENT: Failure to have effective commercial and commissioning arrangements in place for all commissioned services</p> <p>CONSEQUENCES: Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance and inability to deliver Policing & Crime Plan outcomes</p> <p>OUTCOME: Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt and media</p>	Financial Reputation Operational delivery Performance	3	3	3	27	<p>Commissioning process currently being developed along with a Commissioning Board (OPCC plus Partner representatives)</p> <p>Contracts in place for each commissioned service provider</p> <p>Quarterly reporting from commissioned agencies</p>	3	3	3	27	27-Aug-13
7	01/04/13	<p>COLLABORATION ARRANGEMENTS</p> <p>EVENT: Failure to maximise opportunities for collaboration with other PCCs / OPCCs / forces and /or partner agencies (statutory duty)</p> <p>CONSEQUENCES: Opportunities to maximise operational effectiveness in the Protective Services arena are compromised (eg Strategic Policing Requirement). Opportunities to achieve financial savings are lost. Opportunities to maximise Partnership working (eg multi agency teams, shared campuses) are compromised. Home Office intervention likely</p> <p>OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies</p>	Financial Operational delivery Performance	2	3	4	24	<p>Linked to Risk 15 (Efficient and Effective Police Force)</p> <p>PCCs in South West region meet on a regular basis to maximise collaboration opportunities</p> <p>Governance meeting structure and agenda in place</p> <p>Collaboration protocol agreed by all regional PCCs and Forces</p> <p>National APCC Membership</p> <p>PCC member of APCC Reference Group</p>	2	2	4	16	27-Aug-13

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2013-14

Last reviewed : 27th August 2013

Risk Appetite is : 30

ID	Date identified	Risk Description	Main impact area(s)	Initial Risk Score				Mitigation update	Residual Risk Score				Date reviewed
				L	C	I	Score		L	C	I	Score	
8	01/04/13	<p>COLLABORATION (BENEFITS) EVENT: Collaborations fail to deliver expected benefits CONSEQUENCES: Key delivery areas are compromised or do not address the requirements of OPCC or the Force eg Transformation programme, Strategic Policing Requirement. Duty to secure effective and efficient police force is compromised. OUTCOME: Risk to sustainability of Wiltshire Police in face of CSR cuts, inability to deliver effective frontline service. Loss of public confidence and adverse criticism / intervention from Govt</p>	Performance Financial Reputation Operational delivery	2	3	4	24	<p>Linked to Risk 7 (Collaboration Arrangements) PCCs in South West region meet on a regular basis to maximise collaboration opportunities Each collaboration programme is monitored through a governance structure National APCC Membership PCC member of APCC Reference Group</p>	2	3	4	24	27-Aug-13
9	01/04/13	<p>STRATEGIC POLICING REQUIREMENT EVENT: Insufficient resources to deliver the Strategic Policing Requirement (SPR) (statutory duty) CONSEQUENCES: Failure to deliver statutory duty. Operational effectiveness in the Protective Services arena is compromised. Increased risk in areas such as Organised Crime OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC</p>	Operational delivery Performance	1	2	4	8	<p>Tri Force collaboration in place (Special Branch, Terrorism, Specialist Ops) Self assessment conducted by Force in 2012 under the guidance of NPJA - assessed as having capability to deliver SPR. HMIC inspection September 2013</p>	2	2	4	16	27-Aug-13
10	01/04/13	<p>LOCAL AUTHORITY PARTNERSHIPS EVENT: Failure to develop and maintain effective partnerships with Council partners CONSEQUENCES: Crime & ASB processes become inefficient and not joined up. Compromising ability to tackle areas such as ASB, domestic violence, safeguarding OUTCOME: Loss of public confidence in PCC which is likely to extend to Wiltshire Police and partners.</p>	Reputation Operational delivery Performance	2	3	4	24	<p>Wiltshire Council collaboration will be managed through the Joint Transformation Board (PCC, C Exec, Leader of Council, CC, DCC) Monthly meetings between PCC and Leaders of the two Councils PCC Membership of One Swindon, Public Service Board, Health and Wellbeing Board</p>	2	2	4	16	27-Aug-13
11	01/04/13	<p>JUSTICE PARTNERSHIPS (improving service for victims & witnesses) EVENT: Failure to maintain effective partnerships with criminal justice agencies CONSEQUENCES: Justice processes become inefficient and not joined up. Justice outcomes and victim pathways may be adversely effected. OUTCOME: Lack of confidence in criminal justice process by victims of crime. Loss of public confidence in PCC which is likely to extend to Wiltshire Police and Justice partners.</p>	Reputation Operational delivery Performance	3	2	4	24	<p>CJS Efficiency Programme will integrate justice services Victim Pathway and Forum under review Membership of Reducing Offending Strategic Board Liaison with Judiciary Membership of Wiltshire Criminal Justice Board Performance matrix in place</p>	3	2	4	24	27-Aug-13
12	01/04/13	<p>BUDGETS & FUNDING EVENT: OPCC holding inadequate level of capital and reserves CONSEQUENCES: OPCC failure in statutory obligations. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies. Unable to sustain further projects and meet unexpected expenditures. Cannot replace assets due for replacement and required to borrow.</p>	Financial Reputation Operational delivery Performance	2	1	2	4	<p>Managed by OPCC Treasurer Redevelopment of Wiltshire Police estate in partnership with Wiltshire Council, to maximise use of assets Innovation Fund in place</p>	2	1	2	4	27-Aug-13
13	27/08/13	<p>FINANCIAL CONTROL EVENT: Failure to ensure effective control and financial planning CONSEQUENCES: Uncontrolled spending, failure to comply with statutory requirements, impact on delivery of Police and Crime Plan, increased exposure to fraud OUTCOME: Loss of public confidence in PCC which could extend to Wiltshire Constabulary and its partner agencies, government intervention</p>	Financial Reputation Operational delivery Performance	2	3	5	30	<p>Managed by Chief Finance Officer Redevelopment of Wiltshire Constabulary estate in partnership with Wiltshire Council to maximise use of assets Medium Term Financial Strategy Fortnightly meetings with Chief Finance Officer Monitoring of accounts at Commissioner's Monitoring Board PCC review of expenditure over £500 Internal Audit Review by Audit Committee</p>	2	2	5		
13	01/04/13	<p>ANNUAL BUDGET PROCESS EVENT: Failure to achieve a budget and precept agreed in a timely manner CONSEQUENCES: OPCC budgets are misaligned to policing and crime delivery requirements. Outcomes of Policing & Crime Plan are compromised. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies</p>	Financial Reputation Operational delivery Performance	1	1	4	4	<p>Established budget build process Monthly review of accounts Section 151 Officer being appointed Use of reserves Consultation of precept (with public, businesses, Chief Constable, partners, PCP)</p>	2	2	4	16	27-Aug-13

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2013-14

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				L	C	I	Score		L	C	I	Score	
14	01/04/13	<p>ASSETS EVENT: Inadequate records of ownership and inadequate management of assets CONSEQUENCES: Failure in statutory duty on PCC. Full picture of assets is unclear. Value for money is not achieved and public assets not accountable OUTCOME: Loss of confidence in PCC and Wiltshire Police to effectively manage resources, negative impact on reputation</p>	Financial Reputation Operational delivery	4	4	3	48	Senior Command Team now focussed on this area Audit focus exists Management of non-ICT assets improvement with new monitoring process ICT assets remain high risk	4	4	3	48	03-Sep-13
15	01/04/13	<p>MAINTENANCE OF AN EFFICIENT & EFFECTIVE POLICE FORCE EVENT: Failure of the PCC/OPCC to secure an efficient and effective police force (key statutory duty) CONSEQUENCES: Levels of crime and disorder increase. Breakdown in relationship between law enforcement / justice agencies OUTCOME: Loss of public and partner confidence in PCC and Wiltshire Police. Criticism from external auditors, government / HMIC, adverse PCP comment and media attention. Legal challenge</p>	Reputation Performance Legal	2	2	5	20	Managed through Commissioner's Monitoring Board, Chief Executive, and S151 Officer Stage 2 transfers	2	2	5	20	27-Aug-13
16	01/04/13	<p>FORCE RISK REGISTER EVENT: Failure to have effective oversight of the Force Risk Register (owned by the Chief Constable) CONSEQUENCES: PCC is unaware of key risks to the Force which could ultimately compromise operational effectiveness. Chief Constable is unsupported by the PCC in mitigating these risks, leading to increased risk of harm to the public. Impact on effective delivery of the Policing & Crime Plan OUTCOME: loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Reputation Performance Operational delivery	2	1	4	8	Linked to Risk 15 (Efficient and Effective Police Force) Reviewed monthly at Commissioner's Monitoring Board	2	1	4	8	27-Aug-13
17	01/04/13	<p>COMPLAINTS EVENT: Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals. CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC and adverse media attention. IPCC intervention</p>	Reputation Performance	2	3	5	30	Independent Adjudicator appointed and protocols with Chief Constable developed Ongoing monthly monitoring in place Appeals previously dealt with by the IPCC now determined by the Independent Adjudicator rather than Wiltshire Constabulary Quarterly reporting to PCP	2	2	5	20	27-Aug-13
18	01/04/13	<p>INTEGRITY (including Fraud and Anti-Corruption) EVENT: Failure to uphold the integrity of PCC, OPCC staff, and Chief Constable CONSEQUENCES: Officers representing the OPCC act inappropriately, undermine the role of the PCC locally and nationally. Potentially compromising the reputation or in worst case operations of the Force OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Reputation Performance	1	3	3	9	Enhanced Professional Standards regime Standards and Behaviours PCC Register of Interests and Gifts and Hospitality (published on website) HMIC reports	2	3	5	30	27-Aug-13
19	01/04/13	<p>AUDIT EVENT: Failure to have an effective internal audit programme CONSEQUENCES: Areas such as assets, budgets, procedures are not robustly managed or assessed leading to increased risk of liability or inefficiency OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence</p>	Financial Reputation Performance	1	1	3	3	Audit Committee in place. Audit programme is established as 'business as usual'.	1	1	5	5	27-Aug-13
20	02/04/13	<p>WHISTLEBLOWING EVENT: Failure to have effective arrangements in place CONSEQUENCES: Malpractice goes unreported. Failure of PCC in statutory duty to maintain an effective and efficient police force. OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence</p>	Financial Reputation Performance	2	4	4	32	Whistleblowing Policy and Procedure in place for Constabulary Whistleblowing to PCC about commissioned services being developed	2	4	4	32	27-Aug-13

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2013-14

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ID	Date identified	Risk Description	Main impact area(s)	Initial Risk Score				Mitigation update	Residual Risk Score				Date reviewed
				L	C	I	Score		L	C	I	Score	
21	01/04/13	EQUALITY ACT 2010: Public Sector Equality Duty EVENT : Failure to fully implement the duties within the Act (including commissioned services) and failure to appoint a lead to support this CONSEQUENCES : inability to deliver services that effectively address diversity needs and requirements within the organisation (staff) and within the community (public) leading to increased risk of HR tribunals or other litigation, criticism by auditors or government intervention OUTCOME : damage to reputation, loss of confidence in OPCC within Swindon and Wiltshire communities	Reputation Performance	2	3	3	18	Also contained within Force Risk Register Equality and Diversity Charter under development Signed up to Wiltshire Compact Swindon Compact being reviewed	2	3	3	18	27-Aug-13
22	01/04/13	ENVIRONMENTAL SCANNING EVENT: Failure to have effective environmental scanning arrangements in place (to identify emerging legal, political or media related emerging issues) CONSEQUENCES: Political, environmental, legislative changes / developments in policing at a national level are missed, compromising the effectiveness of the OPCC. The Policing & Crime Plan does not reflect these changes leading to the OPCC failing to carry out statutory duties and failing to support effective operational policing. Poor oversight on social media commentary topics affecting the PCC or police OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government / HMIC.	Reputation Performance	2	2	3	12	Linked to Risk 4 (Resilience) APCC Google Alerts College of Policing Communications Officers (x2) Liaison with Councils and partners Home Office seminars Force Environmental Scanning monthly update	2	2	3	12	27-Aug-13
23	01/04/13	STAGE 2 TRANSFER EVENT: Failure to meet central government timescales for the completion of the Stage 2 staffing transfer CONSEQUENCES: Govt criticism and intervention likely. Detrimental impact on staff engagement and morale if roles are unclear. OUTCOME: Loss of staff confidence. Direction by Home Secretary and adverse media attention	Reputation Legal	2	3	3	18	Consultation with Staff Associations Agreed position reached with Chief Constable Draft scheme prepared well in advance	2	3	4	24	27-Aug-13
PERFORMANCE													
24	01/04/13	PERFORMANCE EVENT: Failure to put in place adequate process to effectively hold the Chief Constable and other commissioned services to account for performance and use of resources CONSEQUENCES: PCC is unaware of how the Force is performing in areas such as crime/ASB, victim satisfaction, response times, staffing. Leading to lack of oversight of effective delivery of the PCCs Policing & Crime Plan. OUTCOME: loss of public confidence in PCC and Wiltshire Police. Criticism from government / HMIC, adverse PCP and media comment	Reputation Performance Operational delivery	2	3	4	24	Linked to Risk 15 (Efficient and Effective Police Force) Managed monthly through Commissioner's Monitoring Board Monthly briefings from performance team Public performance meetings Contractual reporting of key performance indicators by commissioned services (quarterly)	2	3	4	24	27-Aug-13
25	02/04/13	HMIC INSPECTION PROGRAMME EVENT: Failure to be conversant with HMIC inspection programme and have oversight of Constabulary response to reports, coupled with risk of poor inspection outcomes locally CONSEQUENCES: Failure of PCC duty to secure efficient and effective police force. Public confidence in PCC is adversely affected. OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government	Reputation Performance	3	2	4	24	Linked to Risk 4 (Resilience) Managed by Continuous Improvement Team Insp/Sgt	3	2	4	24	27-Aug-13

GREEN = risk has decreased since last update

RED = risk has increased since last update

Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarterly report - Quarter 1 2013/14

Introduction by Commissioner Angus Macpherson

My role as the Police and Crime Commissioner (PCC) is to secure an efficient and effective policing service for Wiltshire and Swindon.

A large part of my role is to review the performance of Wiltshire Police.

This paper aims to provide the public and the Police and Crime Panel with an informative update about the progress made to deliver the priorities set out in my Police and Crime Plan.

As a reminder, here are the seven key priorities in my plan:

- Reducing crime and anti-social behaviour
- Protecting the most vulnerable in society
- Putting victims and witnesses first
- Reducing offending and re-offending
- Driving up standards of customer service
- Ensuring unfailing and timely response to calls for help
- Unlocking the resources to deliver (the priorities)

You can read my Police and Crime Plan by visiting www.wiltshire-pcc.gov.uk. On the site you can also read about my activities during the past three months as well as regularly updated news items and a weekly blog.



Angus Macpherson, Police and Crime Commissioner for Wiltshire and Swindon

1. Police and Crime Plan - how we assess the Force's performance

We use the measures set out in the Police and Crime Plan to assess the progress on each priority.

Throughout the report, we talk about 'thresholds'. These indicate a desired position rather than a strict target which needs to be achieved at all costs, and which can sometimes have negative side effects.

As the following table shows, each measure is given a colour and status based on how it differs - in percentage terms - from the desired threshold.

Status	Percentage difference
EXCELLENT	Over 10% better than threshold
GOOD	Up to 10% better than threshold
FAIR	Up to 10% worse than threshold
POOR	Over 10% worse than threshold

2. Police and Crime Commissioner (PCC) Priority Scorecard 2013/14

PCC PRIORITY SCORECARD 2013/14													
Reducing crime and ASB		Protecting the most vulnerable in society		Putting victims and witnesses first									
Measure	YTD	Threshold	Difference	Measure	YTD	Threshold	Difference	Measure	YTD	Threshold	Difference		
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	8198	8506	-3.6%	To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reconvictions of members in SWITCH cohort	76	125	-39.2%	To make criminal justice processes shorter	Will be reported at six month stage		
	ASB	6046	7280	-17.0%		Reduce serious harm crime	308.0	279.5	10.2%	Satisfaction with follow up	84.3%	84.0%	0.4%
People feeling safe during the day	94.0%	93.0%	1.0%					Satisfaction with investigation	81.8%	82.1%	-0.4%		
People feeling safe during the night	63.2%	65.0%	-2.8%	Driving up standards of customer service				Resolved rate	31.0%	32.8%	-5.5%		
Proportion of community restorative justice outcomes	45.9%	48.8%	-5.9%					Victims referred to Victim Support	67.6%	80.0%	-15.4%		
To make watch schemes fundamental to intelligence gathering and crime prevention in communities	Will be reported on in annual report							Victims satisfied with Victim Support	100.0%	95.0%	5.3%		
Volunteering numbers taking part in various watch schemes	62840	6840	818.7%					Satisfaction with whole experience	87.9%	86.2%	2.0%		
Number of Specials	214	235	-8.9%					Proportion of cases dealt with out of court	45.9%	48.8%	-5.9%		
Hours contributed by Specials	56.5	64.0	-11.7%										
% of people thinking that young people hanging around is a key issue	16.51%	16.45%	0.4%										
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	36.9%	6.25%	490.4%									
	Organised crime group impact assessment	16.0%	6.25%	156.0%									
% of people saying that ASB is a concern in their local area	33.6%	33.4%	0.6%										
Reducing offending and re-offending		Ensuring unfailing and timely response to calls for assistance		Unlocking the resources to deliver									
Measure	YTD	Threshold	Difference	Measure	YTD	Threshold	Difference	Measure	YTD	Threshold	Difference		
Tackle irresponsible licensed premises	Will be reported at six month stage			Immediate response rate	96%	90%	6.5%	Public satisfaction with police visibility	56.8%	62.0%	-8.4%		
Reduce Re-offending	Will be reported at six month stage			999 calls answered within 10 seconds	94.3%	90.0%	4.8%	Number of police officers	1064	1062	0.2%		
				101 to report crime - calls answered within 30 seconds	79.7%	75.0%	6.3%	Number of PCSOs	132	138	-4.2%		

Table 1: PCC Priority Scorecard Quarter one 2013/14

In response to a request from the Police and Crime Panel (PCP) we have developed a scorecard which attempts to cover all the elements of the Police and Crime Plan which can be measured.

