

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU
Date: Tuesday 26 November 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:

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

Substitutes:

ClIr Chuck Berry, Wiltshire Council
ClIr Trevor Carbin, Wiltshire Council
ClIr Chris Caswill, Wiltshire Council
ClIr Oliver Donachie
ClIr Dennis Drewett, Wiltshire Council
ClIr 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 - 12*)

To confirm the minutes of the meeting held on 16 September 2013 and 5 November 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 **Wednesday 20 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 13 - 36)

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
- Complaints
- Finance

7 **PCC diary report** (Pages 37 - 50)

Officer: Chief Executive (OPCC)

8 **Complaints against the Commissioner** (Pages 51 - 52)

Officer: Monitoring Officer, Wiltshire Council

To note a report from the Monitoring Officer, Wiltshire Council.

9 **Public relations**

To discuss the Panel's public relations needs and develop a communications strategy.

10 **Forward Work Plan** (Pages 53 - 54)

To note the forward work plan.

11 **Future meeting dates**

To note the future meeting dates below:

Part II

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

None

WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 16 SEPTEMBER 2013 AT ASSEMBLY ROOM - DEVIZES TOWN HALL, DEVIZES, SN10 1BN.

Present:

Cllr Abdul Amin, Cllr Andrew Bennett, Cllr Richard Britton (Chairman), Cllr Oliver Donachie (Substitute), Malcolm Grubb, Cllr Charles Howard, Cllr Peter Hutton, Cllr Julian Johnson, Amanda Newbery and Cllr Linda Packard

Also Present:

Kirsty Butcher – (Senior Democratic Services Officer, Wiltshire Council), Kevin Fielding – (Democratic Services Officer, Wiltshire Council), Prof Allan Johns – (OPCC), Kieran Kilgallen – (Chief Executive OPCC), Angus Macpherson – (PCC) and Chris McMullin – (OPCC)

Cllr Sue Evans and Cllr Maureen Penny

1 Apologies for Absence

Apologies were received from Cllr Brian Ford – Swindon Borough Council and Cllr Russell Hawker – Wiltshire Council.

2 Minutes and matters arising

Decision:

The minutes of the meeting held on 12 June 2013 were agreed as a correct record and signed by the Chairman.

3 Declarations of interest

There were no declarations of interest.

4 Chairman's Announcements

- i. The Chairman advised that he was looking into the setting up of a South West regional Police & Crime Panel Forum. Responses were yet to

be received from Dorset, whilst Avon & Somerset were reviewing the situation.

- ii. The Chairman expressed concern that the Overview & Scrutiny Committee of Swindon Borough Council had summoned the PCC to attend one of its meetings. The Chairman was advised that this was in relation to the PCC's role with regard to the Safety Partnership.

5 Public Participation

There were no questions asked or statements given.

6 Quarterly Data

The Commissioner introduced the Quarterly Report – Quarter 1 2013/14.

The Commissioner advised that the report aimed 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 the Police and Crime Plan. The Commissioner thanked the PCP for looking at the OPCC's Risk Register and advised the panel that the report was a living document, which was updated at two week intervals.

Risk Register: Kieran Kilgallen – Chief Executive of the Office of the Police & Crime Commissioner then went through the 20 recommendations which had been sent to the chairman of the panel and which was circulated at the meeting.

Points and questions raised included:

- Value for money – the PCC would take on board the PCP's views on this.
- Resilience – may be an issue because of the recruitment of specialist services.
- What is the Audit Committee's role in risk assessing?
a. None whatsoever under the new regime.
- Does IT assets mean technological assets?
a. Yes, which would involve better accounting and auditing of these assets.

Performance: Angus Macpherson advised that he and members of the OPCC had been out and about at various weekend events including the Salisbury Spectacular and the Emergency Services Show, to highlight the role of the PCC. The OPCC continues to have a presence at the Wiltshire Council Area Boards.

Reducing Crime and Anti-Social Behaviour (ASB): Chris McMullen – OPCC outlined the report.

Points made included:

- The panel felt that there needed to be a breakdown of the 8198 (Year to date figure) of crimes and anti-social behaviour incidents. In discussion it was felt that this might best be provided by giving PCP members access to the iQuanta recording system. OPCC would look into this.
- The Commissioner briefly outlined the role of the Special Constabulary in Wiltshire, and advised a new Police training scheme would shortly be starting in Swindon, it would then be rolled out to Chippenham and Salisbury.
- Wiltshire Police were commended for their focus on the concerns expressed by woman at night.

Protecting the most vulnerable in society

- Cllr Hutton made the point that rogue traders caused a good deal of distress to many vulnerable people in our society.

Putting victims and witnesses first

- The -15.4% “Victims referred to victims support” was noted by the panel.

Reducing offending and re-offending

- The panel felt that the “reducing offending and re-offending” data should be recorded quarterly.

OPCC was asked to include quarterly KSI (Killed and Seriously Injured) figures for road casualties.

Driving up the standards of customer service

Professor Johns advised that:

- That there had been seventeen appeals against findings of Wiltshire Police’s investigations into complaints.

- Two had been upheld.
- Seven had not been upheld.
- Four taking no further action.
- Everything investigated - strict legal criteria to be met by complaints - four were not considered valid.
- Two were under consideration.
- Three investigations into complaints against the Chief Constable.
- Two were not upheld.
- One had chosen not to complain, one that has gone to IPCC.
- One under investigation.
- One grievance had been taken by another force, expecting the report to be finalised in about eight weeks.
- Annualised stats show drop in complaints 463 August 2012 to 332 August 2013.
- Conduct cases - don't have meaningful figures - conduct regime changed by law in 2012. It has been on the increase from 21 to 28 – there are no major concerns, but would need to look over a longer time span to come to any firm conclusions.
- Anti-corruption - no cases which might require PCC to refer to IPCC, work intelligence based.
- IPCC referrals - PCC right in law to refer matters to the IPCC, no cases judged to be necessary.

There followed a five minute break.

Ensuring unfailing and timely response to calls for assistance.

- The figure of 56.8% level of public satisfaction with police visibility was noted.

Unlocking the resources to deliver

- The Panel requested that this data be taken as a separate agenda item at future meetings.

Finance

Kieran Kilgallen outlined the Wiltshire Police Budget Monitoring Report.

- It was agreed that the 2013 accounts would be circulated to all panel members when available.

The chairman reminded the PCC of his undertaking that the panel will be put in the position of being able to review his precept proposal in the context of his overall budget and any changes to his Police and Crime Plan.

Innovation Fund

The Commission outlined the report which was noted.

Points made:

- Wiltshire Police Outbox scheme – A multi-agency scheme to refer young people to boxing clubs and to support, guide and mentor them. The scheme would give individuals a positive focus, reducing their anti-social and/or criminal behaviour. The first areas to be covered would be Swindon, Devizes, Trowbridge and Marlborough, with Chippenham rolled out in due course.

7 **PCC Diary report**

The Commissioner outlined the report, which was noted.

The Panel also noted the various collaborations taking place between neighbouring PCCs, and that a corresponding regional PCP forum would be helpful.

8 **Draft PCP / PCC protocol**

The members of the panel were asked to consider the amended draft PCP/PCC protocol with the following amendments:

- Paragraph 4.1 - The PCP has been given power under the Act to review or scrutinise any decisions made or other action taken by the PCC in

connection with the discharge of their functions. To enable this, the Act states that the PCC must provide the PCP with any information which the PCP may reasonably require in order to carry out its functions. The PCC may also provide the PCP with any other information which the PCC may think appropriate.

- Paragraph 4.2 - The Act amends the Local Government Finance Act 1988 to require that finance reports produced by either the PCC's or the Chief Constable's Chief Finance Officer be made available to each member of the PCP
- Paragraph 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 office recognize that the PCP may require wide ranging information from the PCC on an ad-hoc basis
- Section 29 of the Act states 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. Section 29 also states 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.

It was agreed by members of the panel that Cllr Richard Britton would sign off the revised PCP/PCC protocol as soon as the final changes had been agreed by the PCC.

It was also agreed that the Protocol Working Group would be dissolved.

9 **Public Opinion Survey**

Kieran Kilgallen outlined the Public Opinion Survey Results – 2012/13. This survey is carried out annually. It conducts telephone interviews with a minimum of 4,224 residents of Wiltshire and Swindon spread evenly across the 11 sector areas of the Constabulary ensuring that the results received were statistically significant at sector level.

Public Opinion Survey Results 2012-13 along with a force wide summary had been produced and was attached to the survey results.

The survey results, broken down into Community Areas, were being sent to the Wiltshire Council Area Boards, for inclusion in the agenda packs.

Points made:

- The term “Teenagers hanging around” should be changed to something more meaningful.
- That the NPT Teams should be liaising with the Area Boards over youth activities.
- The number of teenagers hanging around did appear to vary from sector to sector, how could this be addressed?
- More value in drilling down into “hanging around”, to get a better understanding what it is would greatly help to resolve this statistic.

10 **Health and Safety Audit**

Kieran Kilgallen outlined the report that was included in the agenda pack, and which was noted.

11 **Community Safety Fund applications**

Kieran Kilgallen outlined the report, which was noted.

Points made:

- The Chairman felt that the funding arrangements had been arrived at in a somewhat disjointed manner. He hoped that OPCC would be able to adopt a more structured approach for the next financial year with more emphasis being given to the Service Level Agreements with providers – whether council or private/voluntary sector.
- The panel looks forward to getting a detailed breakdown of how and to whom the PCC intends to allocate the CSP funding next year
- It was felt that a diagram would have been helpful.

12 **Strategic Partnership between Wiltshire Council and Wiltshire Police**

The chairman outlined the Wiltshire Council Cabinet report which sought 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.

The report outlined the next steps relating to this area of work and sought Cabinet approval for ongoing delivery of the programme, including the delegation to Dr Carlton Brand, Corporate Director, in consultation with the Leader of Council, of authority for any staff transfers that may be required.

The report was noted by the panel.

13 **Forward Work Plan and future meeting dates**

The Forward work Plan was noted. Members were invited to suggest topics/areas for scrutiny in the furtherance of the panel's role in supporting the Commissioner in the delivery of his Police and Crime Plan.

(Duration of meeting: 10.00 am - 1.25 pm)

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

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

WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 5 NOVEMBER 2013 AT CIVIC CENTRE, ST STEPHENS PLACE, TROWBRIDGE, BA14 8AH.

Present:

Cllr Abdul Amin, Cllr Glenis Ansell, Cllr Andrew Bennett, Cllr Richard Britton (Chairman), Cllr Brian Ford (Vice Chairman), Malcolm Grubb, Cllr Russell Hawker, Cllr Peter Hutton, Amanda Newbery and Cllr Linda Packard

Also Present:

Cllr Trevor Carbin

14 Apologies for Absence

Apologies were received from Cllr Charles Howard and Cllr Teresa Page.

15 Chairman's Announcements

The Chairman announced that the dates of the March 2014 and September 2014 meetings had been moved to align with the OPCC performance data.

The new dates were:

Thursday 6 March 2014, 2.00 pm, venue TBC

Thursday 4 September 2014, 2.00 pm venue TBC

With the agreement of the Panel the Chairman added iQuanta to the agenda.

A discussion around the role and work of the Panel highlighted the need to have a communications strategy, and it was agreed that public relations would be added to the agenda of next formal Panel meeting on 26 November 2013. The Panel decided to issue an Annual report detailing what the Panel had done, was doing and intended to do. This would be circulated to Area Boards, Localities and the press.

The Chairman informed the Panel that an informal regional PCP chair's meeting had taken place, at which they had agreed to write to the minister raising their concern over the regular meetings taking place with commissioners but with no similar meetings taking place with PCPs. It was agreed that this letter would be circulated to Panel members.

The Panel agreed that the Chairman should suggest to the Commissioner that a monthly informal meeting be set up, and a summary of those discussions circulated to members.

16 **Public Participation**

There were no questions asked or statements given.

17 **Approach to the scrutiny of the Police and Crime Commissioner's delivery of his Police and Crime Plan**

The Panel discussed its approach to scrutiny of the Commissioner's Police and Crime plan. It identified that some areas were more complex than others, and decided that the first approach would be to identify an area which the public could relate to and that would be a rapid exercise and relationship builder.

18 **Scrutiny topics**

The following areas for scrutiny were suggested:

- Young People (engagement)
- Victim Support
- Licensing
- Special Constables
- Volunteers (recruitment, use of, fallback if insufficient forthcoming)
- Community engagement
- Crime reduction
- Anti Social Behaviour (ASB)
- Funding decisions from PCC's £1m pot
- Handling of complaints against the PCC
- PCC/CSP relationships
- Vision Wiltshire

When discussing the topics the Panel agreed that, due to their complex nature, ASB and Vision Wiltshire would be added to the work plan but would not be the first topic for scrutiny.

The Panel noted the reliance on the volunteers and specials within the Commissioner's Police and Crime Plan, and decided that this would be the first area of scrutiny.

19 **Scoping**

The Panel agreed that the Chairman would work with officers to produce a scoping document. This would be circulated to panel members and the PCC for comments.

The following members would make up the scrutiny task group:

Cllr Ansell
Cllr Bennett
Cllr Britton
Malcolm Grubb
Cllr Hutton

The first meeting of the task group would determine its timetable.

20 **iQuanta**

Some Panel members requested that they were not given access to iQuanta and it was agreed that access would only be given to Cllr Britton, Cllr Ford, Malcolm Grubb and Amanda Newbery.

The Panel noted the www.police.uk website which was a useful source of information.

(Duration of meeting: 1.05 - 2.45 pm)

The Officer who has produced these minutes is Kirsty Butcher, of Democratic Services, direct line 01225 713948, e-mail kirsty.butcher@wiltshire.gov.uk

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

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

Last reviewed : 11th November 2013

Risk Appetite is : 30

			Initial Risk Score				Residual Risk Score				Date reviewed		
ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
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	11-Nov-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	11-Nov-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>	3	3	4	36	11-Nov-13
	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	5	20	11-Nov-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	11-Nov-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	11-Nov-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	11-Nov-13

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

Last reviewed : 11th November 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	11-Nov-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 NPfIA - assessed as having capability to deliver SPR. HMIC inspection September 2013</p>	2	2	4	16	11-Nov-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	11-Nov-13
10	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>	4	2	4	32	11-Nov-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	11-Nov-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	20	11-Nov-13
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	11-Nov-13

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

Last reviewed : 11th November 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	
14	01/04/13	<p><u>ASSETS</u> 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	11-Nov-13
15	01/04/13	<p><u>MAINTENANCE OF AN EFFICIENT & EFFECTIVE POLICE FORCE</u> 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	11-Nov-13
16	01/04/13	<p><u>FORCE RISK REGISTER</u> EVENT: Failure to have effective oversight of the Force Risk Register (<i>owned by the Chief Constable</i>) 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	11-Nov-13
	01/04/13	<p><u>COMPLAINTS</u> 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	3	2	5	30	11-Nov-13
18	01/04/13	<p><u>INTEGRITY</u> (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	11-Nov-13
19	01/04/13	<p><u>AUDIT</u> 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	11-Nov-13
20	02/04/13	<p><u>WHISTLEBLOWING</u> 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	11-Nov-13

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

Last reviewed : 11th November 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	
21	01/04/13	<p>EQUALITY ACT 2010: Public Sector Equality Duty</p> <p>EVENT : Failure to fully implement the duties within the Act (including commissioned services) and failure to appoint a lead to support this</p> <p>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</p> <p>OUTCOME : damage to reputation, loss of confidence in OPCC within Swindon and Wiltshire communities</p>	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	3	3	3	27	11-Nov-13
22	01/04/13	<p>ENVIRONMENTAL SCANNING</p> <p>EVENT: Failure to have effective environmental scanning arrangements in place (to identify emerging legal, political or media related emerging issues)</p> <p>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</p> <p>OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government / HMIC.</p>	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	11-Nov-13
23	01/04/13	<p>STAGE 2 TRANSFER</p> <p>EVENT: Failure to meet central government timescales for the completion of the Stage 2 staffing transfer</p> <p>CONSEQUENCES: Govt criticism and intervention likely. Detrimental impact on staff engagement and morale if roles are unclear.</p> <p>OUTCOME: Loss of staff confidence. Direction by Home Secretary and adverse media attention</p>	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	11-Nov-13
PERFORMANCE													
24	01/04/13	<p>PERFORMANCE</p> <p>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</p> <p>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 PCs Policing & Crime Plan.</p> <p>OUTCOME: loss of public confidence in PCC and Wiltshire Police. Criticism from government / HMIC, adverse PCP and media comment</p>	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	11-Nov-13
25	02/04/13	<p>HMIC INSPECTION PROGRAMME</p> <p>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</p> <p>CONSEQUENCES: Failure of PCC duty to secure efficient and effective police force. Public confidence in PCC is adversely affected.</p> <p>OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government</p>	Reputation Performance	3	2	4	24	Linked to Risk 4 (Resilience) Managed by Continuous Improvement Team Insp/Sgt	3	2	4	24	11-Nov-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 2 2013/14

For Police and Crime Panel meeting 26 November 2013

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.