The table above is made up of data from the first quarter of the 2013/14 financial year. Overall, this scorecard is graded as 'Good' which is arrived at by combining the scores of each priority. There are four measures that will be reported on at a later date.

Below, the report assesses each priority separately.

3. Reducing Crime and Anti-Social Behaviour (ASB)

Reducing crime and ASB				
Measure		YTD	Threshold	Difference
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	8198	8506	-3.6%
	ASB	6046	7280	-17.0%
People feeling safe during the day		94.0%	93.0%	1.0%
People feeling safe during the night		63.2%	65.0%	-2.8%
Proportion of community restorative justice outcomes		45.9%	48.8%	-5.9%
To make watch schemes fundamental to intelligence gathering and crime prevention in communities		Will be reported on in annual report		
Volunteering numbers taking part in various watch schemes		62840	6840	818.7%
Number of Specials		214	235	-8.9%
Hours contributed by Specials		56.5	64.0	-11.7%
% of people thinking that young people hanging around is a key issue		16.51%	16.45%	0.4%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	36.9%	6.25%	490.4%
	Organised crime group impact assessment	16.0%	6.25%	156.0%
% of people saying that ASB is a concern in their local area		33.6%	33.4%	0.6%

Table 2: Reducing Crime and ASB

Reducing crime and anti-social behaviour is a fundamental part of the Police and Crime Plan.

The Commissioner states in his plan that he wants to see fewer than 32,000 crimes take place per year by the end of 2016/17. In the financial year 2012/13, a total of 34,103 crimes were reported.

The target for the first quarter of 2013/14 was 8,506 crimes. The police recorded 8,198 which is 3.6 per cent below the target. This shows a good level of reduction so far in this financial year.

As far as anti-social behaviour (ASB) is concerned, the Commissioner is seeking a ten per cent reduction by the end of his four-year term of office based on the figure for the 12 months ending April 2012.

In 2012/13 there were 25,118 incidents of anti-social behaviour recorded in Wiltshire and Swindon. In the first quarter of 2013/14, 6,046 incidents of ASB were recorded against a target of 7,280, which represents a 17 per cent reduction on the year-to-date target.

People feeling safe during the day/night

The Office of the Police and Crime Commissioner (OPCC) commissions a public opinion survey twice a year. More than four thousand Wiltshire and Swindon residents completed the survey during 2012/13. We use the results to understand how policing influences people's sense of security and wellbeing. The information will also help the Commissioner when he updates his Police and Crime Plan.

The survey, which is statistically sound, shows that the sense of security felt by the public in Wiltshire and Swindon during the day exceeded by one per cent the target set by the Commissioner in his plan.

However, the sense of security at night time failed to meet his target. Closer analysis of the data showed a difference in levels of confidence about personal security between men and women. Wiltshire Police are now developing a strategy for the 11 sector inspectors to focus on improving the sense of security of women at night time.

Number of volunteers taking part in various 'watch' schemes

Within Wiltshire and Swindon there are currently 3,142 Neighbourhood Watch schemes in operation. It is not for Wiltshire Police to know exactly how many people belong to the schemes. However best practice indicates an average of 20 volunteers per scheme, which equates to 62,840 people.

The Commissioner in his Police and Crime Plan sets a target of achieving community safety volunteer numbers equivalent to one per cent of the population of Wiltshire and Swindon. The population is 684,028. One per cent of that figure is 6,840. So the existing volunteer base, even without other watch schemes being included, well exceeds the desired one per cent target.

It is the intention in future reports to be able to indicate the number of volunteers involved in other watch schemes, such as Community Speed Watch, Farm Watch etc.

Number of Specials and the hours they contribute

The number of people who work voluntarily as a Special Police Officer currently stands at 214. Sector inspectors would ideally like to have a total of 235 Specials, and the Commissioner has

said his ambition is to see a minimum of 300 active Special Constables working across Wiltshire and Swindon and attached to local communities. A recruitment campaign is being prepared.

Specials are required to put in an average of 16 hours per month. The average figure currently stands at 14.1 hours per month.

Reduce by 25 per cent the harm caused by Organised Crime Groups (OCGs) operating in Wiltshire and Swindon

Organised Crime Groups (OCGs) are defined as those groups that use planning, sophisticated methods or specialist resources to commit serious crime.

We have seen a 36.9 per cent reduction in the harm caused by dangerous drugs networks compared to the final quarter of 2012/13. This figure is calculated by using a risk assessment table. Each drugs network is scored against eight key criteria, such as weapon use, size of network and likelihood of causing harm.

There has been a 16 per cent reduction, compared to the final quarter of 2012/13, in the intent and capability of the OCGs operating in the Force area. This figure was calculated using a nationally-recognised scoring system.

Because of the way in which OCGs and dangerous drugs networks are monitored and disrupted by the police, a reduction in scoring usually comes at the end of a long-running police operation which means that the figures can vary significantly from quarter to quarter.

4. Protecting the most vulnerable in society

Protecting the most vulnerable in society				
Measure				
		YTD	Threshold	Difference
To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reconvictions of members in SWITCH cohort	76	125	-39.2%
	Reduce serious harm crime	308.0	279.5	10.2%

Table 3: Protecting the most vulnerable in society

The Force is tackling offenders who cause the most harm is through the Swindon and Wiltshire Integrated Targets for Change programme (SWITCH). This is a partnership venture with the Probation Service which seeks to steer repeat offenders away from committing crime by offering them professional support and guidance. Within the first three months of this financial year, SWITCH has seen a 39.2 per cent reduction in offences committed by the first group to take part.

In future the success of SWITCH will be judged using a combination of measures which are still being developed.

One of the ways in which police seek to protect the most vulnerable people in our society is to focus on preventing those crimes that cause the most harm. They are: most serious violence (murder, grievous bodily harm etc), serious sexual offences (rape, serious sexual assault etc) and robbery (theft with violence, or the threat of violence).

Based on a target set to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the Force has recorded 119 offences involving serious harm against a target of 112 (a difference of seven offences). Wiltshire Police is closely monitoring this category of crime and uses this analysis to direct operations against offenders.

5. Putting victims and witnesses first

Putting victims and witnesses first			
Measure	YTD	Threshold	Difference
To make criminal justice processes shorter	Will be reported at six month stage		
Satisfaction with follow up	84.3%	84.0%	0.4%
Satisfaction with investigation	81.8%	82.1%	-0.4%
Resolved rate	31.0%	32.8%	-5.5%
Victims referred to Victim Support	67.6%	80.0%	-15.4%
Victims satisfied with Victim Support	100.0%	95.0%	5.3%
Satisfaction with whole experience	87.9%	86.2%	2.0%
Proportion of cases dealt with out of court	45.9%	48.8%	-5.9%

Table 4: Putting victims and witnesses first

Wiltshire Police surveys victims of crime each month to check on the quality of service that is being provided. The survey asks how well the victim has been kept up to date with developments, how well they thought the crime was investigated, and how satisfied they were in general with Wiltshire Police.

Based on a target which was devised to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the survey results for the year to date (April-June 2013) show that the Force is beating the target in each of the three categories.

Wiltshire Police uses two measures supplied by the charity Victim Support. These are the proportion of victims referred by police to Victim Support and the level of satisfaction which victims have with the charity.

The proportion of victims referred by an automated process to Victim Support is currently 68 per cent against a target of 80 per cent. Work is underway to understand why the process is not referring a higher proportion.

Satisfaction with Victim Support is currently 100 per cent which further underlines the importance of victims being referred.

Proportion of cases dealt with outside court

One of the Commissioner’s key initiatives was to commission a service which includes a substantial proportion of cases dealt with out of court - where such an approach is considered appropriate. One method is known as restorative justice, which needs to be agreed with the local community (via a Neighbourhood Justice Panel) and/or the victim.

For the first three months of this year, the proportion of cases dealt with out of court was 45.8 per cent against the target of 48.8 per cent. Wiltshire Police regularly reviews what are known as “out of court disposals” involving higher risk offences to ensure they are being dealt with appropriately. In the most recent review, it was concluded that the higher risk cases had been dealt with appropriately.

6. Reducing offending and re-offending

Reducing offending and re-offending			
Measure	YTD	Threshold	Difference
Tackle irresponsible licensed premises	Will be reported at six month stage		
Reduce Re-offending	Will be reported at six month stage		

Table 5:
Reducing
offending
and re-
offending

The Commissioner's objectives to reduce offending and re-offending include:

- Putting a greater emphasis on restorative justice (where the victim and offender agree on a way to settle the matter outside court)
- To see the harm caused by Organised Crime Groups reduced by 25 per cent
- To work with local authorities to encourage responsible licensed premises, and to take a firm line with those that are irresponsible
- To reduce the current 54 per cent re-offending rate
- To build on the work done by local authorities with troubled families

Restorative justice and Organised Crime Groups are dealt with elsewhere in this report.

As far as reducing re-offending is concerned, the Commissioner recently awarded £92,805 to the Wiltshire Probation Trust for a prison gate rehabilitation scheme under which prisoners whose homes are in Swindon or Wiltshire will be met on release and given expert support to steer them away from a return to crime. The Trust is matching the sum awarded by the PCC. Progress on this scheme, and the impact it has on re-offending rates, will be reported in due course.

A range of measures are used by Wiltshire Police to ensure that licensed premises meet their obligations. These include test purchases, multi-agency operations, presenting evidence and police concerns to the licensing authority. Progress will be reported on at the six-month stage in December 2013.

7. Driving up the standards of customer service

Driving up standards of customer service			
Measure	YTD	Threshold	Difference
Number of allegations of incivility, impoliteness and intolerance	16	41	-61.0%
Victim satisfaction	87.9%	86.2%	2.0%
Number of days to finalise a locally resolved complaint	46.0	52.0	-11.5%
Prosecutions that fail due to quality of police input	11.9%	16.7%	-28.7%
Data quality	0.97%	0.90%	7.8%

Table 6: Driving up the standards of customer service

The Commissioner made clear in his Police and Crime Plan the importance of exceeding the public’s expectations by providing almost flawless levels of public service.

He said: “If communities are to feel engaged and keen to support policing, they need to find every interaction they have with police, or one of our criminal justice partners, both professional and customer-focused.”

The plan sets out a number of measures designed to improve the experience of people who come into contact with Wiltshire Police.

One measure concerns the number of complaints received and how effectively those complaints are dealt with.

The number of occasions where officers are alleged to have been impolite or intolerant totalled 16 for the first quarter of this financial year, compared to a target of 31.

The number of days it takes for the Force to deal satisfactorily with a complaint currently stands at 48 days, compared to a target of 52 days.

Another measure relates to the number of prosecutions which fail because of the quality of the police input (ie incorrect information or insufficient detail). Such cases can cause upset to victims and witnesses, and can prove highly expensive in terms of court costs. So far in this financial year the proportion of prosecutions that have failed because of police input stands at 12.3 per cent compared to a target of 16.7 per cent.

Tracking the ‘customer journey’

In addition to the customer service standards set out above, the Commissioner also published a table setting out the expectations that the public should have as they come into contact with Wiltshire Police.

Customer Journey	Group	Measure	Apr 13	May 13	Jun 13	YTD	YTD Threshold	% off Threshold	2	Weighting	Weighted Score
	Visibility	Proportion of the public that are satisfied with police visibility	62%	57%		59%	62%	-4.1%	1	8.3%	0.08
	Contacting us	999 calls answered within 10 seconds	94.3%	93.9%	94.8%	94.3%	90%	4.8%	2	8.3%	0.17
		101 to report crime - calls answered within 30 seconds	81.0%	80.2%	81.5%	79.7%	75%	6.2%	2	8.3%	0.17
	Dealing with an incident	Immediate response to emergencies	95.6%	96.4%	95.4%	95.8%	90%	6.5%	2	8.3%	0.17
		Satisfaction of victims with being kept informed after reporting an incident	89.5%	87%	89%	88.6%	84.7%	4.6%	2	8.3%	0.17
		Satisfaction of victims with how an incident is investigated	82.6%	87.4%	88.1%	82.5%	82.1%	0.5%	2	8.3%	0.17
	Making a complaint	Number of allegations of incivility, impoliteness and intolerance	6	7	3	16	30.75	-48.0%	3	8.3%	0.25
		Average number of days to finalise a complaint made to wiltshire police by local resolution	48	49	44	46	52	-11.5%	3	8.3%	0.25
	Outcomes for victims	Failed prosecutions due to quality of police actions	11%	15%	11%	12.3%	16.7%	-26.6%	3	8.3%	0.25
% of victims referred to victim support		59%	72%	71%	68%	80%	-15.4%	-1	8.3%	-0.08	
% victim satisfaction with victim support service		100%	100%	100%	100%	95%	5.3%	2	8.3%	0.17	
Satisfaction of victims with the whole experience after reporting an incident to wiltshire police		87.0%	87.4%	88.1%	88.1%	86.5%	1.8%	2	8.3%	0.17	

Table 7: Tracking the customer journey

All the measures within this so-called customer journey scorecard are included in the priority scorecard prepared for the Police and Crime Panel which appears at the top of this report.

8. Ensuring unfailing and timely response to calls for assistance

Ensuring unfailing and timely response to calls for assistance			
Measure	YTD	Threshold	Difference
Immediate response rate	96%	90%	6.5%
999 calls answered within 10 seconds	94.3%	90.0%	4.8%
101 to report crime - calls answered within 30 seconds	79.7%	75.0%	6.3%

Table 8: Ensuring unfailing and timely response to calls for assistance

The speed at which Wiltshire Police responds to calls for assistance is a crucial element of the service it provides to the public. The Force performance is assessed by using three key measures.

- Immediate response rate to emergencies (15 minutes in urban areas, 20 minutes in rural areas) for the first three months of the financial year 2013/14 was 95.8 per cent, against a national standard of 90 per cent
- Answering a 999 call within ten seconds - 94.3 per cent for the first three months of the financial year, against a 90 per cent national standard
- Answering 101 non-emergency calls within 30 seconds - 80.9 per cent which is better than the target set by the Commissioner of 75 per cent

9. Unlocking the resources to deliver

Unlocking the resources to deliver			
Measure	YTD	Threshold	Difference
Public satisfaction with police visibility	56.8%	62.0%	-8.4%
Number of police officers	1064	1062	0.2%
Number of PCSOs	132	138	-4.2%

Table 9: Unlocking the resources to deliver

The Commissioner's wish to see police officers maximising their engagement with the public can be measured by use of public opinion surveys. Research carried out early in 2013 shows that the level of public satisfaction with police visibility is 56.8 per cent. This compares to 61.6 per cent in a survey carried out in September 2012. This data will be shared with the Force's 11 sector inspectors.

The Force has a recruitment plan in place to counter the effect of natural wastage (retirements, secondments etc). This will see Wiltshire Police recruit officers in November 2013 and again in March 2014 (approx 15 officers in each intake).

In addition to this, the Force is also recruiting special constables in January 2014 and PCSOs in December 2013 to maintain establishment.

A number of the initiatives set out by the Commissioner under the heading of "Unlocking the resources to deliver" in his Police and Crime Plan are long-term. They include the Strategic Partnership with Wiltshire Council, including the commitment to share campuses, and the locality programme with Swindon Borough Council.

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The table below shows attendance by the Commissioner, or his representative, at the Wiltshire Council Area Board meetings and the Swindon Borough Council Locality meetings for the period 1st January to 31st August 2013.

	January	February	March	April	May	June	July	August
Area Boards								
Amesbury	31st - MBP				30th - SK		18th - SK	
Bradford on Avon	9th - KK		13th - KK			19th - PCC		
Calne		5th - KK				11th - PCC		13th - SK
Chippenham	7th - MP		4th - PCC				1st - PCC	
Corsham	24th - PCC				23rd - PCC		18th *	
Devizes	28th - PCC				20th - SC		22nd - SK	
Malmesbury	16th - PCC		6th - KK				3rd - KK	
Marlborough	29th - PCC				28th - KK		17th - SC	
Melksham		6th - PCC				5th - SC	31st	
Pewsey	14th - PCC		11th - MBP				8th - KK	
Salisbury	10th - PCC		14th - SK			27th - PCC		
South West Wiltshire		6th - MBP				5th - PCC	17th - SK	
Southern Wiltshire	31st - KK					6th - SK		1st - PD
Tidworth	21st - PCC				20th - KK		15th - KK	
Trowbridge	17th - MBP		14th - SC				11th - PCC	
Warminster	10th - MP		7th - SK				4th - SC	
Wootton Bassett and Cricklade	23rd - PCC				22nd - SK		24th - KK	
Westbury		7th - PCC				13th - KK		15th - KK
Localities								
Swindon East	31st - PCC			18th - KK			3rd - PCC	
Swindon North	9th - PCC			24th - SK		4th - SC		
Swindon North Central		28th - PCC			28th*		30th - PCC	
Swindon North East		5th - PCC					10th - KK	
Swindon South	31st - PCC			25th*			10th - PCC	
Swindon Town Centre		5th - PCC		18th - SC			20th - PCC	
Swindon West	14th - MBP		11th		13th - SK		8th - SK	

*advised not to attend

PCC
Kieran Kilgallen
Mike Prince (left)
Matt Bennion-Pedley (left)
Sarah Kyte
Sean Cooper
Paul Deal

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Wiltshire Police Budget Monitoring			Period: April 2013 - July 2013						
	Original Budget	Revised Budget	% GRE	Actual Spend	Profiled Budget	Variance '!' = under spend	Projected Variance	% Revised Budget	Traffic Light System
	£000's	£000's		£000's	£000's	£000's	£000's		
Police Officer Basic Pay	39,124	39,138	35%	12,824	13,047	-224	-544	-1.4%	Note 1
Police Officer Overtime	1,114	1,135	1%	449	435	13	0	0.0%	
Police Officer Pensions - Direct	9,586	9,589	9%	3,038	3,197	-159	-441	-4.6%	Note 1
Police Officer Other Pay Costs	6,657	6,659	6%	2,033	2,125	-92	-54	-0.8%	Note 1
Community Support Officers	3,784	3,712	3%	1,183	1,237	-54	-64	-1.7%	Note 2
Support Staff Costs	27,414	27,262	25%	8,604	8,968	-365	-511	-1.9%	Note 3
Agency Staff	0	32	0%	62	11	51	100	0.0%	Note 3
Other Employee Costs	175	176	0%	254	59	196	0	0.0%	
Training	525	524	0%	90	175	-85	0	0.0%	
Premises Costs	6,861	6,864	6%	2,326	2,424	-98	-50	-0.7%	
Transport Costs	3,580	3,584	3%	1,073	966	107	65	1.8%	
Other Costs	10,880	10,728	10%	2,904	3,353	-448	0	0.0%	
Contracted Services	1,039	1,004	1%	377	387	-10	0	0.0%	
Main Force Expenditure	110,740	110,407	100%	35,215	36,384	-1,168	-1,499	-1.4%	
General Income	-2,451	-2,449		-835	-668	-167	0	0.0%	
Grant Income	-4,208	-4,217		-1,877	-1,856	-21	0	0.0%	
Main Force Net Position	104,081	103,741		32,503	33,860	-1,357	-1,499	-1.4%	
Police Pensions- Inj/III Health	699	699		229	233	-4	-1	-0.2%	
Office of the PCC	2,185	2,524		281	322	-41	-50	-2.0%	Note 4
Investment Income	-271	-271		-48	-90	42	68	-25.1%	Note 5
Total	106,694	106,694		32,965	34,325	-1,360	-1,482	-1.4%	Under

Staffing Numbers	Original Budget	Fcast reduction for Vision	Year End Req.	Current Month	Previous Month	Change
	Police Officers	1,101	-38	1,063	1,054	1,064
PCSO (includes 1 Schools Partnerships)	138		138	135	136	-1
Police Staff	923	-60	863	826	820	6

The Police Officer number quoted in the Policing Plan of 1,062 refers to the estimated establishment at the end of the 4 year CSR period (i.e. March 2015), 1,063 is the planned establishment for March 2014

The PCSO number quoted in the Policing Plan of 141 includes 4 Schools funded posts. Funding for 3 of these posts has not been renewed reducing the budgeted establishment to 138.

The Police Staff number quoted in the Policing Plan of 848 refers to the estimated establishment at the end of the 4 year CSR period (i.e. March 2015), 863 is the planned establishment for March 2014

Traffic Light System

Note 1

Police Officer Pay and Other Officer Pay costs

Police Officer Numbers now stand at 1,054. The initial Vision programme is based on 1,062 officers. This will need to be reviewed to consider the outcomes of work undertaken to reduce the management structure to deliver £1.1m of savings in 2013-14. To meet the finance plan actual officers required at year end is 1063. Intakes are planned for November, January and March. With 4 leavers forecast on average per month the year end forecast is 1069. As we are expected to be understrength for the majority of the year underspends in pay, pensions, etc. are forecast. The first four months has also seen a reduction in pension costs with the average currently 23.7% against a budgeted 24.5%. Assuming this continues a £0.3m underspend is forecast.

Note 2

The requirement for PCSOs is split between 137 normal PCSOs and 1 schools PCSO. PCSO's The current strength is 135. The plan for the year is to have 1 intake of 15 PCSOs in October. With 1 PCSO expected to leave each month an underspend is forecast each month until October (when the intake is planned) resulting in a net underspend for the year. The forecast strength at 31 March 2014 is 142 (above the budgeted establishment).

Note 3

Police Staff Costs

This years budget is based on 863 staff after Vision and Management Structure savings. At the end of July actual numbers are 826. As this is below the budgeted level an underspend is expected. Some of the vacancies are being covered by Agency staff hence the overspend in this line.

Note 4

OPCC

A current underspend of £41k exists. The majority surrounds staffing costs due to vacancies, based on this an underspend is expected.

Note 5

A shortfall in investment income is currently forecast. During last year £5m was invested with a 2.85% return, this has matured in May. It has now been reinvested at 0.9%. This was the best achievable within the Treasury Strategy however this is lower than budgeted for.

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POLICE AND CRIME PANEL

16th September 2013

Introduction

This report provides a summary of the Commissioner's Innovation Fund and an update on Community Safety Partnership Funding.

Innovation Fund

Background

The Innovation Fund is a one-off £1million fund I have established to help fund community and voluntary initiatives throughout Wiltshire and Swindon helping to achieve the six priorities set out in my Police and Crime Plan. The Fund is funded from my reserves.

The first round of funding was awarded in July 2013. Two further rounds will take place in November 2013 and March 2014.

First Award of Funding

Twenty-six applications requesting grants totalling more than £1million were submitted for this first round of funding. The applications were considered by myself and an Advisory Panel (made up of the Chief Constable and representatives from Wiltshire Council and the Community Foundation for Wiltshire and Swindon).

The following twelve organisations were successful in their application:

- **BIOS – Settings for Life - £63,500 towards a mobile youth club van in Swindon**
BIOS is a sub-project of youth work charity, Swindon Youth for Christ, which runs youth clubs in parks and open spaces, meeting young people where they are gathering. The vehicle, a converted supermarket delivery van, will be used to meet young people out and about 12 times a week and be staffed by a trained youth worker and community volunteers. It will include internet access, a mobile graffiti wall and sporting activities. Its focus will be on providing safe spaces for young people to be positively engaged, make positive life choices and help to reduce reports of anti-social behaviour in the areas it targets.
- **Centre for Justice Innovation - £72,600 to extend Neighbourhood Justice Panels**
This project will expand a Ministry of Justice Neighbourhood Justice Panel pilot taking place in Swindon. The project aims to increase the use of restorative justice as a way to tackle anti-social behaviour and low level crime. It sees offenders meeting face to face those who have been affected by their actions, with community volunteers involved in the process. The Swindon pilot model will be rolled out throughout Wiltshire during the next two years.
- **Doorway Wiltshire - £9,000 to support homeless and vulnerable people in Chippenham**
This funding will support drop-in sessions for homeless people, and those at risk of becoming homeless, in the Chippenham area. The sessions offer practical and immediate support for basic needs as well as help on where people can go to for

specialist assistance. Representatives from various agencies attend, allowing people to meet them in one place in a safe environment.

- **Salisbury Street Pastors - £10,000 to be out on Thursday nights**
The grant will be put towards training and equipment costs to enable Salisbury Street Pastors to start a service on Thursday nights. Street Pastors hand out bottles of water and flip-flops to those getting home after a night out. It is about helping people in potentially vulnerable situations, phoning friends or medical services if needed, defusing arguments that might otherwise escalate as well as supporting people with mental health problems.
- **Splash - £38,448 to further develop its holiday activities for young people**
Splash, based in Melksham, helps reduce anti-social and negative behaviour through providing inspiring activities for young people during school holidays. The funding will mainly be put towards recruiting two part time employees - a fundraising and volunteer co-ordinator. This will help them to raise more funds and recruit more volunteers, in turn allowing them to run more activities, and a broader range, to help meet current demand.
- **Swindon Advocacy Movement - £25,598 for training people with learning difficulties to keep themselves safe**
This project is about organising forums with vulnerable adults throughout the county. It will also provide safeguarding training for people with learning disabilities and autism to help them become less susceptible to crime, and support vulnerable adults who are victims, witnesses or have been involved with criminal activity. The aim is to help give people with learning disabilities more confidence, especially around reporting any instances of disability hate crime.
- **Swindon Women's Aid - £35,000 to provide outreach support to teenage victims of abuse**
This funding will help fund a pilot project to provide outreach support to teenage victims of abuse (both genders). It will involve taking support directly to young people in the community, particularly in schools. The money will help pay for a specialist worker, with a main part of their role to help those who may be at risk of domestic abuse and supporting them so they can prevent themselves from being further at risk.
- **Trowbridge Community Area Future - £7,500 to further support the Polish community**
This project is being co-ordinated via a community partnership, made up of residents, voluntary groups, the business sector and public agencies. It says that a project revealed a lack of knowledge among the Trowbridge Polish community about services available. Events will take place for the Polish community to meet service providers, including volunteer interpreters. It will also update a services directory published in Polish.
- **Unchosen Swindon - £660 to organise a human trafficking awareness event**
The group Unchosen Swindon will use this money for an awareness event about human trafficking, with a range of specialist advisors attending. They will give out

information to those who attend, including about where victims can turn for support. At the event films showing a range of examples of trafficking will be shown, which the group believe to be an effective way to engage with the public and local professionals who may come into contact with victims of trafficking.

- **Victim Support – £7,333 towards a community safe places scheme**
The Safe Places initiative aims to encourage establishments to become Safe Places and help anyone who is out and about and has an immediate need for low-level support. For example, a vulnerable elderly person has her handbag stolen. She goes to a Safe Place where her daughter and the police are contacted. The Safe Place representative waits with her until they arrive. Pilot projects are taking place in Salisbury and Devizes. The funding will help to extend this community-owned scheme county-wide.
- **Wiltshire Police Outbox scheme - £22,200 for a boxing referral scheme for young people**
The funding will go towards start up and running costs for a multi-agency scheme to refer young people to boxing clubs and to support, guide and mentor them. The aim is that the scheme will give individuals a positive focus, reducing their anti-social and/or criminal behaviour. The first areas to be covered will be Swindon, Devizes, Trowbridge and Marlborough.
- **Wiltshire Probation Trust - £92,805 towards an offender rehabilitation scheme**
This is a partnership programme to support those on short term custodial sentences leaving prison and returning to Wiltshire. It is about helping to break cycles of re-offending. It will see prisoners being met at the gates on release and supported in their re-settlement in the county. The Probation Trust will be match-funding this initiative. It will extend current provisions to offenders who have received prison sentences of less than a year.

Community Safety Partnership

Details of amount of funding and allocation for Community Safety Partnerships has previously been shared with the Police and Crime Panel. It is intended to provide a further update to the November meeting on spend in this area.

Angus Macpherson
Police and Crime Commissioner
For Wiltshire and Swindon

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POLICE AND CRIME PANEL 16th September 2013

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 12th June 2013. I write a weekly blog which provides a brief overview for the public of what I have been up to. This is published on my website (www.wiltshire-pcc.gov.uk) and the content of these blogs is copied below for the Panel's information.

IMPORTANT WEEK FOR REGIONAL COLLABORATION

Posted: Friday 31st May 2013

Tuesday 28 May

The Ministry of Justice has now published its programme of Wiltshire courts sittings 2013/14. You may remember that I had concerns over most of the trials being held in Chippenham and raised this with the courts service during the consultation. It was also raised in the House of Commons by MP for Salisbury John Glen and in part we have had some success.

It seems that there will be more business held in Salisbury, but there is only one trial court in the matrix for Swindon. On the face of it this means that people from the Swindon area facing trial and witnesses in those trials will be travelling to Chippenham. I will be finding out more next week to see how the video link programme is progressing, as this should reduce the inconvenience. Last week I visited the Witness Support service in Swindon but given the number of trials that will be held in Chippenham I think I better pop over there and see what the facilities look like. Not the outcome I'd hoped for.

Last week the Home Affairs Committee published its report on PCC's financial matters. It seems that some of the information in the report was inaccurate, in respect of Wiltshire that inaccuracy was very small, but I would clarify that it is my intention for the Office of the PCC (OPCC) to cost no more than the police authority that it replaced. An early glance at the draft accounts for last year show that we have come in under budget by at least £50,000 to March 2013. The Association of Police and Crime Commissioners (APCCs) is preparing a benchmarking document for PCCs. I will be looking at that later in the week to see if it will be useful in making comparison between the OPCCs across the country.

Wednesday 29 May

This was a big day for regional 'things'. The PCCs from across the south west meet every month and today we were hosted by Avon and Somerset at their very splendid headquarters outside Bristol. Since coming to office we have been looking at the potential for collaboration and that work continues.

Today I was able to sign two collaboration agreements. The first which covers all five forces was in respect of Special Branch. The benefits of which will be to enhance interoperability, improve efficiency, remove duplication, increased resilience and capability, mitigate risk and threat in the south west. The second collaboration is between ourselves, Avon and Somerset and Gloucestershire in relation to roads policing, dog units and firearms. Again this will improve efficiencies and resilience as well as given us a cost saving in Wiltshire. Both these build on the governance agreement that we agreed last month – whereby our Chief Constable has operational responsibility for incidents in the county and as PCC for Wiltshire and Swindon I have an equal voice with partners in the strategic arrangements.

We also visited the new firearms training facility for a topping out ceremony. This is being built for these three forces. It will be open in January and will be a tremendous facility for our staff. There is absolutely no way we could have provided this for Wiltshire alone.

Thursday 30 May

I'm mainly in the office today progressing a number of pieces of work, including looking at benchmarking of OPCCs and further work on our proposed business forum meeting in September as well as meeting with Wiltshire and Swindon council leaders at our regular monthly meeting.

FIRST PUBLIC PERFORMANCE MEETING

Posted: Thursday 6th June 2013

Friday 31 May

One of the exciting things about this job is the breadth. Today I have been chairing a group looking at the sentencing guidelines for environmental crime. The Sentencing Council is made up of the judiciary and academics but has no directly elected members of the public. It seems to me that my office can bring the public voice to these consultations. We invited farmers and borough council officers who work in environmental enforcement to give us their views. This allowed us to make comments from real experiences of crimes, such as fly tipping in farmers' fields.

Later in the day I saw the first draft of a business case in relation to Community Speed Watch. It is a good piece of work and believe that the solution offered is the right one, to enable more support to volunteers involved and those wishing to get involved. We will be getting together again in about two weeks and I hope then to have a commissionable product, something people involved with Speed Watch across the county are crying out for.

Sunday 2 June

There was great pride in Devizes today as the town council granted the Freedom of the Borough to the Rifles. It is the largest of the infantry regiments and has a long history through amalgamation including the Berks and Wilts. Back in time Devizes was a garrison town and the Major General reminded us that soldiers would have paraded on the town square right back to the civil war and the battle of Roundway Down. I was honoured to be part of the civic party and to meet the young soldiers, some of whom had recently returned from Afghanistan.

Monday 3 June

Meeting first thing with South Swindon MP Robert Buckland to discuss the night-time economy then on to an interview with community radio station Swindon 105.5 fm. When I was last there I met two young people who were taking part in a project supporting the Youth Offending Team by learning how to present on radio. I had offered to come back and be interviewed by them, so was disappointed to hear that one had pulled out due to peer pressure.

We spent that afternoon preparing for the public performance meeting tomorrow, before going to Salisbury to visit the Women's Refuge. For obvious reason the location is not public, but it is a very homely and supportive facility. I spent an hour or so with the trustees, one of whom is a retired Wiltshire Police Deputy Chief Constable, Stephen Long. It was good to meet up with him again and to share some of his passion around reducing domestic violence.

Tuesday 4 June

Later today we have the first public performance meeting in Trowbridge so at 8.15am I had an interview with BBC Wiltshire. They continued to publicise the meeting for the rest of the day. A package by one of their reporters was very complimentary about the profile the office is achieving in the county and the work we are doing. I'm sure the comment about me "being there at the drop of a lens cap" was well meant!

The sun came out during the day, and with it concerns that the Atrium at County Hall would be a very warm place for the meeting. Deputy Chief Constable Mike Veale joined me to present the **year end performance report**. The objectives for last year were set by the Police Authority and I was pleased to report that most had been met. There are areas that continue to need focus and these are identified in the Police and Crime Plan. I was pleased that Wiltshire Council leader Jane Scott and Police and Crime Panel Chair Richard Britton were able to attend, as did the press and, importantly, the public. Questions were mainly operational around traffic speed on our roads, and I was able to update those at the meeting on the work being done around Speed Watch. As well as the constabulary's performance, we heard about the work of the Youth Offending Team. The next meeting should have reports from a wider range of initiatives I'm funding as well as being focused on the performance against my plan. Attendance wasn't large, despite the extensive coverage by BBC Wiltshire. Will there be more in Salisbury in September?

Wednesday 5 June

For 40 years Wiltshire Constabulary has been organising the 'motor show' for police vehicles. It started in the garage at headquarters, expanded to the gym and then out grow the site. After a few years in at Wroughton, the show is now held in Telford. The correct name for the organisation is the National Association of Police Fleet Managers Conference and the show is called 'Blue and Amber'. There certainly were lots of blue and amber lights and an opportunity to look at many of the vehicles available to us on the national frameworks, as well as the surrounding products and services. I have in the past been asked why Wiltshire Constabulary

don't buy more Hondas, especially as they are made in Swindon. I now know the answer, and it is around specification and value for money procurement. There is a Honda model available, but not one we would use extensively. Perhaps I should meet with Honda UK and encourage them to bid in the next framework agreement.

From Telford back to the south of the county to the South West Area Board in South Newton. The meeting was very well attended and, as at previous meetings I have attended, speeding was an issue, both in the villages and on the A303 / A36. I was able to give some reassurance around Speed Watch. I'm really looking forward to launching the new support scheme.

Thursday 6 June

I'm usually in the office here in Devizes at around 7.45am, in time to help open the shutters in the canteen at 8am. Blog readers will know I was working on Sunday, got home at 6pm on Monday, 8pm on Tuesday and 9.30pm yesterday having left home at 7am for Telford.

Not surprising then that this morning I'm 'cross' about a letter to one of the local papers suggesting that because of my outside interests I don't have time for the job. Correctly, on appointment I have to list any outside interest on a register. The writer says I work in two "sizable development companies". The two companies are, in fact, both non trading and dormant. For one the balance sheet shows assets of £14 and the other £134. Before taking this job, and one of the qualifications for doing it, was my accountancy background. However, recognising that I would not have time to work in the company that bears my name, I got my P45 on 30 November last year. Obviously the company continues to exist, and in time when I complete my term as PCC I will probably return to it. As for the two Stainless Design Services companies, where my interest is as Company Secretary and not as Director, these both date back from appointment some 20 years ago when company law required a company to have secretary. This requirement was removed some years ago, and it is only since compiling the register that I have thought that it's not needed any more. It is a measure of the time the new role takes that I haven't found time to complete the paper work with the director to resign.

It is disappointing to see comments in the press like this. And likewise I understand that the report of the Home Affairs Committee was similar misinformed. Figures for Wiltshire were wrong, but not as wrong as for some of my colleagues in the south west. The fact is that the new office will cost less than the predecessor body. An early look at the accounts for last year to 31 March show that my office expenditure came in at least £50,000 below budget and I think that in the final accounts, when all recoveries have been accounted for, this figure will be double that.

Today I have meetings scheduled all morning until 2pm, then to Royal Wootton Bassett for 3pm, and out this evening.

VISITING AWARENESS RAISING INITIATIVES

Posted: Thursday 13th June 2013

Friday 7 June

I was introduced to another police charity this morning, Embrace - Child Victims of Crime. This is a charity supported widely by the police service which provides things like replacement bikes right through to holidays for children who have been victims of crime. They take their recommendations from police officers so I hope all our officers know about the charity.