I hold the Chief Constable, and through him the Constabulary, to account to deliver the ambition set out in my Police and Crime Plan. In this report I set out the results of my performance review of Wiltshire Police.

This paper covers the second quarter (April - September 2013). I aim to provide the public at my Meet the Commissioner event (most recently held in Swindon on 19 November) and the Police and Crime Panel with an informative update about the progress made to deliver the priorities set out in my 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

I use the measures set out in my plan to assess the progress on each priority.

Throughout the report, I 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	16790	16879	-0.5%	To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reconvictions of members in SWITCH cohort	235	159	47.8%	To make criminal justice processes shorter			Will be reported at six month stage		
	ASB	13131	13372	-1.8%		Reduce serious harm crime	372	343	8.5%	Satisfaction with follow up			85.8%	84.1%	2.1%
People feeling safe during the day		94.0%	93.0%	1.0%	Driving up standards of customer service				Satisfaction with investigation			83.1%	82.1%	1.2%	
People feeling safe during the night		63.2%	65.0%	-2.8%	To make watch schemes fundamental to intelligence gathering and crime prevention in communities				Resolved rate			30.7%	32.8%	-6.4%	
Volunteering numbers taking part in various watch schemes		62960	6840	820.5%					Victims referred to Victim Support			75.0%	80.0%	-6.3%	
Number of Specials		214	235	-8.9%	Number of allegations of incivility, impoliteness and intolerance				Victims satisfied with Victim Support			96%	95.0%	0.7%	
Hours contributed by Specials		80.6	96.0	-16.0%					Victim satisfaction			89.4%	86.2%	3.7%	
% of people thinking that young people hanging around is a key issue		16.5%	16.5%	0.4%	Number of days to finalise a locally resolved complaint				Satisfaction with whole experience			89.4%	86.2%	3.7%	
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	37.1%	6.25%	493.6%					Prosecutions that fail due to quality of police input			13.5%	16.7%	-18.9%	
	Organised crime group impact assessment	22.6%	6.25%	261.6%	Data quality			0.87%	0.90%	-3.6%					
% of people saying that ASB is a concern in their local area		33.6%	33.4%	0.6%	Ensuring unfailing and timely response to calls for assistance				Proportion of cases dealt with out of court			46.4%	48.8%	-4.9%	
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		1744	3331	-47.6%	Immediate response rate		94.8%	90%	5.3%	Public satisfaction with police visibility			56.8%	62%	-8.4%
Reduce Re-offending		24.8%	29.1%	-14.9%	999 calls answered within 10 seconds		93.9%	90%	4.3%	Number of police officers			1044	1062	-1.7%
					101 to report crime - calls answered within 30 seconds		80.5%	75%	7.3%	Number of PCSOs			127	138	-8.0%

Table 1: PCC Priority Scorecard April - September 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 second 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. One measure (an audit to assess whether watch schemes are fundamental to intelligence gathering and crime prevention in communities) 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	16790	16879	-0.5%
	ASB	13131	13372	-1.8%
People feeling safe during the day		94.0%	93.0%	1.0%
People feeling safe during the night		63.2%	65.0%	-2.8%
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		62960	6840	820.5%
Number of Specials		214	235	-8.9%
Hours contributed by Specials		80.6	96.0	-16.0%
% of people thinking that young people hanging around is a key issue		16.5%	16.5%	0.4%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	37.1%	6.25%	493.6%
	Organised crime group impact assessment	22.6%	6.25%	261.6%
% 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 ambition.

In my plan I state that I want 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 threshold for the first six months of 2013/14 was 16,879 crimes. The police recorded 16,790 which is 0.5 per cent below the threshold set in the plan. In real terms, compared to the same period in 2012/13, this represents a good level of reduction of 7.2 per cent compared to the same period last year.

A crime reduction threshold has been set to guide the Constabulary towards us seeing fewer than 32,000 crimes per year by 2016/17. At present the Constabulary is on course to meet my threshold.

As far as anti-social behaviour (ASB) is concerned, I am seeking a ten per cent reduction by the end of my four-year term of office based on the figure for the 12 months ending March 2013.

In 2012/13 there were 25,118 incidents of anti-social behaviour recorded in Wiltshire and Swindon. In the first six months of 2013/14, 13,131 incidents of ASB were recorded against a threshold of 13,372* which is 1.8 per cent below the year-to-date threshold

(*NB: The threshold figure of 15,124 in the previous report to the Police and Crime Panel was an error)

People feeling safe during the day/night

I commission a public opinion survey twice a year. More than four thousand Wiltshire and Swindon residents completed the survey during 2012/13. I use the results to understand how policing influences people's sense of security and wellbeing. The information will also help me when I update my plan.

We have recently changed the company which carries out the survey, saving about £12,000 pa. The new supplier has started surveying the public this month and results are expected in mid to late January 2014. We publicised the new survey to encourage the public to co-operate by explaining the value which I place on the feedback.

The previous survey, which was statistically sound, showed that the sense of security felt by the public in Wiltshire and Swindon during the day exceeded by one per cent the threshold set by me in my plan.

However, the sense of security at night time failed to meet my threshold.

The Constabulary has analysed the data and provided bespoke reports to local police inspectors and to area boards across Wiltshire and localities in Swindon in order that local concerns can be addressed. It is worth emphasising at this point that my partners have an important contribution to make for example in terms of street lighting.

The data shows a variation in concerns across the Constabulary area. For example, respondents in Swindon West, Central and East tend to feel more negative about their safety after dark, whereas those living in Devizes, Marlborough, Royal Wootton Bassett, Warminster and Salisbury are more likely to report that they feel safe after dark, with 70 per cent of residents in the latter areas stating they feel safe after dark.

A further breakdown within Swindon shows that, in Swindon West, only 36.5 per cent of females and 65.1 per cent of males feel safe after dark. For females in this area the key themes for those that feel unsafe are:

- Personal reasons (for example fear of the dark, not wanting to be alone in the dark) - 36 per cent
- Groups of people - predominantly young males (35 per cent of respondents); people using alcohol and drugs (15 per cent of respondents).
- Environmental factors, - for example lighting, bushes and underpasses feature in 10% of responses

The data is used by the sector inspectors to inform patrol strategies to effectively meet the needs of their local communities by providing reassurance and thus improving levels of confidence.

In addition, the Constabulary have set up a new Customer Relations Board, chaired by the Assistant Chief Constable. One of the board's terms of reference is "to seek to deliver improvements to the service we provide using the evidence gleaned from effective engagement".

Number of volunteers taking part in various 'watch' schemes

Within Wiltshire and Swindon there are currently 3,148 Neighbourhood Watch schemes in operation. Based on an average of 20 volunteers per scheme, this equates to 62,840 people.

In my plan I set a threshold 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.

The threshold figure massively underestimates the numbers of volunteers and will be revised when my plan is updated. One possible change may be to count only Neighbourhood Watch co-ordinators.