Today is the launch date for £1 million Innovation Fund. This fund is about supporting community and voluntary initiatives throughout Wiltshire and Swindon which will help towards achieving my six main priorities. Read more about the fund on a [dedicated page of this website](#)

This afternoon I visited the Junior Good Citizen event in Swindon. This is coordinated by a Police Community Support Officer in Swindon and involves partners from Swindon Borough Council, Wiltshire Fire and Rescue, British Red Cross, British Transport Police (on behalf of Network Rail) and Wiltshire Police. It is about raising awareness of emergency situations and personal safety. Each group of year six students spent 15 minutes on each session. I was impressed how focused the presentations were in getting over specific safety messages and I look forward to visiting the Wiltshire equivalent in Potterne in the summer.

Saturday 8 June

Across the county partners are hosting summer drink drive roadshows, and I visited the event in Devizes this morning. There was a shocking wreck of a car, in which a young lady lost her life, on display which should sober up the thoughts of anyone who is thinking of drinking and driving.

On to Melksham where the local Neighbourhood Watch and Neighbourhood Policing Team had put on what might be described as a fair - bringing together partners from health, Good Neighbours, anti-social behaviour officers and the Melksham Youth Advisory Group along with tea and cakes. Although it was a very sunny day, there were a good number of people coming through the door. At the event I also signed a zero tolerance campaign against discrimination in society.

Monday 10 June

Homeless projects are very close to my heart and so I was very pleased to visit the Gateway project in Chippenham. Based in the Salvation Army this project provides not only food, clothes and somewhere to be during the day, they also have an impressive support mechanism to help move on those who are homeless or in danger of becoming so.

The rest of the day was taken up with meetings.

Tuesday 11 June

I was invited to speak in London at a conference entitled Tacking crime – the new policing landscape. It is always good to meet up with other PCCs and my fellow speakers were Alun Michael from South Wales and Olly Martins from Bedfordshire. I also met the shadow policing minister David Hanson MP, which was very useful as he considers the Labour party response to the introduction of PCCs.

Wednesday 12 June

This morning staff and I attended the Police and Crime Panel quarterly meeting. There is a new panel following the elections and it was good to meet some of the new faces. We engaged in a lively discussion around the performance report for 2012 – 13 and Appeals Adjudicator Professor Allan Johns was able to give his first update on his work around complaint appeals. I also had chance to speak to the panel about my activities since we last met.

Thursday 13 June

Thursday seems to be a day that gets packed out with meetings. I have meetings with the Wiltshire Criminal Justice Board, following which I'm working on my response to the Anti-social Behaviour Crime and Policing Bill. This is going through the committee stage in the House of Commons at present. The bill includes criminal behaviour orders replacing anti-social behaviour orders (ASBOs) and the introduction of a community trigger. This trigger is set locally and I will be consulting on this. It also covers minor offences being prosecuted by the police in courts, so there is a lot to think about.

This afternoon I have meetings on Community Speed Watch and Neighbourhood Watch, both of which blog readers will know I am seeking to support from my office.

HIGH SHERIFFS, HOT CHOCOLATE AND HAPPY CAMPERS PREPARE FOR SOLSTICE

Posted: Thursday 20th June 2013

Friday 14 June

The office of High Sheriff is a medieval judicial post, but today is largely ceremonial.

High Sheriffs take a keen interest during their year of office in initiatives which promote inclusiveness, especially of young people, and reduce crime.

I was pleased to meet William Wyldbore-Smith who recently took up office and to share with him my experiences of some of the projects around Wiltshire which seek to address these issues. He has agreed to visit some of the projects with me and was very supportive of the Police Cadets initiative which we are currently working on.

The High Sheriff sits on a panel of the Wiltshire and Swindon Community Foundation, which distributes money from the PCC's fund (formerly known as the police property fund).

I visited one of the beneficiaries of the fund this evening: the Calne Young People's Bus. This sets up between 6pm and 8pm every Friday in the Sainsbury's car park in Calne. It gives young people an opportunity to play games, drink hot chocolate and generally hang out in a safe and supported environment. The young people are very supportive of the project. During the evening, a few people who had outgrown the project called in just to say hello. It seemed to me to be a very worthwhile voluntary project.

Saturday 15 June

It must be summer: it's raining. However the Old Town Festival went ahead as normal at The Lawns in

Swindon. The local Neighbourhood Policing Team were there, supported by the Special Constabulary and, whilst it was wet, it was still busy with people enjoying themselves, giving me and the Constabulary a chance to talk about our respective roles.

Monday 17 June

The Director of the Association of Police and Crime Commissioners (APCC), which is our national body, called in at breakfast time to talk about national developments around joint working and sharing of good practice between Commissioners. It is early days but whilst we comment about working in silos within Wiltshire, equally it would be very silly for the PCCs to work in silos as well.

The Business Crime Forum which I am hosting now has a confirmed date of Friday 6 September and my first business crime survey will be launched a week today.

Robert Buckland, MP for Swindon South, and I were invited to a meeting of Pubwatch in Old Town, Swindon. It was extremely well attended with some 20 landlords and club owners present. We were both impressed by their concerns over violence in the night time economy and their recognition of the part they have to play in ensuring a sensible level of drinking.

Most were independent licensees, rather than employees of national chains, which focused their interest on the whole of the Old Town economy. They did raise issues about CCTV and the Pubwatch radio system and I hope we will be able to support them in improving both.

I was briefly introduced to a national charity which is just starting a presence in Wiltshire called Survivors of Bereavement by Suicide. I am not sure how much help I can be to them, but I will look to pass their contact details to officers and partners who have to deal with family and friends in such sad circumstances.

Tuesday 18 June

I really believe there is a head of steam around regional collaboration by police forces and was pleased to attend, as an observer, a meeting of chief constables and senior officers as they continued to thrash out those areas of common work which could be better done on a regional basis. It is still a work in progress, but, as one chief constable said, "we must get away from talking a lot and actually get on with this."

Wiltshire Council sponsor a Good Neighbours scheme which has representatives in each of the areas of Wiltshire. They act as a source of information and signposting for individuals on a one-to-one basis. It could be as simple as providing a bus timetable or arranging a hospital visit. This is done in conjunction with Age UK. Last year saw more than 1,700 clients being helped. I have seen advertisements for this service in some of the villages, but it was good to hear at firsthand what they are doing.

This evening I visited another project in Stratton, Swindon, funded by the Community Foundation from the PCC's fund. This is a project called BIOS.

It works with young people where they are. In this instance it was a hard standing football pitch next to a community centre in Stratton. Rather like the bus in Calne there was hot chocolate available (with marshmallows!).

The young people were very welcoming at their kick-around session. It gave me an opportunity to talk to them about their relationship with the local officers.

They spoke warmly of PCSOs, but had reservations about how they are seen by the wider police family. One of the young people actually wants to join the police and is currently doing a public service course at Swindon College. I wonder if I could offer her a day with me going around the constabulary?

Wednesday 19 June

There are new responsibilities for individual councillors within Wiltshire Council and Cllr Jonathon Seed has responsibility for the campus projects. These are absolutely core to my Police and Crime Plan and to the delivery plan of the Chief Constable. So it was timely to have a session with Cllr Seed and bring him up to date with what my office can do to support the joint vision of policing from campuses alongside council services. I hope I will have the opportunity to meet all the area board chairs next week.

In the evening I attended the Bradford on Avon area board in the lovely village of Westwood. There were about 50 people there and I managed to speak to most of them in the half hour spot before the meeting. They raised no issues with me and were keen to tell me they were well supported by the neighbourhood team in that area.

Thursday 20 June

Stopped in Avebury on my way from home to the office to see the start of the Solstice operation. During my

walk around the village I was pleased to meet the chairman of the parish council as well as several villagers and to hear how reassured they are by the operational policing plan for the two days. They were particularly keen to tell me that they had had an input into the plan.

I spoke to most of the officers who were there at the beginning of their 12-hour shift and then walked round the campsite to speak to those who had come to celebrate the Solstice. I hope everyone has a good time.

Just down the road from my office, the Neighbourhood Policing Team (NPT) are doing a roadshow in Market Place, Devizes. So I took the opportunity to support them and meet people visiting both them and the popular weekly market. I am very supportive of the NPT being in the market. During the election campaign, when I visited all the markets in Wiltshire, I was struck by just how many people you can have a face to face conversation with during the course of a morning.

After meetings in Salisbury this afternoon I shall be visiting the police operation surrounding the Solstice in Stonehenge. This is a much bigger operation than the Avebury one I saw this morning. But it has been successfully run now for several years and all the agencies working together have a robust plan. I am afraid I won't be staying to see the sun rise at 4.50am as I have a day's leave tomorrow and don't want to spend it sleeping ...

SALISBURY POLICE STATION PROPOSALS ANNOUNCED

Posted: Thursday 27th June 2013

Monday 24 June

Early morning start at BBC Wiltshire radio station in Swindon for the launch of the business crime survey.

The survey is designed to help me understand the extent, nature and impact of crime and anti-social behaviour faced by the business community. Business people can read about this and [complete the survey](#) on a dedicated page of this website.

It was on to Melksham to meet with the neighbourhood team during one of their visits to a day centre for elderly people. I had an opportunity to speak to them and was impressed by the reassurance they gain from contact from their neighbourhood policing officers.

Chief Constable Pat Geenty spent the morning in Salisbury with staff updating them on proposals that would see Salisbury Police Station extensively refurbished to house the new South Wiltshire University Technical College (UTC). This agreed in principle decision would then see police officers and staff sharing Wiltshire Council premises in the city, with a long term view of being based at the Salisbury campus.

I think this is really positive news, offering new education and training opportunities for young people in Salisbury and the south Wiltshire area. You can read more about this in the [news section](#) of this website.

Later on I was pleased to be invited to a meeting of the Wiltshire Area Board chairs. It gave me the opportunity to share with them the news of my plans for Community Speed Watch. This includes appointing two full time posts to offer more support to volunteers and investing in a new IT system.

Tuesday 25 June

On behalf of my fellow Commissioners I attended a meeting of the Criminal Justice Council at the Ministry of Justice in London. This was chaired by Lord Justice Gross and discussions were around police led prosecutions, troubled families and the Victims' Code. It was really useful to me to sit with those in Whitehall who have responsibility for drafting the legislation or advising ministers. I hope I was able to provide them with useful information from the grass roots of a rural PCC.

In the afternoon I had an extensive interview with the Salisbury Journal in relation to the developments and changes in policing in the area. I expect during the forthcoming months I will again be speaking in-depth to the Journal and other media about this proposal.

In the evening I attended the launch of the Fredericks fund in Salisbury. This is a charity which makes small loans to those who have poor credit ratings to help get them started in business. It also importantly offers mentors to support them in their early years.

Wednesday 26 June

How time flies...this is my second meeting with the National Farmers' Union (NFU) and County Land Owners Association. This time I was joined by the Chief Constable. Quite a number of operational issues were discussed with him and I was able to agree with the representatives that we would start working on a crime

survey specifically for farmers and land owners, in much the same way as we have done for businesses. In due course this will feed in to a rural forum.

The independent audit committee met in Salisbury in the afternoon. I was pleased to meet two new members and understand that they will be joined by two more at our next meeting. We have now agreed the terms of reference for the committee, which supports both me and the Chief Constable. The accounts for the year were reviewed and will be signed at the end of the week.

During the course of the meeting we were all awaiting news of the government's spending review. Although the details were a bit sketchy it seems that early on indicative figures show we may be looking indicative savings of between £4 million and £5 million in 2015/16. I now await more details on the figures.

Thursday 27 June

The Police Foundation has got doctoral student from the University of Oxford conducting research into the impact that PCCs are having and their experiences since the election. I spent an hour being interviewed by the student and I look forward to seeing his findings in the early autumn.

This evening I'm off to Salisbury Area Board. I don't have a speaking part on the agenda, but no doubt there will be many people there who would appreciate further clarification our intentions around policing in Salisbury. Much of this is operational and so I am pleased that Deputy Chief Constable Mike Veale is planning to join me.

OUT AND ABOUT INCLUDING SALISBURY AREA BOARD

Posted: Thursday 4th July 2013

Friday 28 June

Understandably there was lots of interest at the Salisbury Area Board last night about the proposals to relocate police services in the city and for the South Wiltshire University Technical College (UTC) to be based at the current police station.

The Area Board Chair kindly extended the meeting so that the discussion around policing didn't dominate the main meeting. One agenda item was about the closure of the bus station. Several speakers mentioned the number of young people using it to go out of county for their education. I couldn't help thinking how a UTC would help the city. In the extended meeting Salisbury Sector Inspector Andy Noble gave an excellent presentation around how policing is and will be provided in the city and south Wiltshire.

My Friday started quite early with a Wessex Chamber business breakfast at Bradford-on-Avon, where I was able to promote the [business crime survey](#). This is designed to help me understand the extent, nature and impact of crime and anti-social behaviour faced by the business community in Wiltshire and Swindon.

Saturday 29 June

Trowbridge was full and the sun was out for the first of a two day event for Armed Services Day. I joined the mayors of several of our towns to meet veterans and serving members of the armed forces as well as touring the many exhibits. In addition to the forces from today, various re-enactment enthusiasts had set up, ranging from scenes from the Boar War to a spitfire pilot with his MG. This was a great spectacle, keeping history alive. As well as neighbourhood policing officers, Special Constables and a very noisy police car, I also met off duty officers who were taking part as exhibitors, whether that be as British Legion biker or an Army cadet officer. An excellent event.

Monday 1 July

I thought I would tot up my hours last week - 75. I should deduct an hour a day for travel so I'll settle for 75 plus Saturday!

After a busy last week, it was good to have some time in the office and catch up in the day. Then it was off to Chippenham Area Board in the evening.

Tuesday 2 July

For the first day since taking office I had a diary free from meetings. It has to be said this is because two meetings were cancelled, but it was refreshing to have time to actually read and write rather than going from meeting to meeting.

Wednesday 3 July

The youth offending teams from both Swindon and Wiltshire came in to give me a quarterly update. The numbers entering the court system continues to fall and I was interested to read that Class A drug use

among young people is falling, with cannabis being the drug of choice for boys and alcohol for girls. This is one for further thought.

The Junior Good Citizen event in Wiltshire is happening at the Scout Hall in Potterne. Just as in Swindon, young people come for a half day and attend a number of scenarios about being safe. This is a partnership event and runs for two weeks. I was impressed by the props, including an alleyway full of dangers and a mock prison cell. I must admit that I hadn't thought of the family holiday being ruined because a young family member had a cannabis warning and could be excluded from entry to many countries at the airport.

This evening was the East Locality meeting in Swindon. Their networking sessions follow the meeting, so it was a good opportunity to hear the concerns of the residents, but it has to be said many issues raised were to do with parking and traffic, which are primarily local authority matters.

A WEEKEND AT THE WILTSHIRE SHOW

Posted: Thursday 11th July 2013

Saturday 6 July

Thursday and Friday were taken up with back-to-back meetings in the office and letter writing so I'm looking forward to a weekend out and about.

First thing Saturday morning the Chief Constable and I attended the annual meeting of Wiltshire and Swindon Neighbourhood Watch. We were able to share with those present some of the operational frustrations and concerns around the cost of supporting Neighbourhood Watch in the county. We were greatly encouraged by the work they are doing with their new website and their enthusiasm to embrace new technologies. We very much look forward to building on this to create a sound basis for Neighbourhood Watch in the county.

As part of our community engagement, we are working up a programme of events to attend and the first significant one of these was at Barbury International Eventing and Show. It gave us an opportunity to work out how best to do things in the future, and I have to say I am pleased with the work done on setting up our stall. In fact Saturday was quite a quiet day from a public point of view but we are told Sunday is busier.

Saturday night I joined South Swindon MP Robert Buckland as well as other agencies, including an alcohol awareness charity and the police. They were engaging with people and offering them useful advice about the impact of excessive drinking on their personal safety.

Sunday 7 July

The sun is out yet again and at Barbury so are the public. I wouldn't say that people have been rushing to our stall but we have had some useful conversations, shared some concerns and, most importantly, been visible and available. It was also good to spend some time with our colleagues from Wiltshire Police's Rural Crime Team, Marlborough Neighbourhood Policing Team and a specialist firearms officer as well as the Bobby Van and Wiltshire Fire and Rescue Service who were on the same pitch as us during the weekend.

Monday 8 July

The postbag in the Office of the PCC always has letters about Community Speed Watch and not far behind are concerns about 20mph speed limits. The difference between limits and zones is pretty unclear to the public and it seems that misunderstanding goes right through to the recommendations of senior officers in the country in respect of enforcement. Speed limits are put in place by local authorities and so I was pleased to meet representatives of Wiltshire Council to start a discussion aimed at bringing greater clarity to the issue.

There is exciting news today that Swindon has been selected as one of a handful of places across the country that is well placed to develop a successful community budget and will receive government support to do so. I'm sure more news on this will follow in the coming months.

Tuesday 9 July

About every quarter the PCCs get together in London and today was one of those days. We had a full programme of speakers including Minister for Victims and Courts, Helen Grant; Her Majesty's Chief Inspector of Constabulary, Tom Winsor; Minister of State for Policing and Criminal Justice, Damian Green; Director of Public Prosecutions, Keir Starmer QC; and Home Secretary, Theresa May. I have to say that listening to all these people did bring about a certain amount of information overload, especially as we also want to find time to network among ourselves, but I suppose it is early days and everyone wants to talk to us.

Keir Starmer made a really interesting point about working with partners. Concerns have been raised about information sharing. Mr Starmer said that if you are fully integrated and not just co-located this concern should not arise.

In the evening, it was back to Wiltshire and I went to Sutton Benger to speak to a dining club who I think were very appreciative as it was well past 11pm when we got up from the table!

Wednesday 10 July

What superb premises Gloucestershire Constabulary have. We were there for the regional meeting of PCCs and Chief Constables today, continuing our discussion about greater regional collaboration. We have now decided that at each of our meetings we should have some presentation that interests and educates us. Today was the Home Office ICT company, which gave us a briefing about what they believe they will be able to do for us once they are fully up and running. It was only a half day session today so it was a rather crowded agenda. We have agreed to make best use of our time in the future by meeting for a whole day.