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. My ambition is to see a minimum of 300 active Special Constables working across Wiltshire and Swindon and attached to local communities. Twenty Specials joined the Constabulary in August 2013 and another intake (of 15) will start in January 2014.

Specials are required to put in an average of 16 hours per month. The average figure currently stands at 13.4 hours per month.

However, the recording of hours by Special Constables is not an accurate reflection of the hours worked. This is due to the transfer of hours worked from one recording system to another. The new system does not reflect backdated duties. Future reporting will allow the Constabulary to have a more up-to-date and accurate report of the hours worked. I have asked that we have accurate data by the end of the financial year on which I can report to you. I have also announced that there will be specific funding next year for the Special Constabulary.

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 37.1 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 22.6 per cent reduction in the first two quarters of 2013/14, compared to the end of 2012/13, in the intent and capability of the OCGs operating in the Constabulary 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	235	159	47.8%
	Reduce serious harm crime	372	343	8.5%

Table 3: Protecting the most vulnerable in society

SWITCH

The Constabulary is tackling offenders who cause the most harm 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 six months of this financial year, SWITCH has seen 235 re-convictions which represents 48 per cent of the cohort. This breaks down to 159 re-convictions in the second quarter compared to 76 in the first quarter.

Although the figure for the second quarter would seem to be disappointing in that it shows an increase in re-offending by SWITCH offenders, it is worth noting that a re-conviction is only recorded once that offence is detected by police.

The intention is that SWITCH offenders choose to engage and reform, knowing that any lapse will very likely lead to detection and further criminal justice sanctions.

One of the values of the SWITCH programme is that Wiltshire Police and their partners in the Probation Service are able to monitor the behaviour of the SWITCH cohort, reducing the possibility of them committing crime with impunity.

Work is going on between the Probation Service and Wiltshire Police to develop a more accurate set of measures to judge the success of SWITCH.

Reducing Serious Harm

One of the other 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 threshold designed to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the Constabulary has recorded 372 offences involving serious harm against a threshold of 343 (a difference of 29 offences).

This is as a result of an increase in serious sexual offences which make up 70 per cent of the grouping. As was shown in the most recent crime figures from the Office for National Statistics (ONS) sexual offences are showing an increase of 8.6 per cent nationally.

National media coverage of historic sexual offences committed by personalities such as Jimmy Savile has led to an increase in victims coming forward to report offences, both nationally and in the Wiltshire Police area. There is a sense that victims now feel more confident that their complaints will be taken seriously by police.

In June, the Constabulary press office issued a news release about the Sexual Assault Referral Centre (SARC) in Swindon which offers a free and specialist clinical care and follow-up service for victims in Swindon and Wiltshire. In the release, the SARC manager urged anyone who has been the victim of a sexual assault to contact the centre, day or night.

I noted what the Wiltshire Police lead for Rape and Sexual Offences Detective Sergeant Julie Law said at the time: "Wiltshire Police are dedicated to reducing incidents of sexual assault and we have formed a very strong bond with SARC to help us achieve this."

"To be sexually assaulted is a very traumatic and devastating experience and we treat all victims with the utmost respect and care. We understand that it is difficult to speak about the ordeal and will do all we can to ease the process.

"Anyone who has been the victim of a sexual assault should speak out - be this through SARC, by calling Wiltshire Police or by calling Crimestoppers where information can be left anonymously."

The Constabulary and SARC co-operated with the Swindon Advertiser by allowing a reporter and photographer to visit the centre and talk to staff, thus further publicising the Constabulary's commitment to investigating complaints of sexual assaults and bringing the perpetrators to justice.

I applaud our current practice and some notable successful prosecutions. I do want us to go even further. I am in contact with other PCCs and will aim to have Wiltshire Police emulate the most successful practice adopted elsewhere. Northumbria PCC Vera Baird will publish shortly a comprehensive strategy to tackle violence against women and girls. This will cover consent issues, work with perpetrators, prostitution, honour-based violence, FGM etc. Adopting such a

strategy shows a sea-change in the approach to these offences and I want Wiltshire to be fully engaged. I will make sure that funding decisions reflect the re-newed emphasis on this area of criminality.

5. Putting victims and witnesses first

Putting victims and witnesses first			
Measure	YTD	Threshold	Difference
To make criminal justice processes shorter Number of days from report to disposal	45	44	2.3%
Satisfaction with follow up	85.8%	84.1%	2.0%
Satisfaction with investigation	83.1%	82.1%	1.2%
Resolved rate	30.7%	32.8%	-6.4%
Victims referred to Victim Support	75.0%	80.0%	-6.3%
Victims satisfied with Victim Support	96%	95.0%	0.7%
Satisfaction with whole experience	89.4%	86.4%	3.5%
Proportion of cases dealt with out of court	46.4%	48.8%	-4.9%

Table 4: Putting victims and witnesses first

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

Based on a threshold 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-September 2013) show that the Constabulary is exceeding the threshold in each of the three categories.

Wiltshire Police use 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 75 per cent against a target of 80 per cent.

Satisfaction with Victim Support is currently 96 per cent which further underlines the importance of victims being referred. I will receive increased funds from the Home Office over the next 18 months which will allow me to commission local services to support victims of crime.

Proportion of cases dealt with outside court

Community resolution for appropriate offences was a strategic priority previously agreed by Wiltshire Police Authority. As Commissioner, I have included a broadening of community resolution as one of my strategic goals within my plan.

Through my Innovation Fund, I have tasked an expansion of the Neighbourhood Justice Panel initiative in Swindon to be rolled out across the county. An award has been made to the Centre for Justice Innovation to undertake this work in close liaison with partner agencies and under the aegis of the Reducing Offending Strategic Board (ROSB). My office is represented on this board through the Chief Executive. The board report to the local Criminal Justice Board of which I am a member.

A core element of my plan is the engagement of communities in solving community problems. The resources available through state intervention are reducing and communities need to take a more active role in prevention and restitution/rehabilitation.

Through the area boards (in Wiltshire) and localities (in Swindon) I would like to see Neighbourhood Justice Panels embedded as a way to deal with cases where a simple community resolution through a constable is not appropriate, either because of the community impact of the offending, a repetition of the offending, or the degree of seriousness of the offending.

Up to the end of September there were 5,034 case disposals. Of those, 2,336 were out of court disposals. Nine hundred and two cases were resolved through community resolution.

For the first half of this year, the proportion of cases dealt with out of court was 46.4 per cent against the threshold of 48.8 per cent. This represents an improvement on the first quarter.

Community resolutions account for 17.9 per cent of all disposals.

Looking at out of court disposals, 2,336 cases were dealt with. Of these, the following were the disposal method:

- Cannabis warning - 301
- Adult community resolution - 413
- Adult caution - 719
- Adult conditional caution - 49
- Penalty notice for disorder - 213
- Juvenile reprimand/final warning - 6
- Local resolution - 233
- Youth caution - 129
- Youth community resolution - 256
- Youth conditional caution - 17

The ROSB are helping to develop the same model across Swindon and Wiltshire for restorative justice in primary, secondary and tertiary phases.

They have established a group to develop the implementation plan for restorative justice, which includes making communities more aware of restorative justice and how it might be used in minor incidents to resolve problems.

They are also tasked as a scrutiny group to determine how restorative justice is being used within the community and provide feedback on its appropriateness and effectiveness.

The group comprise the High Sheriff (William Wyldbore-Smith), Lady Sarah Gooch, Youth Offending Team representatives, Victim Support and representatives from the Wiltshire Community Safety Team and Wiltshire Police. This group met in September and again on 14 November.

They intend to seek a representative from the Magistracy.

The scrutiny element of the role has been discussed. The information the group would like to see includes the following:

- Demographic information including age, offence and other useful information
- Community resolution issues
- Satisfaction of resolution (victim and community)
- Success rate (after three months, six months)
- Repeat offender information
- Serious offenders and why resolution (appropriate assessment)
- Victim focused; had all parties agreed?
- How volunteer accountability and safeguarding and protecting vulnerable policies are to be monitored for compliance by the agencies

Wiltshire Police regularly review out of court disposals involving higher risk offences to ensure they are being dealt with appropriately. Reviews within the Constabulary continue to show 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	1744	3331	-47.6%
Reduce Re-offending	24.8%	29.1%	-14.9%

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)
- Seeing the harm caused by Organised Crime Groups reduced by 25 per cent
- Working with local authorities to encourage responsible licensed premises, and to take a firm line with those that are irresponsible
- Reducing the current 29.1 per cent re-offending rate
- Building 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, I recently awarded £92,805 from my Innovation Fund 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 are matching the sum awarded by me. 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, and presenting evidence and police concerns to the licensing authority.

Within the first six months of 2013/14 there were 27 interventions by licensing officers (this involves identifying problem venues, putting the onus on licensees to explain the steps they will take to remedy the problem, and explaining the risk of losing their licence if the problems are not dealt with).

Licensing officers carried out four cases of enforcement during the period which includes prosecution of the licensing offence.

There were no cases in the six months under review of premises being closed.

Case study

In October a bar in Swindon came to police attention as a result of crimes within the area that were linked to it.

The venue failed the intervention stage and, as a result of four sales of alcohol to under 18s, also failed the enforcement stage. This resulted in an application to the licensing committee by the police and council for a review of the licence. At this meeting a removal of the licence was granted. However, the owner of the licence has appealed against the decision and the police are now waiting for the matter to go to magistrates court. Whilst the appeal process is underway, the premises are allowed to stay open.

A total of 1,744 licensed premises checks were carried out by police or licensing officers during the six months under review. This is a reduction of 47.6 per cent compared to last year. I am told that this level of reduction is due in large part to officers making the checks but failing to record them. I have asked for more work to be done to establish whether this is the case. If the checks are being done but not being recorded, I will report the correct figure to the next PCP meeting. If there are relatively fewer checks being done, I will see that more resource is allocated and the number of checks is increased.

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	44	62	-28.5%
Victim satisfaction	89.4%	86.2%	3.7%
Number of days to finalise a locally resolved complaint	44	52	-15.1%
Prosecutions that fail due to quality of police input	13.5%	16.7%	-19.2%
Data quality	0.87%	0.90%	-3.6%

Table 6: Driving up the standards of customer service

I made clear in my plan the importance of exceeding the public's expectations by providing almost flawless levels of public service.

My view is that, 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 44 for the first quarter of this financial year, compared to a threshold of 62.

The number of days it takes for the Constabulary to deal satisfactorily with a complaint currently stands at 44 days, compared to a threshold of 52 days. Performance within quarter two stood at 41 days compared to 47 in quarter one.

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 13.5 per cent compared to a threshold of 16.7 per cent.

Tracking the 'customer journey'

In addition to the customer service standards set out above, I 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	Jul 13	Aug 13	Sep 13	YTD	YTD Threshold	% off Threshold	
	Visibility	Proportion of the public that are satisfied with police visibility	62%	57%					56.8%	62%	-7.8%	
	Contacting us	999 calls answered within 10 seconds	94.3%	93.9%	94.8%	93.5%	93%	94%	93.9%	90%	4.3%	
		101 to report crime - calls answered within 30 seconds	81.0%	80.2%	81.5%	76%	81%	83%	80.5%	75%	7.3%	
	Dealing with an incident	Immediate response to emergencies	95.6%	96.4%	95.4%	92.5%	93.8%	95.2%	94.8%	90%	5.3%	
		Satisfaction of victims with being kept informed after reporting an incident	89.5%	87%	89%	85%	85%	85%	85.8%	84.1%	2.0%	
		Satisfaction of victims with how an incident is investigated	82.6%	87.4%	88.1%	87.9%	88%	89%	83.1%	82.1%	1.2%	
	Making a complaint	Number of allegations of incivility, impoliteness and intolerance	6	7	3	7	8	13	44	62	-28.5%	
		Average number of days to finalise a complaint made to wiltshire police by local resolution	48	49	44	43	42	39	44	52	-15.1%	
	Outcomes for victims	Failed prosecutions due to quality of police actions	10.6%	14.9%	11.5%	10.5%	14.5%	21.6%	13.5%	16.7%	-19.2%	
		% of victims referred to victim support	59%	72%	71%	82%	78%	88%	75%	80%	-6.3%	
		% victim satisfaction with victim support service	100%	100%	100%	83%	91%	100%	96%	95%	0.7%	
Satisfaction of victims with the whole experience after reporting an incident to wiltshire police		87.0%	87.4%	88.1%	87.9%	88.0%	89.4%	89.4%	86.4%	3.5%		

Table 7: Tracking the customer journey

All the measures within this so-called customer journey scorecard are included in the priority scorecard which appears at the top of my 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	94.8%	90%	5.3%
999 calls answered within 10 seconds	93.9%	90%	4.3%
101 to report crime - calls answered within 30 seconds	80.5%	75%	7.3%

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

The speed at which Wiltshire Police respond to calls for assistance is a crucial element of the service they provide to the public. The Constabulary 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 six months of the financial year 2013/14 was 94.8 per cent, against a national standard of 90 per cent
- Answering a 999 call within ten seconds - 93.9 per cent for the first six months of the financial year, against a 90 per cent national standard
- Answering 101 non-emergency calls within 30 seconds - 80.5 per cent which is better than the target I set 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%	-7.8%
Number of police officers	1044	1062	-1.7%
Number of PCSOs	127	138	-8.0%

Table 9: Unlocking the resources to deliver

The extent to which police officers are 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 has been shared with the Constabulary's 11 sector inspectors and with area boards and localities.

Getting officers out of the stations and back on the beat with proactive visible patrols is becoming urgent. I have agreed a capital allocation for new mobile devices which will equip officers with the tools to do the job on the beat, not stuck behind a desk. This will make a difference. Recruiting to full strength will also help.

I set out in my Plan a broad objective that front-line officers would spend a least 90% time out of station. I also wanted to see more foot patrol and single working where it is safe to do so. The figures produced by the Force tell me that the time out of station measure is being exceeded. However, we agree that there needs to be more work to establish the validity of the data. There is also a review pending of NPT and Response policing models, and I will receive a report before the end of the calendar year, and reflect any changes in an addendum to my Police and Crime Plan next Spring.

The Constabulary has just begun a recruitment campaign to counter the effect of natural wastage (retirements, secondments etc). This will see Wiltshire Police recruit officers this month and again in March 2014 (approx 15 officers in each intake). Eight Police Community Support Officers are expected to start in January 2014.

In addition, the Constabulary recruited 20 Special Constables in August 2013 and is recruiting 15 to start in January 2014.

A number of the initiatives set out in my plan under the heading of “Unlocking the resources to deliver” 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.

Budget issues

I set the budget for Wiltshire Police, and decide on the police and crime element of the Council Tax, known as the precept. This year, despite the Government cuts to our budget, I decided to freeze the precept at £157 for an average Band D household.

But it looks likely that I will have to consider whether to seek a small increase in 2014 in order to maintain our strong performance and to resource our frontline policing capability. The increase I have in mind is just over £3 per year. This is to offset a phasing out of the one-off grants we received from the Government in return for freezing the Council Tax and to contribute to the funding required to establish a Multi Agency Safeguarding Hub at County Hall.

I will bring my Medium Term Financial Strategy to the Police and Crime Panel in January, with a review of the options for the precept that I am considering. There will then be a meeting in February at which I will propose the precept. This is an early indication of what is in my mind and I would welcome a discussion over the coming months.

Conclusions

As a glimpse at the Priority Scorecard at the top of my report makes clear, there is more work to be done on :

- Hours contributed by Specials
- Reducing re-convictions involving members of the SWITCH scheme
- Tackling irresponsible licensed premises

But there is cause for satisfaction with a number of important measures, such as:

- Reducing rates of re-offending
- Reducing the harm caused by Organised Crime Groups operating in the county
- Measures to drive up standards of customer service

And in terms of costs, the picture is even more positive. Wiltshire Police have the lowest total cost per 1,000 population within the most similar group of forces, and the third lowest cost when compared to all forces in England and Wales.

In real terms this means that the cost of policing in Wiltshire and Swindon is £159 per 1,000 population against £175 per 1,000 population for the most similar group of forces, and £184 per 1,000 population across England and Wales.

Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
12 November 2013

	January	February	March	April	May	June	July	August	September	October
Area Boards										
Amesbury	31st - MBP				30th - SK		18th - SK		19th - PCC	
Bradford on Avon	9th - KK		13th - KK			19th - PCC			18th - KK	
Calne		5th - KK				11th - PCC		13th - SK		15th - KK
Chippenham	7th - MP		4th - PCC				1st - PCC		10th**	7th - SC
Corsham	24th - PCC				23rd - PCC		18th**		19th - CW	
Deveses	28th - PCC				20th - SC		22nd - SK		23rd - PCC	
Malmesbury	16th - PCC		6th - KK				3rd - KK		4th - KK	
Marlborough	29th - PCC				28th - KK		17th - SC		24th - KK	
Melksham		6th - PCC				5th - SC	31st			9th - SC
Pewsey	14th - PCC		11th - MBP				8th - KK		9th - SK	
Salisbury	10th - PCC		14th - SK			27th - PCC			12th - PCC	
South West Wiltshire		6th - MBP				5th - PCC	17th - SK			16th - SK
Southern Wiltshire	31st - KK					6th - SK		1st - PD		3rd - PCC
Tidworth	21st - PCC				20th - KK		15th - KK		16th - KK	
Trowbridge	17th - MBP		14th - SC				11th - PCC		12th - SC	
Warminster	10th - MP		7th - SK				4th - SC		5th - KK	
Wootton Bassett and Cricklade	23rd - PCC				22nd - SK		24th - KK		25th - SC	
Westbury		7th - PCC				13th - KK		15th - KK		17th - SC
Localities										
Swindon East	31st - PCC			18th - KK			3rd - PCC			16th
Swindon North	9th - PCC			24th - SK		4th - SC			12th - PD	
Swindon North Central		28th - PCC			28th**		30th - PCC		24th - PD	
Swindon North East		5th - PCC		23rd*			10th - KK			9th - SK
Swindon South	31st - PCC			25th**			10th - PCC			16th - CW
Swindon Town Centre		5th - PCC		18th - SC		13th*	20th - PCC			17th - KK
Swindon West	14th - MBP		11th		13th - SK		8th - SK		9th - PCC	

* cancelled

**advised not to attend

***networking session not held - Chairman advised of non attendance

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

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Wiltshire Police Budget Monitoring				Period: April 2013 - September 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	39,152	35%	19,220	19,585	-365	-560	-1.4%	Note 1
Police Officer Overtime	1,114	1,181	1%	645	656	-10	0	0.0%	
Police Officer Pensions - Direct	9,586	9,592	9%	4,577	4,798	-221	-406	-4.2%	Note 1
Police Officer Other Pay Costs	6,657	6,676	6%	3,062	3,235	-173	-212	-3.2%	Note 1
Community Support Officers	3,784	3,712	3%	1,765	1,856	-91	-95	-2.6%	Note 2
Support Staff Costs	27,414	27,249	25%	12,893	13,343	-450	-644	-2.4%	Note 3
Agency Staff	0	32	0%	91	16	75	100	0.0%	Note 3
Other Employee Costs	175	176	0%	367	88	279	0	0.0%	Note 4
Training	525	524	0%	186	264	-78	-50	-9.5%	
Premises Costs	6,861	6,867	6%	3,093	3,180	-87	-35	-0.5%	
Transport Costs	3,580	3,587	3%	1,839	1,696	143	84	2.4%	
Other Costs	10,880	10,684	10%	4,241	4,832	-591	-216	-2.0%	Note 5
Contracted Services	1,039	1,112	1%	343	341	1	0	0.0%	
Main Force Expenditure	110,740	110,544	100%	52,320	53,889	-1,569	-2,034	-1.8%	
General Income	-2,451	-2,538		-1,323	-1,043	-280	-101	4.0%	Note 6
Grant Income	-4,208	-4,234		-2,865	-2,862	-2	-24	0.6%	
Main Force Net Position	104,081	103,771		48,132	49,984	-1,852	-2,159	-2.1%	
Police Pensions- Inj/III Health	699	699		420	390	30	193	27.7%	Note 7
Office of the PCC	2,185	2,494		414	453	-39	-50	-2.0%	Note 8
Investment Income	-271	-271		-120	-93	-27	28	-10.2%	
Total	106,694	106,694		48,846	50,734	-1,888	-1,988	-1.9%	Under

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Staffing Numbers	Fcast			Current Month	Previous Month	Change
	Original Budget	reduction for Vision	Year End Req.			
Police Officers	1,101	-38	1,063	1,044	1,048	-4
PCSO (includes 1 Schools Partnerships)	139		139	133	133	0
Police Staff	923	-60	863	815	824	-9

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 1,044. 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. The year end forecast is 1060. This takes into account 7 leavers in October and 5 in November. The variance against budget will lead to underspends in pay, pensions, etc. The first six months has also seen a reduction in pension costs with the average currently 23.8% against a budgeted 24.5%. Assuming this continues a £0.3m underspend is forecast. In addition to this national insurance costs are currently on average 9.6% of basic pay, this is against a forecast of 10%. The results in a further £0.156m underspend forecast.

Note 2

PCSO's

The requirement for PCSOs is split between 138 normal PCSOs and 1 schools PCSO. The current strength is 133. 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 September actual numbers are 815. 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

Other Employee Costs

The current spend includes restructuring costs such as redundancy, these will be funded from earmarked reserves at year end.

Note 5

Other Costs

The forecast underspend is based on limited call on the ACPO contingency reserve and a current underspend on Forensics at the end of quarter 2.

Note 6

Mutual aid income has been provided in the year which has recovered costs above budget of £76k.

Note 7

Pensions- Inj/III Hlth

2 Ill health payments have been paid already this year and a further 3 will be paid in October. Assuming 1 more late in the year this will exceed the budget by 3. At a cost of between £50k and £70k each a sizeable overspend occurs. The current forecast is an overspend of £193k

Note 8

OPCC

A current underspend of £38k exists. The majority of the underspend surrounds staffing costs. Based on this an underspend is expected.

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POLICE AND CRIME PANEL 26th November 2013

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 16th September 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.

SALISBURY SUMMER SPECTACULAR

Posted: Monday 9th September 2013

Saturday 24 August

Building on the Olympic Flame Event at Hudson Field last year, Salisbury City Council has put on the Salisbury Spectacular. This is a great opportunity for me to meet the public, so we set up our stall and spent the day there. We had many useful conversations and those who visited us were pleased that we had made the effort. Practically everyone we spoke to understood the logic of changing the location of policing in the City, and were not wedded to Wilton Road, whilst being concerned that the service levels were maintained. Our concern as well. Good to meet many Salisbury councillors and we had a prime spot for watching the great White Helmets motorbike display team.

Tuesday 27 August

I'm taking some time off to set up the funeral service for my father, but in the office today to discuss the risk register. I was pleased that the Police and Crime Panel gave me a hand in looking at the risks that my office face. We have now considered some of the mitigation and we have a living document to consider at my monitoring board meetings bi-weekly.

Thursday 29 August

Always good to get together with the leaders of Swindon and Wiltshire Councils and investigate ways we can better work together. The Community Safety Partnerships are core to this and we discussed these today, the similarities and differences between the two authorities.

Back to Devizes for a mid-morning visit to a community safety show being held in the Market Place. Actually we didn't have the best pitch and even though it was market day, we could have been busier. No matter, prevention of crime is the message we need to push.

I was really pleased that members of the Youth Parliament from both Swindon and the county were able to come over and spend a couple of hours with Assistant Chief Constable Andy Tatam and I. They are a great lot, and really up for working with me and my office, so we will build on that as we go forward. The Swindon team has a weekend workshop coming up and they are going to take the lead on preparing a survey for young people. With the county members they are taking ownership for the survey and will report back to me in due course. Exciting for me.

I also had an update on the launch of the Cadets, so watch this space!

Taking a long weekend, so won't be in the office until Tuesday.