Back in county I had a meeting with representatives from Wiltshire and Swindon about Neighbourhood Justice Panels, a radio interview about Community Speed Watch and then attended the Swindon South Locality meeting in the evening.

Thursday 11 July

This morning I was pleased to meet Gordon Seabright, Chief Executive of CTC, the national cycling charity, who gave me a booklet about its road justice campaign. CTC aims to improve road safety by encouraging the justice system to treat bad driving more seriously. It wants to see accidents involving cyclists investigated more thoroughly by police officers. It was good to hear from Mr Seabright that Wiltshire Police is held in high regard by the cycling community for the way it investigates such collisions.

During a visit to Marlborough I met Gerald Isaaman of Marlborough News Online and discussed local issues. Then it was off to St Joseph's Primary School in Devizes to join pupils during a drugs awareness lesson. I'm visiting the session run by Wiltshire Life Education Centre in its specially designed mobile classroom as the charity received a £3,000 grant from my PCC Fund, administered by The Community Foundation for Wiltshire & Swindon.

This evening I'm attending Trowbridge Area Board followed by dinner with the Chancellor George Osborne.

THE CHALLENGE OF DEVELOPING A BRAND IDENTITY

Posted: Thursday 18th July 2013

Friday 12 July

My first visit to the Swindon Chamber of Commerce breakfast club which, like any chamber event, is an excellent way of networking with the business community, especially so during a period when I am keen to encourage people to complete my business survey. The speaker was talking about branding and of course that is something that all we PCCs are constantly working on as we develop this new role. Unfortunately our initials do not help. I am a Police and Crime Commissioner – not a Parochial Church Council or the Press Complaints Commission ...

In the afternoon I had the chance to meet the councillors of Salisbury and to give them a run-through of the presentation that I will be taking part in on Wednesday about the future of policing provision in Salisbury. The meeting confirmed to me that there is a considerable amount of mis-information and lack of thorough knowledge about what happens at the Wilton Road station and how policing is delivered in the 21st century. I hope that is something we can put right over the coming weeks.

Saturday 13 July/Sunday 14 July

Weekend off!

Monday 15 July

7am: In the BBC studio as the Innovation Fund closes today. This is my £1m fund for projects that aim to break the cycle of crime. I know that we have had a good response and that, in the first round, it is likely to be considerably over-subscribed which will present an interesting challenge to myself and those I have asked to help me assess the applications.

We hold up Monkton Park in Chippenham, where both council and police services are now based, as a working example of the future model of policing and public service delivery in Wiltshire. I was pleased to take a Swindon councillor around the offices because I would like to see neighbourhood policing embedded and more accessible in the localities of Swindon. Luckily there were some officers there who confirmed that it is working to the public benefit and that it serves their operational policing requirements.

You know that time is passing when quarterly meetings come around. Today it was good to meet the chairs of the Safeguarding Boards for both adults and children in Swindon and Wiltshire. We were able to provide an update on the continuing demand for information through Clare's Law and the progress on the establishment of multi-agency safeguarding hubs (MASH) in both Swindon and the county (where police officers and partner agencies share offices). These hubs are extremely important and I will be doing all I can to facilitate their establishment.

SpeedWatch is an emotive subject for the residents of Wiltshire and Swindon and an initiative that is amazingly popular. Work is continuing to make sure that the correct support is in place for our volunteers

and today was a meeting of the three partners – Swindon Borough Council, Wiltshire Council and Wiltshire Police - to update on the progress as we head towards the co-ordinators' meeting in September.

In the evening I attended the Fire and Rescue stakeholders' forum in Trowbridge. Wiltshire Fire and Rescue Service is going through a period of public consultation about the provision of its service and the distribution of fire appliances and manned stations through the county. I think from what was said that they will be working much more closely with Dorset Fire and Rescue in the future. But I think we have to recognise the national debate that is taking place around the blue light services as mentioned by the Home Secretary.

Tuesday 16 July

Wiltshire Council has published the agenda for its cabinet meeting next week and Chief Constable Pat Geenty and I attended a press briefing in County Hall to deal with the integration paper that will be presented.

The paper, which is available on the Wiltshire Council website, is about Wiltshire Police, my office and Wiltshire Council working together towards creating a strategic partnership in line with my Police and Crime Plan. It is about public agencies working more closely together to provide the best possible services to the public and to work in the most cost effective ways, in light of the substantial public sector budget cut and ever increasing demands for services.

Pending cabinet approval next week, further work will take place looking at where services can be shared. This is an important area and, through Chief Constable Pat Geenty, Wiltshire Police officers and staff will be updated on the plans. I was also happy to speak to two representatives from our local media at the press briefing.

My business crime forum is set for Friday 6 September at the Corn Exchange in Devizes. My business crime survey has been extended until midnight on Sunday 21 July.

Today was the first opportunity that I have had to meet the chairman of the local Institute of Directors (IoD). It turns out that the Institute is very much a national organisation so, while the local branch would be keen to help, their set-up is not the same as a chamber of commerce or Federation of Small Businesses branch. I hope we will find a way of engaging with members of the IoD as business people at director level are important consultees to the OPCC.

In the afternoon I was given a presentation by an organisation called Gateway Associates in the person of Paul Clark, a former MP and transport minister. Gateway are promoting a series of films about road safety for young drivers which they had shown to the road safety offices in both Swindon and Wiltshire earlier in the day. The film I saw was very hard hitting and professional, but I think it is up to the roads policing unit to assess whether screening such a film to young audiences would be useful to their work.

Wednesday 17 July

Back in the BBC studios at 6.45am as this evening there is a public meeting in Salisbury to discuss future police provision in the city.

Towards the end of last week a report on stop and search was published by Her Majesty's Inspectorate of Constabulary (HMIC). As part of a normal quarterly series of meetings I met those responsible for oversight of stop and search within Wiltshire Police.

There has been a small increase in stop and searches in the county over the last year. But, whilst this is a really complicated area of statistical analysis (not least given the small numbers involved) I was pleased that the arrest rate following a stop and search was well above the national average.

We agreed there is more work for my office and the force to do in the oversight of stop and search following up on the HMIC's recommendations to PCCs and constabularies.

Neighbourhood panels have been working in Swindon on a trial basis for some time and now the Home Office is undertaking an evaluation. So I had a one hour interview about their effect and my impression of their worth as part of the restorative justice initiative. I am enthusiastic about the concept of neighbourhood justice panels and look forward to some qualitative analysis of their effect which I hope we will have towards the end of the year.

Wessex Community Action are celebrating 40 years of service in Wiltshire and they had a small reception at lunchtime at their new offices in Salisbury. They were very helpful in the run-up to the PCC elections in holding hustings around the county and doing their best to raise awareness of the new role.

The open meeting on future provision of policing in Salisbury, held in the Guildhall, was extremely well attended and very engaging. The meeting was a really useful opportunity for us to counter rumour and misinformation about the proposals as well as to reassure people that quality of service and public protection is key for the Constabulary.

We were also able to explain more about the background to the proposal and how it is part of a longer-term plan for the police to share buildings and some services with other public agencies in the county, particularly Wiltshire Council, and the benefits that brings. Looking forward I plan to update the public on this proposal regularly and as significant developments occur. We didn't finish in Salisbury until 9.30 pm.

Thursday 18 July

First thing this morning I attended a conference on rural crime at Leicestershire police headquarters. As I travel to other HQ buildings I recognise that the quality of provision for our staff in Wiltshire is extremely poor. Not that I would be advocating profligacy, but our buildings do look and feel very 1960s. However the conference here in Leicestershire is in an airy lecture theatre.

We heard from the National Farmers' Union on the cost of farming and agri crime; the National Wildlife Crime Unit, who gave us a case study of partnership working to address wildlife crime and shared good practice and initiatives to prevent vehicle and machinery theft.

The Chief Constable and I already meet the representatives of the rural communities on a quarterly basis, but getting a national view of a common problem will be very useful to me when I am looking at future commissioning.

It was good to read a press release this morning from Wiltshire Police about breaking up an organised crime group operating from a lock-up in Westbury. Tractors were among a haul of stolen machinery valued at £365,000.

I would like to add my praise to the local resident who tipped off Wiltshire Police about the presence of an organised crime group in their area, and to the team of officers whose painstaking investigation led to a Polish national being convicted of handling - and plotting to handle - stolen goods.

A PACKED PROGRAMME OF MEETINGS

Posted: Tuesday 30th July 2013

Friday 19 July

A day of meetings, including Swindon Community Safety Partnership, where we are able to agree the funding flows for the year, which was a useful progression.

Every quarter I have a briefing on stop and search. This quarter I had the opportunity also to consider the report by Her Majesty's Inspectorate of Constabulary (HMIC) "Stop and search powers: are the police using them effectively and fairly?" which was published on 9 July. It raised many national issues, but I was pleased to be reassured that there had been progress on the issues identified by the force before it was inspected by HMIC.

Also today the crime figures for the year ending March 2013 were released. They showed that, overall, crime dropped in Wiltshire by 5.6 per cent, broadly in line with the national trend, and that there were 2,000 fewer victims of crime in Wiltshire and Swindon during the period.

Saturday 20 July

It is unusual for locality meetings to be held on a Saturday morning, but this didn't put off a good crowd from attending the Central Swindon locality meeting at the Civic Offices. There were no strategic issues raised and the Neighbourhood Policing Team were able to reassure the residents. I have an action to follow up on the way sex workers are dealt with. There needs to be a way of ensuring that an area does not become blighted by a poor reputation.

Sunday 21 July

An early morning visit to BBC Wiltshire. Am I the only one awake at this hour? I hope not.

Mayor making and mayoral services take place across the county and, whilst I cannot attend every one, I do attend where I am able. So today it was the turn of Trowbridge. The service was very well attended on a hot afternoon, and it was very good to see the young people involved.

Monday 22 July

A get-together first thing with John Glen, MP for Salisbury. Not surprisingly the provision of police services in the city was on the agenda, but I could not add much more to that which we shared at the public meeting.

We both attended a conference called by the Bishop at Sarum College which was exploring ways in which the Church could help offenders and ex offenders, particularly at the prison gate. No firm outcomes but a useful sharing of ideas.

The Commissioner's Monitoring Board, attended by chief officers, was held in Devizes in the afternoon. The accounts were reviewed, as well as stop and search, police integrity and an update on where we are with various staffing matters.

Then it was off to the Wiltshire Assembly in Trowbridge before joining Marlborough Rotary Club as guest speaker.

Tuesday 23 July

Wiltshire is not due to join the National Police Air Service until 2015, but we need to keep a watching brief on how the service is developing across the country, as well as continuing to support the Wiltshire air ambulance as far as possible.

The meeting was followed by an update on my business crime survey, which is now closed. I am grateful to the 150 or so business men and women who found the time to complete my online survey. Arrangements are now being made for the business crime forum at the Corn Exchange in Devizes on the morning of Friday 6 September. If you would like to attend, please complete the [registration form](#).

I try to join a Neighbourhood Policing Team on a consultation once a week, and today involved a quick trip down the road to Edington. The drop-in was well attended by about 15 people, including the chair of the parish council, so I was able to get a good idea of the local issues.

Back to the office, I had my regular meeting with Prof Johns, the independent complaints adjudicator, before hiking off to Swindon to meet the Salvation Army. They have an interesting cycling safety project which they want to progress alongside their social enterprise, Recycle.

The One Swindon Board met from 6pm until 8pm. It is celebrating the support that is being given from Whitehall for community budgets, now renamed public service transformation. The Chief Constable and I will be working up our detailed response, in addition to the work already being done by the Constabulary around an integrated frontline workforce.

Wednesday 24 July

The weather is good here, and I hope it will be where I'm going for an extended weekend. Back on Tuesday to look at the Innovation Fund applications.

FIRST ROUND OF INNOVATION FUND

Posted: Thursday 1st August 2013

Monday 29 July

Back from a short holiday today to a large envelop of applications for the Innovation Fund. There are 26 applications to read, learn and digest before our advisory panel meeting tomorrow.

Tuesday 30 July

Getting to grips with the progress on community campuses across Wiltshire and interested to note that a planning application is being put in for the Salisbury campus. Corsham is being built and so it seemed a good opportunity to spend some time with councillor Jonathon Seed, who is the lead for campuses at Wiltshire Council. I am sure that there are parts of the police estate that would be suitable for our partners in Wiltshire and Swindon to share with us.

In the afternoon I was joined by Wiltshire Council Deputy Leader Councillor John Thomson, Rosemary Macdonald from the Community Foundation for Wiltshire & Swindon and Wiltshire Police Chief Constable Pat Geenty, who formed an advisory panel for the Innovation Fund. Unfortunately the Swindon Borough Council representative was unable to make the meeting. We looked at 26 applications and were able to support 12. It was pleased to be able to provide this grant funding to a range of projects, which support my six main priorities. It also meant we help to 'unlock' another £163,000 of grant funding. My team plan to make a public announcement during Monday afternoon detailing the successful applicants.

In the evening I attended the Swindon North Central Locality meeting, where cyclists riding on pavements was discussed. However before that I was able to give an overview of the last eight months in office which was very well received by the audience, who I have to say are always very appreciative of a visit.

Wednesday 31 July

Today I was in Swindon for the morning, first at BBC Wiltshire for an interview and then to Gablecross police station to meet members of the Specialist Crime Directorate based there. This is part of an on-going series of visits to operational units in the Force and gave me a good insight of their work, which for obvious reasons is not generally in the public domain.

Thursday 1 August

As a member of the Association of Police and Crime Commissioners (APCC) reference group we have a monthly conference call and today we were able to discuss funding of the Association of Chief Police Officers (ACPO) and relationship between PCCs and Her Majesty's Inspectorate of Constabulary (HMIC), both of which are interesting and challenging.

This morning I joined Bradford on Avon Neighbourhood Policing Team at a drop-in session. They were giving out crime prevention advice, with the Bobby Van also attending for part of the day. Attending these neighbourhood policing meetings gives me a good opportunity to be available to meet the public at events already taking place throughout the Wiltshire Police area.

In the afternoon the Chief Constable and I had one of our regular meetings with Wiltshire and Swindon councils, where we discuss both the partnership with Wiltshire Council and other matters of mutual interest.

RADIO DOUBLE ACT PROMPTS FLURRY OF CALLS

Posted: Thursday 8th August 2013

Friday 2 August

Some while ago Chief Constable Pat Geenty and I were asked if we would do a joint phone-in on BBC Wiltshire. Today was our first opportunity. Whilst most questions were operational, the level of the precept (police element of the Council Tax) did come up. Interestingly, two callers were not against an increase if visible policing were to improve as a result. The hour flew by and we were told afterwards that the station had received many more calls than they would usually expect. We have been invited back in November. The breadth of my job and, indeed, the Chief Constable's is such that it is impossible to cover every aspect in an hour and I hope that next time we will get questions that allow us to demonstrate the challenges that come with our respective roles.

Later in the day I was given an update on the progress we are making in Wiltshire and Swindon on multi agency safeguarding hubs. This is important work for Wiltshire Police and our partners as it is about the protection of vulnerable people.

Monday 5 August

For the past few months the MP for Swindon South, Robert Buckland, and I have been chairing a small group of interested partners to see how we can promote the night time economy of Swindon and correct a false image. This arose from a very nasty attack that was covered extensively in the press. The coverage gave the impression that such attacks were regular events, which is not the case. As a result of these meetings Robert and I have had meetings with Pubwatch. This evening I met the Old Town Traders' Association who are very keen to promote the area. As part of this effort we are looking at Safe Places (a scheme to offer help to people feeling frail or vulnerable whilst out and about) and Purple Flag (a scheme which indicates places to go for a good, safe night out).

The highlight of the day was the announcement of the successful bidders for my Innovation Fund. Twelve projects aiming to reduce crime and anti-social behaviour and support victims are to get grants totalling nearly £400,000 in the first round of my £1 million fund.

Projects being funded include outreach support for teenage abuse victims, community restorative justice, a boxing referral initiative, mentoring for those leaving prison after short term sentences, and a mobile youth club in Swindon which will use a converted supermarket delivery van.

Tuesday 6 August

I have been asked by the Swindon Soroptimists to help with some research they are doing for the Prison Reform Trust around reducing the occurrence of imprisonment for women. They are particularly concerned about the effect of custody on women which can differ from the way it affects men. The issue covers both sentencing and the provision made for women in prison. One issue that concerns me is that, because there

are relatively few women's prisons, they can be a long way from home which brings an added family pressure. I am particularly interested in trying to visit Eden House in Bristol which is a project to divert women from prison and deal with their complex individual issues.

A chance today to visit two Community Speed Watch groups. First to Akers Way in Swindon where some people will remember there was a tragic accident a number of years ago in which several children were killed. Speed on this road, which is adjacent to a school, is still a local issue. I was pleased to see the Neighbourhood Policing Team officers turn up whilst the Speed Watch volunteers were monitoring traffic.

The second visit was to Chitterne in the middle of the county where the issue concerns a busy road through the centre of the village where there is little footpath provision. Whilst working with them we were given a reverse Churchillian salute by two drivers, one of whom was recognised by the volunteers to be a past offender.

I am looking forward to the relaunch of Community Speed Watch in September.

Wednesday 7 August

First thing in the morning I joined the Chief Constable in Salisbury for the start of a day of action named Operation Harness. Today the theme was safety on the roads. On display in the Market Place was a motorbike on which a young lad tragically lost his life. Officers were checking standards of driving and the state of vehicles across Wiltshire and Swindon. During the day:

- One hundred fixed penalty notices were given to drivers who were caught speeding, not wearing a seatbelt or driving whilst using a mobile phone
- More than 150 drivers were breathalysed
- More than 40 rectification notices were served to drivers who now have 7 days to correct defects to their vehicles
- Four vehicles were seized from uninsured drivers and one vehicle was seized for not being roadworthy
- One person was arrested and charged with theft of a motor vehicle, driving without insurance and driving without a licence.

Mid morning I visited the Devenish Nature Reserve near Salisbury where SPLASH were running one of their activity holidays for young people called Wild Wiltshire. Whilst I was there they were learning camping skills. Unfortunately I wasn't able to stay long enough to savour the lunch they were going to be cooking over the open fire they had made. Many of the young people have complex needs and I am very pleased that I have been able to fund additional support for this organisation through an Innovation Fund grant.

From there I went to Aldbourne to meet the Aldbourne Youth Council who were running a play day on the rec. This is apparently a national initiative although there were only two events in Wiltshire. Young people were given the chance to try archery and there were lots of other play activities. Interestingly some young boys who had been to a previous play day some years ago had offered to come and run a football competition.