LOOKING AT SMARTER WAYS TO HANDLE COMPLAINTS

Posted: Tuesday 10th September 2013

Tuesday 3 September

A long weekend charges the batteries, and so I was ready for an early start for complaints training at Avon and Somerset Police HQ in Portishead. I think we are still a bit ahead of the game with our appointment of Professor Johns as our **Independent Appeals Adjudicator**, but it was clear that there is still much we can do, particularly as a higher proportion of cases are now being dealt with 'in force'. Prof Johns also has some ideas I want to investigate to shine even more light into the system.

Wednesday 4 September

The morning was spent looking at Force performance and the routine business of my monitoring board. Wiltshire Council is having a major push on increasing the reporting of domestic violence, and as part of this there was a [Walk in White](#) through the streets of Trowbridge and I was pleased to do my bit. The trial period for Clare's Law ends soon, but I hope we can continue to be both proactive and responsive in sharing information to stop abusive relationships developing.

The Wessex Chambers of Commerce have been looking at ways they can contribute to helping ex-offenders, and so it was good they brokered a meeting with support service Splitz where we discussed new initiatives that could be developed.

Attending awards ceremonies is a pleasure, and the local awards given to staff and officers for going the 'extra mile' are uplifting. One was for a river rescue, saving a life while on holiday, and one was shared with a member of the public for the part she and the Police Community Support Officer (PCSO) played in the arrest of some prolific house burglars. It's a real shame there is not more publicity of these actions. Off tomorrow for my father's funeral, which I'm not looking forward to much.

Friday 7 September

Up early to be in the BBC Wiltshire radio studio for 7am and an interview about the Business Crime Forum and the results of the [Business Crime Survey](#).

It was a really successful day, with presentations by Detective Sergeant Jonathan Lee, Detective Constable Andy Taylor and Detective Constable Andy Cook of the Wiltshire Police Fraud Team about how to guard against various scams.

One hundred and fifty four people completed my Business Crime Survey. The highlights were presented by Nicky Calway, Senior Performance Officer, and Kieran Kilgallen, the Office of the Police and Crime Commissioner Chief Executive.

The main findings were that just over half of those who responded told us they had experienced crime or anti-social behaviour (ASB) in the last 12 months. Almost half of respondents reckoned they had lost between £1,000 and £10,000 per annum as a result of crime and ASB. We were really pleased to be joined by the Chief Constable for a lively question and answer session. The whole four hours flew by.

Work is going on at Monkton Park in Chippenham where the offices are being refurbished, but all seems well except for a little dust. It is always a pleasure to meet Cllr Peter Hutton and have the opportunity to learn more about his role as Wiltshire Council public protection lead, and where our interest overlaps. Busy weekend coming up with events both on Saturday and Sunday.

WHY I'D LIKE MORE SPECIALS TO STAY AS SPECIALS

Posted: Tuesday 17th September 2013

Saturday 7 September

It was a real privilege to attend the swearing-in (officially known as the attestation) of 19 new specials. As they were finishing their initial training, another intake was being recruited in a building across the way at the Wiltshire Police headquarters in Devizes. A number of those who have joined have a longer term aim to become regulars. I hope some will in time, but equally I would like to see people joining and making a commitment to the concept of specials. I'm looking forward to meeting colleagues in the force to look at the next move in the development and support of specials.

Sunday 8 September

The wet weather held off, in the main, for the [Emergency Services Show](#) at Hullavington. I had my marquee next to Wiltshire Police and it gave me an opportunity to meet many visitors and chat about my role and their policing priorities. The show is run by volunteers and raises thousands of pounds each year for a range of charities that have links to the blue light services. I would like to congratulate the organising committee and the many participants for a really enjoyable day. This is the third major show I have attended during the summer as part of my commitment to be available to the public.

Monday 9 September

Early meeting with Robert Buckland, the Swindon South MP, followed by a day of briefings. I think the list gives a good indication of the breadth of this role: Audit Committee, Police National Assessment Centre selection (a stage in the development process for senior officers and staff), finance update, Air Ambulance and National Police Air Service, the Strategic Policing Requirement and finally complaints. Each of these meetings lasts around 30 minutes, so the office feels more like a doctor's consulting room.

I was pleased to get out at 6pm and visit a group of young people at the [Wiltshire Assembly of Youth](#). It was good to see a couple of Wiltshire members of the [Youth Parliament](#) there as well. Listening to the views of young people in Wiltshire and Swindon is an important part of my role.

Tuesday 10 September

Every month I look at the Freedom of Information requests that are received. Whilst I am amazed by some of the things people want to know, I also think it is a way of keeping a finger on the pulse about the issues which are of concern to people. There are usually two or three requests where I ask to see the response and today's batch was no exception.

This evening is the second of our public performance meetings, this time in Salisbury, so final preparations were underway in the afternoon. I'm going to be joined by Simon Evans who will be speaking about Neighbourhood Justice Panels and the Deputy Chief Constable Mike Veale and Inspector Andy Noble on behalf of the Constabulary.

Wednesday 11 September

Early morning interview with [The Breeze](#) radio station about last night's meeting. I thought the meeting went very well. People had travelled a long way to be there and were very interested. In fact we rather over-ran. Inevitably it was an evening of statistics, but I think we are finding the formula for presenting the data in an engaging way. Community Speed Watch was on the public's agenda. I'm looking forward to the relaunch of the scheme next week. It was useful to have the Deputy there as some of the concerns raised were operational.

Later in the morning I visited the [Nelson House Trust](#) in Gloucester. They are about to start work on a project for the probation service in Swindon and Wiltshire. It is to support women who have been in prison and are returning to the community. It was very good to see the Gloucester project and I look forward to visiting their new premises in Swindon.

Back in the office for an update and final briefing around the Community Speed Watch relaunch. Two people have been recruited to run it so all is well so far. My first [Swindon Health and Wellbeing Board](#) this afternoon. Tomorrow it's the [Wiltshire board](#). I'm really pleased to have been invited to sit on these boards because so much local crime has its roots in health-related matters. Being in the centre of Swindon was also an opportunity to have a look at the cycling problem in Gorse Hill. It was quite quiet, but the numbers using the pavement outnumbered those using the road. I have to say I'm not sure what the solution is, but it is causing a nuisance.

Thursday 12 September

A large chunk of my Innovation Fund money went to the probation service for the prison gate scheme, so I thought I ought to get a better idea about the delivery programme that the probation management have in mind. It was also a chance to talk about the Nelson Trust project from the Wiltshire side. I hadn't realised that this work is in addition to the funding I've given, so a real commitment to this agenda by probation.

Although we have been mandated to join the [National Police Air Service](#), we will continue to support the [Air Ambulance in Wiltshire](#) as much as we can, as it is so important to our residents. I meet the chair of the charity on a regular basis for a briefing and had one today before, appropriately, driving over to Odstock for the Wiltshire Health and Wellbeing Board. Interesting how the agenda papers for Swindon and Wiltshire were so different.

POLICING MINISTER VISITS MONKTON PARK IN CHIPPENHAM

Posted: Friday 20th September 2013

Friday 13 September

Up early, as ever, for a business breakfast with Swindon Chamber of Commerce - the topic of the morning being pensions. Generously they always allow me a moment to speak so I was able to update members about our Business Crime Survey and promote the concept of the [Business Forum](#). The networking session was also very useful.

Swindon Domestic Violence Forum asked me speak about my agenda and the areas in the Police and Crime Plan around domestic violence. Unfortunately I couldn't stay for the rest of the meeting, but this was a good opportunity to make contact with the group.

Salisbury MP John Glen came to see me with an organisation called Missing People. He has been working in parliament around this agenda, and I hope we can support the initiative in Wiltshire.

I spent the evening at Lady Mead Care Home in my own village where they asked me to present the long service awards. Some of those receiving the award had been there more than 16 years and had looked after my grandmother years ago, so I was pleased to do it.

Saturday 14 September

The Swindon Youth Forum were meeting in my village for a residential weekend so it was no hardship to pop and see them. One of the projects for the weekend is preparing a survey of young people around crime which I will use in both Swindon and the county.