The reason I was visiting Aldbourne was that the PCC's fund run for me by the Community Foundation for Wiltshire and Swindon had given the Youth Council a grant of £3,000 towards the decoration of their new youth centre. This building had been donated by a villager and has been renovated with the help and planning of young people in the village. It includes a small charity shop which they run and, to give the scheme some income, there is also a holiday let flat which is looked after by the young people, including the cleaning and maintenance. This is a really good project and it was so good to be shown round by the young people who have been involved and have a pride and ownership of it.

Back to the office for my quarterly meeting with Her Majesty's Inspectorate of Constabulary (HMIC) where we reviewed some of the reports they have written about Wiltshire Police. These are reports which I discuss with the Chief Constable as and when they are produced. I was particularly pleased to note in the most recent report that HMIC was content that the Constabulary was dealing with austerity in a realistic way.

Thursday 8 August

In the morning I attended the Salisbury Pub Watch group monthly meeting. This is where they discuss those who have been causing trouble in the pubs and clubs of Salisbury and who should be banned. An interesting initiative they talked about concerns under-age drinkers who are stopped at the door. Pub Watch is looking at a community resolution in which these young people are invited with their parents to attend and be given the opportunity to apologise to the landlords.

The rest of the day was taken up with internal meetings.

BACK AFTER LEAVE AND SAD PERSONAL NEWS THIS WEEK

Posted: Friday 23rd August 2013

Friday 9 August

I'm having next week off, so Friday has been taken up with meetings in the office getting ready prior to my leave.

Monday 19 August

Back from a week off. It was unfortunate that I was away for the announcement that we were not going to be able to achieve the relocation of policing services in Salisbury to allow the University Technical College (UTC) to open this year. From the outset I said it was a brave decision to try, and I'm pleased that we have tried and recognised that service might have been compromised by the time scale. It will still happen and in the great scheme of things we will still achieve our aims for Salisbury both for policing and education.

The diary planning has given me a full day in the office. My first Victims Forum will be held on Thursday 19 September and I had an update from Victim Support which is making the arrangements. I also had my monthly briefing on complaints. I'm pleased to see that those relating to incivility continue to drop. New initiatives are now in the pipeline to improve accountability of the process.

My next public performance meeting is in Salisbury on Tuesday 10 September. This will cover all the organisations who are funded through the office and isn't a police only event. Performance presentations can be a bit dry, so we are looking of ways of making it more engaging.

My monitoring board is held every two weeks, and this afternoon was spent looking at the accounts for the year to date. Time flies, and next month I will have to start planning for next year's budget and the medium term forecast of our future finances. Not surprisingly we spend quite a lot of time talking about the police estate. I hope that we will be in a position to publish some further proposals shortly, especially those aimed at making the facilities better for the staff and areas where there has been some underinvestment in my opinion.

Thursday 22 August

When the proposals for the new office of PCC were announced, the first thing my father said was that "you're too old". Thanks I thought!

Perhaps it was his intention to challenge me to stand, because he has been a rock. Sadly he passed away this morning, and so I lose a father, a friend and a 'behind the scenes' member of the office.

His experience in local government and politics was invaluable in preparing for the role. What most people don't realise is that the office of PCC is not a straight swop for the old police authority. It is a different role, but there is a perceived constraint that we must operate within the costs of the old authority. Having my father to act as a sounding board for ideas, policies and actions has been an invaluable addition to the excellent office staff.

Just last night we talked about the provision of housing for released prisoners. I'll have to find someone else to help keep an eye on the national scene and to remind me to do up my jacket button when there is a photographer around!

I'm going to have tomorrow off, but I did feel I had to host the reception for those who have been commissioned under the Innovation Fund. It was good for them to meet each other, and while I didn't stay too long, I left a good networking session in progress. You can now see a photo from the event on my [Facebook page](#) which is now up and running.

Angus Macpherson
**Police and Crime Commissioner
For Wiltshire and Swindon**

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**WILTSHIRE POLICE AND CRIME PANEL (“PCP”)
PROTOCOL FOR JOINT WORKING WITH THE POLICE AND CRIME
COMMISSIONER (“PCC”)
FINAL DRAFT**

1. Introduction

The common aims of the PCC and the PCP are to ensure the effectiveness of measures aimed at reducing crime and disorder and enhancing public safety in Wiltshire.

The aim of this protocol is to summarise and recognise:

1. the key statutory obligations of the PCC and the PCP set out in the Police Reform and Social Responsibility Act 2011 (“the Act”)
2. the broad principles and processes which will guide the PCC’s and the PCP’s work together
3. the collaboration necessary for both the PCP and PCC to fulfil their respective statutory obligations, perform their roles efficiently and effectively and support a positive and constructive relationship

It is important to remember that the office of the PCC and the PCP are independent bodies and have autonomy over their respective work programmes and other working arrangements. Nothing in this protocol overrides or supersedes the provisions of the Act, its Regulations or Orders.

2. Key statutory roles and responsibilities

The PCC:-

- a) sets the strategic direction and objectives of the force through the Police and Crime Plan (“the Plan”)
- b) holds the Chief Constable to account and scrutinises, supports and challenges the overall performance of the force including against the priorities agreed within the Plan
- c) sets the annual budget, and precept subject to ratification by the PCP
- d) appoints and removes the Chief Constable subject to ratification by the PCP
- e) provides the local link between the police, local authorities, partner agencies and communities, working to translate the legitimate desires and aspirations of the public into action
- f) publishes information specified by the Secretary of State and information that the PCC considers necessary to enable the people who live in Wiltshire to assess the performance of the PCC and Chief Constable
- g) prepares and issues an annual report on the PCC’s delivery against the objectives set within the Plan
- h) monitors all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable
- i) makes crime and disorder reduction grants, helps deliver community safety and enhances the delivery of criminal justice
- j) consults and engages with members of the public, specifically victims of crime

- k) provides regular confirmation of progress and necessary strategic operational or Plan changes to the PCP

The PCP:-

The role of the PCP is to review and/or scrutinise the decisions and actions of the PCC in the exercise of their functions. The PCP:

- a) scrutinises the performance of the PCC in delivering the Police and Crime Plan("the Plan")
- b) contributes to the development of the Plan
- c) reviews the proposed annual precept and may approve or veto such precept
- d) reviews and ratifies the candidates proposed by the PCC for the positions of Chief Constable ,Deputy Police and Crime Commissioner, Chief Executive and Chief Finance Officer. The Panel may veto the appointment of the Chief Constable via a formal confirmatory hearing.
- e) reviews the PCC's Annual Report
- f) investigates complaints about the non criminal behaviour of the PCC
- g) carries out investigations into decisions made by the PCC
- h) makes recommendations and reports to the PCC as appropriate

3. Principles for a successful working partnership between the PCC and PCP

Both the PCP and PCC recognise and accept the need to:

- a) work in a climate of mutual respect and courtesy
- b) have a shared understanding of respective roles, responsibilities and priorities
- c) promote and foster an open relationship where issues of common interest and concern are shared in a constructive and mutually supportive way
- d) where appropriate share work programmes, information or data to avoid unnecessary duplication of effort
- e) take an evidence based approach
- f) act in the public interest
- g) act ethically
- h) engage in early consultation and information sharing of data and analysis
- i) provide challenge in an open and transparent way
- j) ensure prompt action on matters raised
- k) take a positive and constructive approach to resolving any difference of opinion on issues

4. Working arrangements to ensure respective obligations are met and effective collaboration is achieved

The Secretariat of the PCP will work with the office of the PCC to co-ordinate and align the work of the PCP with the work of the PCC. Where the PCC is required to provide information to the PCP, the PCP will aim to give five working days' notice.

In exceptional circumstances and where there is agreement between the PCC and the PCP alternative days' notice may be mutually agreed

4.1 Under the Act the PCP is given powers to review or scrutinise any decisions made or other action taken by the PCC in connection with the discharge of ~~their~~ his functions. The Act says that the PCC must provide the PCP with any information which the PCP may reasonably require in order to carry out its functions. To undertake these statutory duties effectively and with full possession of the facts the PCP is given powers to require information held by the PCC and their office. The PCC must provide any information to the PCP to enable it to carry out its duties effectively. The PCC may also provide the PCP with any other information which the PCC may think appropriate.

4.2 The Act requires that finance reports produced by either the PCC's or Chief Constable's Chief Finance Officer be made available to the PCP

4.3 The PCP has the right to request information which it reasonably requires. Whilst "reasonably required" is not defined in the Act the PCC and ~~their~~ his office recognize that the PCP may require wide ranging information from the PCC on an ad-hoc basis

4.4 The Act says that the PCP may require the PCC, and members of the PCC's staff, to attend before the PCP, (at reasonable notice) to answer any question which appears to the PCP, to be necessary in order for it to carry out its functions requires the PCC or members of his office to attend meetings of the PCP. The PCP may also request the attendance of the Chief Constable and other stakeholders (e.g. Community Safety Partnerships). The Act says also that if the PCP requires the PCC, to attend before the PCP, the PCP, may (at reasonable notice) request the Chief Constable to attend before the PCP, on the same occasion to answer any question which appears to the PCP, to be necessary in order for it to carry out its functions.

4.5 **Specific obligations:**

- a) The PCP is a statutory consultee on the Plan. A draft should be submitted formally by the PCC for comments and recommendations and the PCC will also seek to engage the PCP on its development. The PCC will attend the meeting of the PCP to present the Plan and answer any questions. The PCP will be consulted before any Plan is used or revised by the PCC. The PCC will provide regular quarterly reports on performance against objectives.
- b) Details of the proposed precept and underlying assumptions must be submitted by the PCC to the PCP by 1 February each year. The PCC should also provide additional information and analysis on why the proposed precept has been selected and the outcomes of any budgetary consultation. The PCP will make a report to the PCC on its deliberations and may veto the precept
- c) The PCC will provide a draft copy of the Annual Report for the PCP's consideration and attend a meeting of the PCP to present the report and answer questions
- d) The PCC will comply with statutory regulations relative to the notification of senior appointments so that the PCP may hold confirmatory hearings. The PCP will make a report to the PCC on its deliberations
- e) The PCC will ensure that any non criminal complaints made against the PCC are properly recorded and passed to the PCP to deal with

Comment [71]: 'Please state the provision in the Act that requires the reports of the Chief Constable's Chief Finance Officer to be made available to the Panel

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- f) The PCP may require the PCC to respond in writing within fifteen working days to any report or recommendation made by the PCP
- g) The PCC may request that information provided to the PCP is not published or is exempt from public disclosure. Subject to the necessary regulations being complied with, PCP meetings may include a closed session during which any sensitive information and material may be discussed
- h) Any refusal by the PCC to release information will include full reasons as to why the refusal falls within the legislative provision
- i) The PCP will share PCP agendas, minutes, dates of meetings media statements with the PCC.

4.6 The PCC and PCP may from time to time agree on topics for joint consideration and research. However, it will remain the prerogative of the PCC to decide whether/how any results of such projects should be implemented.

All formal meetings between the PCC and PCP officers and members will be minuted.

It is recommended that at least two members of the PCP (Chair or Vice Chair, plus one other) be present at any informal meetings with the PCC and/or the PCC's office.

5. PCP supportive role

- a) The PCP will support the PCC in the effective discharge of ~~their~~ his statutory obligations, and the format of meetings will be agreed to that end.
- b) The PCP will work with the PCC to coordinate and align its respective work programmes
- c) The PCP may undertake pieces of work at the PCC's request
- d) The format and style of "set piece" events and meetings will be agreed with the PCC to ensure that the outcomes of these sessions add value

6. Summary

This protocol reflects work in progress and recognises that these are new and different arrangements and going forward there will be issues to work through and resolve. It may be necessary over time to develop and agree additional protocols and procedures to deal with specific issues. The PCP and PCC are committed to working together in a constructive and positive way, remembering always that our shared priority and the reason why we exist is to serve the people of Wiltshire by creating safer communities. [This protocol will have a review date of June 2014 unless either the PCC or the PCP requests an earlier review.](#)

[016 - March August](#) 2013



POLICE AND CRIME PANEL 16th September 2013

Introduction

I commission a public opinion survey on an annual basis that over two waves conducts telephone interviews with a minimum of 4,224 residents of Wiltshire and Swindon. These interviews are conducted evenly over the 11 sector areas of the Constabulary ensuring that the results received are statistically significant at sector level.

Public Opinion Survey Results 2012-13

The results for the previous financial year have now been analysed and localised reports are being submitted to the September and October meetings of Area Boards and Localities.

A forcewide summary has been produced and is attached at Appendix A. This is also available on my website.

**Angus Macpherson
Police and Crime Commissioner
For Wiltshire and Swindon**

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Public opinion survey – Wiltshire Police Force Area

The Office of the Police and Crime Commissioner (OPCC) commissioned M.E.L. Research to consult local residents.




During 2012/13 4408 Wiltshire residents completed the survey. A minimum of 384 people took part in each of the eleven policing sectors* ensuring that the results for each sector were significant**.

The aims of this survey are:

- To measure public perception of Wiltshire Police and how communities are policed
- To consult the public and enable the OPCC and Wiltshire Police to prepare policing plans
- To enhance the OPCC and Wiltshire Police's understanding of how policing influences people's sense of security and wellbeing

Public perceptions linked to the Police and Crime Commissioner Priorities

Public Perceptions	September 2012	March 2013	Direction of Travel
Feel safe when outside in their local area during the day	92.7%	94.0%	↔
Feel safe when outside in their local area after dark	64.6%	63.2%	↔
Are satisfied with the level of police visibility in their neighbourhood	61.6%	56.8%	↓

	Positive change; greater than ±3 percentage points
	Stable; change is within ±3 percentage points
	Negative change; greater than ±3 percentage points

Feelings of safety during the day

- The most recent opinion survey indicates that almost all respondents (94%) feel safe in their local area during the day; there was no significant change in feelings of safety during the day between September 2012 and March 2013.
- Broken down to locality, all of the 11 sector areas report levels of safety during the day at similar levels, with the exception of Swindon Central where significantly fewer respondents (85%) reported that they felt safe during the day.



Public opinion survey – Wiltshire Police Force Area

Feelings of safety after dark

- Just under two thirds of respondents (63%) in the most recent survey report that they feel safe after dark; there was no significant change in feelings of safety after dark between September 2012 and March 2013.
- Analysis has shown that the gender of respondents has a significant impact on feelings of safety after dark, with just over half of the females surveyed (55%) reporting that they feel safe after dark compared to more than three quarters of males (76%).
- The age group of respondents had no significant impact on the responses given, with all three age groups (16 – 34, 35 – 54 and 55+) reporting similar levels of feelings of safety after dark.
- Locality has a bearing on feelings of safety after dark with respondents in the Swindon West, Swindon Central and Swindon East sectors significantly less likely to report they feel safe after dark (all at 52% or less).
- Respondents in the Devizes & Marlborough, Warminster, Royal Wootton Bassett and Salisbury areas are significantly more likely to report they feel safe after dark (all over 70%).

Satisfaction with police visibility

- Satisfaction with visibility has dropped by five percentage points from 62% to 57% between September 2012 and March 2013.
- Analysis has shown that age group is one of the factors likely to influence the response given. Those in the 16 – 34 age category are more likely to say they are satisfied with visibility (71%), with those in the 35 – 54 and 55+ age groups less satisfied at 56% and 58% respectively.
- All sector areas report satisfaction with visibility in line with the Force average, with the exception of the Swindon West Sector where satisfaction with visibility is significantly lower at 52%.

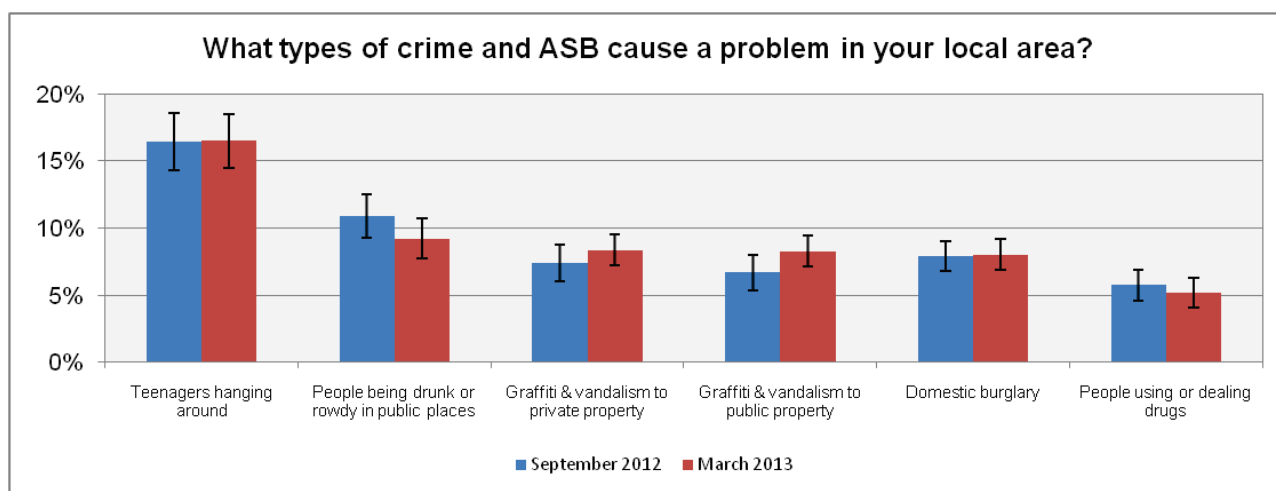
If you have any queries please contact the OPCC



Public opinion survey – Wiltshire Police Force Area

What types of crime and anti social behaviour (ASB) cause a problem in your area?

- When asked to tell us what types of crime or ASB cause a problem in the local area, 53% of respondents said that there were no Crime or ASB issues that cause a problem in their local area.



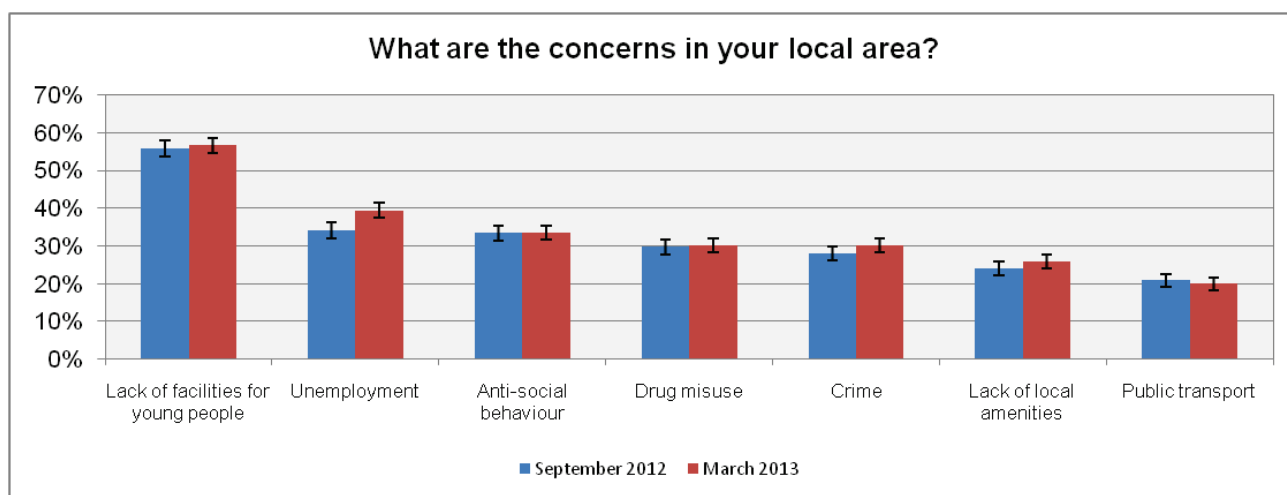
- There is no significant change in responses between September 2012 and March 2013.
- Teenagers hanging around continues to be the type of ASB that respondents are most likely to say causes a problem, with respondents in Amesbury and Swindon West significantly more likely to say this was an issue.
- The age of respondents was a significant factor in those that say teenagers hanging around is an issue. In the 35 - 54 age group 22% of respondents highlighted this as an issue, compared to 13% of those in the 55+ age group and 16% of those in the 16 – 34 age group.
- Those respondents with children in their own households were more likely to say teenagers hanging around was an issue.



Public opinion survey – Wiltshire Police Force Area

What are the concerns in your area?

- Respondents are given prompts. They can make a yes / no choice for each potential area of concern.



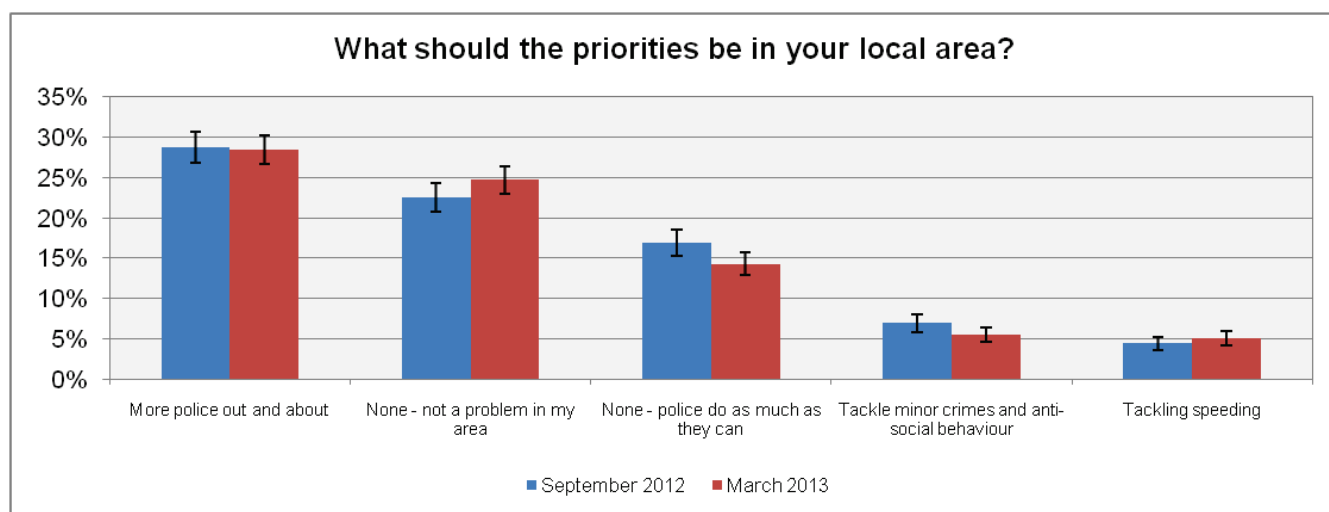
- The largest area of concern was a lack of facilities for young people, with over half (57%) of all respondents in September 2012 stating this as a concern.
- There is no correlation between sector areas where higher proportions of respondents say teenagers hanging around is an issue and higher proportions say that a lack of facilities for young people is a concern.
- The only area showing any significant change is unemployment with the proportion stating that this is a concern increasing by five percentage points from 34% to 39%.



Public opinion survey – Wiltshire Police Force Area

What should the priorities be in your area?

- There are no significant changes in the responses given for priorities in local areas between September 2012 and March 2013.



- The most frequently occurring response was having more officers out and about, with just over a quarter (28%) of respondents telling us this should be a priority.
- A quarter of all respondents didn't feel that there were any issues in their local area and as a result, felt there were no priorities, and 14% of respondents felt that the police already did as much as they could.
- With the exceptions of tackling minor crime and ASB along with speeding, there were no other areas where more than five per cent of respondents felt Wiltshire Police should prioritise.

* Wiltshire Police is divided geographically into 11 local policing sectors. These sectors are then further divided into sections - these usually consist of a large town and the neighbouring villages or community areas.

**Statistical significance; If the survey was completed using an alternative set of respondents there is a 95% chance that the result would fall within $\pm 1.5\%$ of the current result at force level. At sector level there is a 95% chance that the result would fall within $\pm 5\%$ of the current result.

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Wiltshire Police Cross Force Health and Safety Audit – Audit Report Findings

Commissioners Monitoring Board Briefing Paper

1.0 Introduction and Background

Under the governance of the ACPO Health, Safety and Welfare Strategic Group, the South West and Wales Regional Police Forces volunteered and were chosen to nationally pilot the introduction of a ROSPA cross force health and safety auditing programme for England and Wales. As part of the three year audit programme, Wiltshire Police received its cross force health and safety audit between the 28th January to the 1st February 2013. The cross force auditing programme has been highlighted by Acpo as national best practice within the Police service and is a key element of the existing health and safety regional collaboration agreement and the ongoing collaborative work being carried out by health and safety professionals within the South West and Wales Police regions.

All organisations, including police forces, are legally required to have in place an effective health and safety management system to develop and maintain their ability to manage the risks encountered within their business. Effective auditing of this health and safety management system must also be in place. The Police Cross Force audit programme satisfies this legal requirement, providing an opportunity for independent auditing by competent advisers, who are specialists in their field of police safety management.

Due to the special nature of operational policing, the application of health and safety law is challenging for the Police Service. As part of their normal work, police officers and specific police staff inevitably face significant and serious dangers and sometimes unrealistic public expectations. The nature of policing is such that it is not always possible to completely control all risks. It is precisely because the police are expected to face significant dangers as part of their job that health and safety management in the Police Service needs to be integrated with operational management arrangements. Effective and efficient management of health and safety to protect our employees and the public goes hand in hand with delivering an effective and efficient policing service.

Certain risks are taken to secure appropriate benefits to the public and the wider society, such as saving life, preventing serious crime and apprehending those responsible for serious crime. However, there is still a requirement for those risks to be minimised as far as reasonably practicable in the context of operational policing.

As part of the ongoing Governance arrangements, this briefing paper aims to provide the Commissioners Monitoring Board with an overview of the findings of the full audit report.

2.0 Audit Methodology

The weeklong audit examined, checked and reviewed the whole of Wiltshire Police's health and safety management system against legal compliance and the ROSPA QSA standard, looking specifically at:

- Policy
- Organising
- Planning and implementation
- Measuring performance
- Audit and review

The audit consisted reviewing and evaluating our written evidence including health and safety policies, procedures and assessments. Conducting approximately 20 interviews with key stakeholders within the organisation and carrying out station visits, examination of workplaces an importantly talking to police officers and staff. The following regionally ten agreed risk control indicators were also examined during the audit, including both procedural guidance and the implementation of these procedures.

- Manual Handling
- Occupational Health Management
- Control of Contractors

- Management of Asbestos
- Management of Noise

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- Display Screen Equipment
- Stress Management
- Clinical Waste
- Occupational Road Risk
- Violence at Work

3.0 Key Audit Findings

The auditors overall impressions of the organisation were that the management, police officers and staff they interviewed and interacted with were;

- Proud to work for Wiltshire Police,
- Professional highly professional, committed and truly motivated to H&S Management,
- Procedures recently reviewed and revised - a lot of work undertaken,
- Positive attitude in the delivery of their roles and responsibilities,
- Personally take an interest in their staff welfare and safety.

The auditors were also impressed with the understanding of those interviewed of the importance of health and safety management and how they incorporated the Force Values and Behaviours into their day to day management.

The audit identified that Wiltshire Police's Total Health and Safety Management System (HSMS) is extremely well developed and functioning efficiently and effectively maintaining the safety of our staff and the public. The Force can be confident in the reliability of the system to deliver activities and results which comply with our procedures and legislation.

The audit did not observe any breaches of health and safety legislation that would have required immediate action and identified just 15 medium to long term recommendations as part of continuous improvement. The key recommendations advise the inclusion of PCC responsibilities and governance arrangements within the Force Health and Safety Policy and consideration for specific improvements to procedural documents. Looking forward, the suite of recommendations be will used to develop the revised Health and Safety Strategy 2013-15, which will form part of the People Services delivery plan. The audit report also identified a number of areas of exemplary practice within the Force which should be recognised and praised, all of which can be found in the full audit report.

The overall health and safety performance score for Wiltshire Police is **86%** which is an excellent achievement for the Force and **significantly above** the normal range for an initial peer audit. ROSPA estimate that for a first, independent peer audit the expected score range should be between 45 – 55%.

When considering the strength of the written health and safety management system (HSMS) in terms of HSMS control documents, these were well written and being effectively implemented. Clear procedures are important not only because they are specific or implied legal requirement but also to provide standards against which to measure performance and ensure consistency, and to mitigate the possible problems of relying on the diligence and expertise of staff. Evidence from the auditor's observations, interviews with departmental representatives and site visits undertaken confirmed clear understanding of the policies and procedures and how they should be implemented at a local level.

There was strong evidence of competent health and safety advice and assistance provided through the Health and Safety department. Evidence found the practitioners to be being well respected, engaged and embedded in all areas of operational and non operational policing activities.

Wiltshire Police has also made significant and considerable progress in achieving the recommendations within the HSE Inspection of Police Services Report 2006/07 and 2007/08 and the ACPO Management Benchmarking Standard for Police Health and Safety Management.

4.0 Score Summary's

Please refer to Appendix A for full details of the summary scores for each significant section of the audit. A copy of the full audit report including recommendations and best practice can be found through this link, [Full Health and Safety Audit Report](#).

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5.0 Regional Comparisons and Benchmarks

One of the many added value elements of the cross Force audit programme is that it provides for regional Police comparisons of the audit scores and performance against the ROSPA safety audit standard. This not only assists with the identification of local strengths and weaknesses and development of local health and safety plans but also encourage Forces to work collaboratively identifying and sharing best practise form those forces performing well in a particular area, as part of the Health and Safety Regional Collaboration agreement.

6.0 Conclusion

In conclusion, the audit findings clearly identify that effective health and safety risk management is integral to the culture of Wiltshire Police. Demonstrating the right balance between operational and health and safety duties can be achieved through an integrated approach to health and safety management by all levels of management and staff. The professional relationships between key service providers, such as health and safety, occupational health and estate management, as well as effective alignment with operational policing activities, is key to this success.

This performance report has been produced for your information, continued support and ongoing governance of the Force health and safety management system.

Sarah

Sarah Somers Bsc(Hons),CMIOSH,RSP

Health and Safety Manager



Appendix A : Wiltshire Police Summary Scores

Policy

Section Overall	93 %
Policy General	100 %
Policy Commitments	90 %

Organising

Section Overall	87 %
Organising for health and safety	98 %
Organisational procedures	85 %

Planning and Implementation

Section Overall	88 %
Planning Process	89 %
Implementation of Organisational Procedures	89 %
Risk Control Performance Indicators	88 %

Measuring Performance

Section Overall	73 %
Active monitoring	69 %
Reactive Monitoring	81 %

Audit and Performance Review

Section Overall	75 %
Audit	89 %
Performance Review	67 %

Health and Safety Performance Rating (HSPR)

Health and Safety Performance Rating (HSPR)	86 %
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PCC COMMUNITY SAFETY FUND APPLICATIONS

FORMER HOME OFFICE CRIME, DRUGS, AND COMMUNITY SAFETY GRANTS FUNDING STREAM (£477,000)

Swindon CSP	£90,000 (Phil Thomas)
Swindon DIP	£53,000 (Phil Thomas)
Swindon YOT	£35,000 (Kevin Leaning)
Wiltshire CSP (DARG)	£40,000 (Hayley Mortimer) (awarded)
Wiltshire DIP	£70,427 (Eleanor Stirling)
Wiltshire YOT	£64,000 (Mal Munday)
Positive Futures	£63,500 (awarded)
TOTAL	£415,927

LOCAL PARTNERSHIP FUNDING (£312,839)

Swindon DIP	£16,000 (Phil Thomas)
Swindon YOT	£41,994 (Kevin Leaning)
Swindon CSP	?
Swindon CSB	£12,448 (Mike Howard)
Wiltshire YOT	£71,196 (Mal Munday)
Wiltshire CSP (DARG)	£35,565 (Hayley Mortimer) (awarded)
Wiltshire DIP	£35,565 (Eleanor Stirling)
Wiltshire CSB	£20,000 but contribution 2012/2013 £15,175 (CSB report but £13,260 according to Finance). (Cliff Turner)
TOTAL	£226,028

OTHER APPLICATIONS

Wiltshire Complex Families	£100,000
SPLASH	£30,000 (not to be considered – awarded Innovation Fund grant)

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Wiltshire Council

Cabinet

Date of meeting

Subject: Strategic Partnership with Wiltshire Police

Cabinet member: Cllr Jane Scott - Leader of Council

Key Decision: Yes

Executive Summary

To provide headline details of the work undertaken in relation to the Project Initiation Document (PID) outlining the development of the joint transformation programme between Wiltshire Council, the Office of the Police and Crime Commissioner (OPCC) and Wiltshire Police.

To outline the next steps relating to this area of work and seek approval for on-going delivery of the programme, including the delegation of authority for any staff transfers that may be required to Dr Carlton Brand, Corporate Director, in consultation with the Leader of Council

Proposal(s)

Cabinet is asked to:

1. Note the significant progress that has been made between Wiltshire Council, Wiltshire Police and the Office of the Police and Crime Commissioner towards creating a Strategic Partnership.
2. Confirm its commitment to working within this Strategic Partnership to reduce the total support costs incurred by Wiltshire Council and Wiltshire Police.
3. Confirm that work should commence on the integration of shared services and that this should include the use of a mini-systems and transformational review in each area to drive the design of the future service.
4. Delegate the final approval of the design, timing and any required staff transfer arrangements for each individual area to Dr Carlton Brand, in consultation with the Leader of Council, after taking advice from the Solicitor to the Council.

Reason for Proposal

5. Wiltshire Council and the previous Wiltshire Police Authority approved the development of a joint transformation programme to ensure that wherever possible costs were reduced by joint provision of a range of support services to protect investment in front line service delivery and that overall provision of these key support services was enhanced by drawing on the best expertise of both organisations.
6. Following the election of the Police and Crime Commissioner, shared services were identified and agreed between Wiltshire Council, Wiltshire Police and the (OPCC) that support the clear commitment within the Council's previous and current business plan to work in partnership across Wiltshire to improve performance across the public sector and generate long term financial efficiencies.
7. Significant work has been undertaken to support this and the development of this approach has been reflected within the revised operating models for the transformation programme and has been built on the experience of delivering an integrated approach to transformation gained from the move of police staff into Monkton Park, the design of Campus requirements and the development of a unified approach to project and programme management.
8. Wiltshire Council has also undertaken some specific work during this development period, such as the provision of improved Wifi in Police HQ, the enablement of senior police officers to access Wiltshire Council provided laptops, including elements such as the use of lync and provided seconded staff to support Wiltshire Police. These costs have been underwritten by the Police and Crime Commissioner and the council's costs will be reimbursed separately from the development of a wider financial and governance model for the strategic partnership.
9. The Police have suggested that an overall Governance Board for the strategic partnership is created, consisting of the Leader of Council, the PCC, The Chief Constable and Dr Carlton Brand, supported by the Council's Transformation Director, the Deputy Chief Constable and Chief Executive of the OPCC. This group currently meets informally.

Dr Carlton Brand, Carolyn Godfrey , Maggie Rae,

Purpose of Report

1. To update Cabinet on progress with the creation of a Strategic Partnership with Wiltshire Police and the OPCC, to outline the next steps and seek delegated authority where this is necessary to progress.

Background

2. Wiltshire Council and Wiltshire Police Authority have previously agreed to the development of an integrated transformation programme.
3. Whilst significant work towards this had begun, this has accelerated following the election of the PCC and the publication of the Police and Crime Plan recognising the opportunity for a strategic partnership between Wiltshire Council, Wiltshire Police and the OPCC.
4. The initial elements and priorities for the programme was agreed in January 2013, and has underpinned the work undertaken thus far. Assuming Cabinet approval for the recommendations within this report, a PID will be developed outlining the range of work streams and key milestones for each.
5. At the request of the Corporate Director's the interim Service Director for Executive Services and the Council's Transformation Director are reviewing internal governance arrangements for the Transformation Programme to streamline them as far as practical. Wiltshire Police have already made significant changes to their own internal processes and procedures to reflect the impact of the integration of project and programme activity to remove previous duplication and focus on a more risk based approach to change which is strongly supported by the PCC.

Main Considerations for the Council

6. In relation to the initially approved areas, the following activity illustrates the range of progress thus far:

Programme and Project Management (PPM)

7. This is now a single, jointly funded team, based within the council's transformation team and provides Programme and Project Management for both organisations following the transfer of OPCC staff to Wiltshire Council. A joint integrated programme of key activity is being developed.

Wiltshire Police and the OPCC have agreed a list of key change activities that need to be supported by this team, and the Corporate Directors will have completed this task on behalf of Wiltshire Council in August following consideration of the Business Plan by Cabinet in July.

8. The governance of the joint programme will sit under the Transformation Board (which includes the PCC and Chief Constable, as well as Wiltshire Council Cabinet Members and Officers), which has recently been expanded to include the Transformation Programme Director for Swindon Borough Council in a reciprocal arrangement.

Transformational Service and Partner Engagement

9. This team has been renamed “transformational change”, with a focus on building strong relationships and quality engagement with its partners. It has been recruited to as part of delivering the councils operating models and a full time uniformed officer will shortly be seconded to the team from Wiltshire Police. This team now supports both organisations on enabling change, providing teams with advice and support to help them take responsibility for the innovative ways of working, removing any barriers that deliver against the corporate objectives of both organisations.

Hubs

10. The strategic partnership has now co-located neighbourhood policing, response and customer access at the Monkton Park hub. Subject to formal approval by the Corporate Directors we will shortly commence work on developing a revised multi-channel customer access strategy and begin a systems thinking review of all customer access. As a key part of this, a systems thinking review of face to face customer access will be undertaken, with the additional objective of delivering a seamless service for both organisations from Monkton Park and Snuff Street.

Systems Thinking

11. The Police have seconded three full time staff to the councils recently expanded systems thinking team with scope to appoint a fourth. Wiltshire Police and the OPCC have agreed a list of key change activities that need to be supported by this team. The Corporate Directors will have completed this task on behalf of Wiltshire Council in August following consideration of the Business Plan by Cabinet in July. Early work has already identified that reviews such as the development of the Multi-Agency Safe-guarding Hub (MASH) and Complex Families will be far more effective under our joint approach than our historic one.

12. The governance of the joint system thinking programme will sit under the Transformation Board. As part of supporting key system thinking reviews within the Police, they have also identified twelve full time individuals who will be in post by August 1st to contribute, from a Wiltshire Police side, the necessary capacity to undertake multiple complex reviews around customer access, MASH and Complex Families as examples.

Campuses including Neighbourhood Policing Teams

13. It has previously been agreed by the Chief Constable, PCC and Wiltshire Council that Neighbourhood Policing teams will form a key part of each campus. Therefore each developing Campus design fully includes the Neighbourhood Police Teams in that area.

Property Rationalisation and Estates Strategy

14. Under pinned by the Campus work outlined above, the Council and Police have agreed that the council will provide a formal estates strategy for the approval of the PCC and Chief Constable by the middle of July, based around the maximum possible degree of co-location between partners and the maximum use of public estate for shared value.
15. Examples of early progress in this area include Monkton Park co-location, the Corsham Campus design, the proposed use of police estate to house MASH and the co-location of East Safeguarding Team at Amesbury Police station along with recent developments around the proposals for the Salisbury University Technical College.

Information Services Strategy

16. A review has been completed that has allowed the creation of an Information Services strategy for the Police and detailed final costs for this are progressing. The strategy will form an integral part of the flexible working and estates rationalisation approach, enabling staff from both partners to work seamlessly across the estate of either and introduce mobile and flexible working at a similar desk ratio to that used by the council, which is 2 :1. A member of the council's team now heads the Police ICT service and we have installed WiFi in Police HQ Devizes and Amesbury Police Station for both council and police use. The OPCC has provisionally confirmed the required investment outlined within the revised strategy, and the financial details of the proposal are now being finalised for his consideration.

Customer Access Strategy and Integrated Front Desk

17. The development of an integrated multi-channel customer access strategy has been agreed at an officer level, as has the development of an integrated face to face offering, using Monkton Park and Snuff Street to develop and test this model with the development of integrated front desks at campuses also in the pipeline.

18. Swindon

19. The Chief Constable, PCC, Wiltshire Council Corporate Director Wiltshire Council Transformation Director have met with the Leader of Swindon and its Chief Officers to explain the development of a strategic partnership and the support provided to the police by this partnership would extend across the Swindon geographical area. This meeting complemented the discussion that had already taken place between the two councils regarding transformation and the proposal for each of the council's transformation directors to join the others' transformation board in an advisory and learning capacity.

RSA

20. As part of developing the strategic partnership between the Council and Wiltshire Police extensions to the joint work will be studied to encompass other areas of delivery and the inclusion of other partners, the RSA have been asked by CLT to support us in analysing and developing a flexible governance model to support this approach. The Interim Director of Executive Services will be part of this work to ensure that it is complementary to the revised governance approach being developed by the council for its own activities.

Position of the PCC

21. The Police and Crime Commissioner has committed within his Police and Crime Plan to use this strategic partnership for the provision of support services to Wiltshire Police and with the Chief Constable he wrote a joint letter to the Home Secretary on the 28th May outlining that position. He has identified in this letter to the Home Secretary that this proposal may mean up to 212 non-police staff to transfer to Wiltshire Council.
22. Schedule 15 of the Police Reform and Social Responsibility Act 2011, requires the PCC to draft a scheme for Ministerial approval for the transfer of operational staff and a proportion of non-operational police staff to the Chief Constable. This is referred to as a Stage 2 Transfer. By a revised Direction issued under this schedule, a Stage 2 transfer scheme may now provide for a person employed by a Police and Crime Commissioner to become a member of staff of a local authority rather than transfer to the

Chief Constable. Staff transfers will therefore now utilise a Stage 2 transfer process, which is very similar to the Transfer of Undertakings (Protection of Employment (TUPE) process. Swindon Borough Council has been fully consulted.

23. Reflecting the agreed programme of work between the two bodies, the letter to the Home Secretary outlined the areas described above, and also covered the additional areas where work has begun to scope and define an integrated service, these being: Information Services Delivery, Fleet, Finance, People Services incorporating HR, Learning and Development, resourcing and some elements of professional standards, Performance Management and Communications. These areas will form the second phase as agreed by the Leader and PCC and approved by the Chief Constable Pat Geenty and Corporate Director Dr Carlton Brand.

Approach Taken to Specify Service Requirements by the PCC and Chief Constable

24. The already integrated Programme and Project Management Team have supported all affected service areas within the OPCC to develop detailed requirement specifications in support of both the OPCC and Wiltshire Police, with the key stakeholders for this process being the Chief Executive of the OPCC, Kieran Kilgallen and the Deputy Chief Constable, Mike Veale. Service requirements are now available for each of the areas covered by this report.

Wiltshire Council Input in Service Requirements

25. As part of an agreed process, as the service requirements are signed off by the PCC and Chief Constable, a rapid systems thinking 'check' and transformation review approach will be used to determine the maximum desirable degree of systems integration for each service area and the potential financial impact of the integration. This will involve relevant staff from Wiltshire Council and one of the recommendations of this paper is that the implementation of the agreed level of integration is delegated to Corporate Director Dr Carlton Brand, in consultation with the Leader of Council.
26. Whilst it is envisaged that all services covered by the PID will be delivered to both organisations by the Strategic Partnership, the actual model of process integration will vary depending on the degree of functional overlap determined by the mini System Thinking and transformational change review. For example, in Programme and Projects a fully integrated team has already been created that will work to single processes and single reporting tools whereas, alternative areas may result in an adjustment to the model based on the outcome of the scoping exercise.

Specific Proposals Developed So Far in Relation to Areas Identified for integrated delivery:

27. **Programme and Project Management** - now fully integrated.
28. **Transformational Change** - now a single team providing a service to both Wiltshire Council, Wiltshire Police and the OPCC, with a uniformed Police Officer seconded to the team.
29. **Information Technology** – the revised Police IS Strategy has been developed in conjunction with Wiltshire Council and the Police ICT function is currently led by an individual employed by Wiltshire Council within its Programme Office team. The recommendation for this service is full integration as a single team, subject to final approval by the PCC and Chief Constable of the required investment into the proposed Police Information Services roadmap. This is designed to minimise longer term costs and support wider cost reduction in estate for the Police, aligning their approach to that of Wiltshire Council and minimising duplication in this cost intensive area. We believe this will also increase the support available for local policing developments in Swindon whilst having a powerful beneficial impact on development of the MASH and integrated front desks.
30. The additional resilience, resource and technological ability of a combined team will place Wiltshire Police, the OPCC and Wiltshire Council in a strong position to maximise their return on investment and innovate in this crucial business area.
31. **Customer Access and Front Desk** – As evidenced by our experience in Monkton Park and call data, the customer facing services of both organisations are complementary, often duplicating customers. It is proposed to develop an integrated multi-channel customer access strategy that serves both Wiltshire Council and Wiltshire Police and to develop a fully integrated front desk service and call handling capability, which will reflect the council's existing arrangement with Wiltshire Medical Services. As well as offering increased customer value and delivery, such an approach will support closer working in relation to the proposed MASH and particularly reflect the needs of complex families who all too often have to deal with multiple and conflicting access to the support they need.
32. **Property and Estates** – Wiltshire Police and the OPCC have already agreed that Wiltshire Council staff will lead on the development and

implementation of an integrated estates rationalisation programme for them. This work is on-going and is reflected in the success of Monkton Park amongst other examples. A single strategic estates planning and delivery function is proposed, supported by an integrated Facilities Management approach that will initially need to reflect the contractual arrangements of both organisations and will be designed via a Systems Thinking approach.

33. **Systems Thinking** – although we already have an integrated staffing model on behalf of both organisations, it is proposed that this is expanded further to include what the OPCC and Wiltshire Police identify as a “continuous improvement” function, as all parties recognise that cost effective and sustained improvement is only possible by focusing on the system from a customer perspective rather than elements of the system.

34. **Performance Reporting** – it is recommended that an integrated team is created to support performance reporting for all three partners and that this is based within Wiltshire Councils Executive Services team, a Systems Thinking approach to the design of this team will be required as it will be important to recognise the statutory reporting requirements of each organisation. However, independent evidence clearly shows the multiple links between deprivation, education, housing, poverty and crime and a single approach to performance monitoring and reporting will allow us to fully exploit the data held by both organisation and utilise the best in class GIS capabilities now available to the council;

35. **Finance** – as the council has shown with its successful integration of five finance teams that existed pre-LGR, there can be only limited justification for public sector bodies to fund and resource multiple finance support teams within the same geography. Whilst it will be important to use a Systems Thinking approach to the design of an integrated finance function to ensure it meets the needs of the council, PCC and Wiltshire Police, it has been agreed to appoint a single Section 151 Officer for Wiltshire Council/ and the OPCC avoiding unnecessary cost. The legality of this position has been confirmed by Wiltshire Council and PCC legal advisors.

36. The appointment of a Section 151 Officer for the PCC will though need to be confirmed by the Police and Crime Panel.

37. **Legal Services** – to explore options for a future integrated approach as the partnership develops

38. **HR, OD and L&D** – subject to detailed service design and financial appraisal it is proposed to create a single integrated service for WC/WP/OPCC. It is possible that certain specialist functions such as Police Standards investigation and support may continue as discrete teams within this structure, but they will be managed and delivered within a single integrated management structure and as far as possible shared values and behaviour approaches should be adopted as part of this. This work will include representatives from both organisations along with trade union and police federation involvement.
39. **Transactional Services** – for services such as payroll, recruitment and selection, accounts payable it is proposed that in principle a unified approach is used, maximising the councils investment in SAP, but that where the Systems Thinking Reviews identify that the most cost effective method remains a specialist team for either or both parties, then this will be incorporated within a single management structure.
40. **Communications, Marketing and Events** – Wiltshire Council already provides the strategic and operational communications for “Gold Command” matters, as required. It is clear that this strategic approach would be beneficial for all parties in raising awareness of the outcomes delivered as well improving public perception and raising satisfaction levels. It is clear from our increasingly integrated work around Monkton Park, the Salisbury UTC and as we move towards a single integrated estate and ICT platform that strategic and tactical communications, marketing and events should also be fully integrated. It is again proposed that a systems thinking review approach is utilised for this joint team, which needs to reflect the requirements of all parties, but as with the Section 151 officer, there is no reason that the needs of all partners cannot be fully met within a single, cost effective and unified structure. In fact there is already significant joint communications activity around a number of issues and campaigns such as; drink drive, alcohol awareness, domestic abuse and key areas such as safeguarding and protection.
41. Whilst it will be important that the team is structured to recognise the independent identity of all partners, as we develop a MASH and as we increasingly co-locate, the vast majority of communications and events will need to be consistent and accessible by our customers and staff at the same time. Again, as with LGR, there will be savings and efficiency gains in developing an integrated structure for communications and events.
42. **Fleet** – the working proposal is to develop a single, integrated approach to fleet management, procurement and maintenance.

Safeguarding Considerations

43. All partners in this strategic partnership have a legal safeguarding duty. The proposals within this paper greatly enhance the opportunities to develop a focused and successful MASH and to improve both organisations interaction with complex families, thus can be shown to have a beneficial impact on safeguarding.

Public Health Implications

44. This integrated partnership will support close working and information sharing between Public Health and partners in improving the health and wellbeing of the population and which will enhance our Joint Strategic Assessment programme.
45. There are no direct public health implications on the population.

Environmental and Climate Change Considerations

46. These proposals offer a significant opportunity to reduce the environmental footprint of WC/WP/OPCC. This will be delivered through all aspects of the project including
- a. Energy efficiency improvements through new and retrofit building design and rationalisation of the estate
 - b. Potential reductions in business mileage through use of ICT
 - c. Less need for customers to travel due to improved customer access
47. The further role out of electric fleet vehicles across WC/WP/OPCC could yield further savings as well as act as the catalyst for a wider charging network across the county for the community.
48. The quantification of the environmental impact, namely energy use will be used as a metric for understanding the efficiency savings. This will be built at the scoping stage and used as a mechanism to monitor performance.
49. A review of waste collection from council premises is already underway. Opportunities for further savings in this area across WC/WP/OPCC will be investigated at the scoping stage.
50. **Equalities Impact of the Proposal** – All aspects of equality will be assessed during the scoping of each service with the appropriate impact assessment undertaken.

51. Risks that may arise if the proposed decision and related work is not taken

- With decreasing resource it will have a direct impact on frontline and subsequent service delivery
- Both organisations become less resilient reducing capacity and capability and reduces the potential to work effectively in partnership
- Undermines an already agreed campus integration programme
- Potentially undermines the reputation of both organisations and could impact on public perception and satisfaction of public services in Wiltshire
- Impact on performance and service delivery through lack of integrated working practices
- Lack of opportunity to learn and capitalise on improved outcomes for users

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

- Lack of clarity or accountability for responsible areas addressed by clear governance arrangements and communications
- New ways of working creating tensions including systems thinking and different cultural approaches as to how things are done
- Not being able to deliver predicted efficiency and savings.
- Not learning the lessons in relation to integrating public service

Communication

52. A strategic communications plan will be developed to ensure that the key messages and information is communicated to the relevant audiences/stakeholders at the appropriate time. This plan will incorporate each of the work streams as well as the projects and initiatives within the joint transformation programme. The plan will evolve to incorporate ongoing changes, projects and issues, as required.

Financial Implications

53. Taken as a whole, based on the council's savings since LGR and the logical merger of duplicated functions, the proposals in this paper will increase value for money across the Wiltshire Public Sector.

54. As with all partnership and integration arrangements, the allocation of the savings to each partner will be challenging, but all partners are committed to ensuring that their requirements are fully funded in an appropriate manner at the commencement of the service with the financial impact and implications explicit at each stage which will help inform the decision

making The Leader of Council, PCC and Chief Constable will sit on the governance board that will have the sole authority to vary the specification and budgetary arrangements for the partnership

55. For each of the areas outlined within this report, once the relevant specifications have been assessed, a mini-systems and transformation review will be undertaken including the financial impact in order to design the optimal and most cost effective solution prior to sign off by the PCC, Chief Constable and Wiltshire Council's Corporate Director, Dr Carlton Brand in consultation with the Leader and Cabinet Member for Campuses, Area Boards, Libraries, Leisure and Flooding, Cllr Jonathon Seed.

The costs of the work undertaken for Wiltshire Police by Wiltshire Council so far will be met in full by the OPCC and will have no financial impact on the council.

Legal Implications

56. The RSA will work with us to establish the longer term governance and legal framework that will underpin the strategic partnership.

57. An initial proposal for interim governance arrangements has been made by the OPCC Chief Executive and will form the basis of the interim agreement.

58. As the operating models for each area outlined above are developed via a systems thinking review, and appropriate financial modelling is completed, advice will be taken as required from the Solicitor to the Council as part of the final approval process by Dr Carlton Brand, Corporate Director

Options Considered

59. To maintain stand alone service provision – this was rejected as contrary to the Police and Crime Plan, the Council's previous and current Business Plan and would not maximise financial efficiency.

Conclusions

60. The work undertaken thus far has confirmed that there is significant duplication and overlap in the requirements of Wiltshire Council, Wiltshire Police and the OPCC and that by using a systems thinking based approach the needs of the various parties can be cost effectively met from a single strategic partnership.

61. Such an approach is fully in line with the Police and Crime Plan and the Council's Business Plan and recognises the long term benefits of a flexible and cost effective strategic partnership between Wiltshire Council, the OPCC and Wiltshire Police that can be expanded to include other public sector partners as required.

62. That the proposals within this report will allow the ongoing development of the strategic partnership in a rapid, but appropriate manner, in support of the Police and Crime Plan and the Council's current Business Plan.

Carlton Brand, Carolyn Godfrey and Maggie Rae

Corporate Directors

Report Author:

Mark Stone
Transformation Director

(5th July 2013)

Background Papers

The following unpublished documents have been relied on in the preparation of this report:

'None'

Appendices

None

Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
16 Sept 2013 10.00 am	Assembly Room - Devizes Town Hall, Devizes, SN10 1BN	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data – Finance/Performance/Risk Register • MEL survey findings • Draft PCP / PCC protocol • Health & safety audit • Community Safety Fund applications
26 Nov 2013 10.00 am	Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU	<ul style="list-style-type: none"> • PCC Diary report
15 January 2014 10.00 am	Swindon venue TBC	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data – Risk / Performance / Finance • Medium Term Financial Strategy and information budget paper
Thursday 6 February 2014 10.00 am	Trowbridge venue TBC	<ul style="list-style-type: none"> • PCC Diary report • Consideration of the precept

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