The rest of the day I spent at the Swindon Mela. I look forward to the Mela every year and this year I was pleased to be going along with my PCC marquee and a colleague. It was good to see cultural traditions being celebrated by members of our different communities and I enjoyed being the model for the turban tying demonstration and then choosing the winners.

Monday 15 September

I was up early to speak to BBC radio Wiltshire about our Community Speed Watch event later that day, ahead of a busy day.

A meeting of the Police and Crime Panel was held at the Town Hall in Devizes. I'm pleased we have agreed the protocol between us. We also gave a full performance briefing.

This was followed by my monitoring board, the forum where decisions are formally made. The highlight for me was a report on the number of projects that are being managed around change in the organisation and with our partners. It was a useful stock take.

We have been working towards it for a number of months, and tonight was the event for **Community Speed Watch coordinators** from across Wiltshire and Swindon. I was very pleased that this was attended by the Chief Constable and to have his personal support for the scheme. We now have two new staff in post to support the volunteers and other work is on-going to make the recording and processing of speed watch data more efficient. I hope those who attended found it useful and enjoyed the tour including seeing the helicopter.

Tuesday 16 September

Swindon 105.5 is a community radio that really does work in the community. I was there for an hour talking about how things are going and it was an opportunity for me to find out how the station is progressing as well. They do work with ex-offenders which is excellent.

I rarely get lunch but did today, even if I had to sing for it as I was challenged by the ladies of Warminster. This was followed by me sharing my vision for the Special Constabulary with Wiltshire Police, and a review of my office arrangements with the Chief Executive. It is nearly one year in so it is time to do some reflection. In the evening I attended the force award ceremony. It was great to hear stories of those who have gone the extra mile, and to meet the proud families.

Wednesday 17 September

The Policing Minister Damian Green visited, but first I spoke at a Basepoint Business Forum in Swindon. **The minister visited Monkton Park in Chippenham** where both the police and council are now based. Mr Green was given a tour of the building, followed by meeting a group of frontline officers based there. He also met myself, the Chief Constable and council leaders from Wiltshire and Swindon. This arrangement is proving successful and so I was pleased the minister was able to visit and see firsthand how it is working. Evening off to celebrate my 31st wedding anniversary. Cheers!

END THE WEEK WITH UNVEILING OF MOSAIC AT ERLESTOKE PRISON

Posted: Friday 27th September 2013

Thursday 19 September

Working with partners from Wiltshire Council, an Alcohol Awareness campaign is being taken around the county. They are trying to get to some of the smaller towns rather than the larger market towns, so this morning they were set up in Amesbury and I visited first thing, before returning to County Hall in Trowbridge. Wiltshire and Swindon made a joint bid, which I was pleased to endorse, to the Early Intervention Foundation to have help in the county in changing lives at an early stage. It has been set up by Graham Allen MP and I'm really pleased we were chosen as it links so well with troubled family agenda. I hope that the staff at both councils take full advantage of the advice.

In the afternoon we held the first Victim Forum, facilitated by Victim Support, held at New College in Swindon. It was well attended by agencies and I think we got quite a lot out of the workshop sessions about where we will go with this in the future. Certainly the victims' pathway was popular idea, and that is work already in hand.

Amesbury Area Board in the early evening was held in Shrewton and the main topic was the effects of the road closure at Stonehenge.

The day finished with an enjoyable evening with the Rotarians of Calne and prospective members of their club. I'm obliged to the Constabulary for sending a car with siren and blue lights though Calne at the exact moment I was talking about good response rates in the county!

Friday 20 September

Each month we meet as a region and today was in Dorset. It is a very nice campus setting for their headquarters and the OPCC office. We were privileged to have a chance to speak to Keith Bristow, the head of the new National Crime Agency. There is a lot to think about with their new role, but one specific area that they are responsible for Action Fraud. All five PCCs gave Mr Bristow a message to take away about how we think the service needs to be improved. I hope that with all the really important work the agency has to do this gets some focus. At least I now know where to send complaints.

Monday 21 September

Very much an office day of meetings and briefings.

Popped into Devizes Area Board for the networking session before the meeting, but a relatively early night home.

Tuesday 22 September

With the re-launch of Community Speed Watch a week or so ago, I visited our two new members of staff in their office in Trowbridge. It was good to feed off their enthusiasm for the new roles, and they are very aware of the high stakes. I'll make sure I continue to offer them support until it is established.

I was very pleased to be invited to speak at the Wiltshire Voluntary Sector Assembly. The keynote speaker was Kevin Curley CBE and it was good that he recognised that PCCs would be commissioning services and challenged the sector to be ready. At the event I spoke about **active citizenship** being increasingly vital to keep communities safe at a time of austerity.

The PCC Fund, which is administered by the Community Foundation for Wiltshire and Swindon, gave a grant to **Kandu Kicks** and I visited them playing football in Chippenham. They tell me that one team came second in the national street football competition and several members have qualified as coaches. Really good to see 40 young people with a purpose.

Wednesday 23 September

Back to Chippenham first thing for the Monahans Business Breakfast. I was going to talk about business crime but ended up as a talk about my job as Commissioner, as it became clear they still wanted to understand the role. Good meeting of around 80 people.

The day continued visiting Wiltshire Council and the Public Service Board, where the Nelson Trust presented about their project to support women who leave prison. It is the project I visited in Gloucester a few weeks ago and it will be opening its doors in Swindon and Wiltshire very shortly.

Thursday 24 September

Early meeting with my finance office to run through the audit report. We have a clear audit report, which is what was needed. There is work to do and we will be following up observations made by the auditor but pleased that there was nothing that was not already recognised internally.

Joined Friends of Erlestoke Prison for the unveiling of a mosaic that has been made by prisoners as part of their rehabilitation. The mosaic, which was unveiled by Robert Hiscox, was commissioned by the Friends of Erlestoke Prison with Victim Support. Directed by the artist, victims and prisoners met in a series of workshops to work on the message in the design, which is very striking.

NUMBER OF SPEAKING ENGAGEMENTS THIS WEEK

Posted: Friday 4th October 2013

Friday 27 September

Op Harness day. A visit to a school in Swindon to meet the Chief and talk about drug awareness first thing for me. Operation Harness is a Wiltshire Police led initiative which focuses on community engagement. During the day more than 55 activities took place across the county including drug enforcement and education at secondary schools in Swindon, street surgeries with local Neighbourhood Policing Teams, various targeted patrols, cycle marking events and licensed premises checks.

The proceeds received under the Police Property Act, from the sale of lost property, are administered for us by the Wiltshire and Swindon Community Foundation. The grant making panel has linked in with the High Sheriff's Crime Beat Fund, so is made up of the present High Sheriffs and sheriffs past and waiting. We met in Devizes to consider a couple of applications, but the main round is later in the year, when £40,000 will be available with grants of up to £3,000.

I was pleased to be invited to the annual general meeting of Revival, a rape and sexual violence support charity based in Trowbridge. It gave me a chance to **speak about my concerns** around the right access and level of support being provided to those reporting these incidents.

Back out in the evening on a patrol with the neighbourhood team around Trowbridge. It was a good opportunity to talk to both the officers and members of the public we met on the two hour tour.

Saturday 28 September

My wife, mother and I attended a concert given by the Wiltshire Police Band and Ten in a Bar in aid of the Bobby Van Trust in Malmesbury Abbey. The evening was very enjoyable and we all sang land of hope and glory with gusto. Hope they raised lots of money for the good cause.

Sunday 29 September

I'm invited to speak about homelessness in Swindon and the work of the charities there, so I was pleased to make my annual visit to Calne Baptist Church, such good supporters. I then joined the Chief Constable to drive to Cardiff for the National Police Memorial Service. A very moving event to remember members of the police family who have died in service. A very important day for the families and it is good to be able to support them in this way.

Monday 30 September

Bi- weekly Commissioner's Management Board. An opportunity to put a few new things on the agenda, but always mindful of the number of workstreams that are currently being managed. There was also a bit of a realisation that this week that I'm in demand as a speaker, and the 'my job' talk is getting out dated. Remind ourselves that a ten minute speech take an hour to craft!

In the evening I was invited to attend the Swindon Council Overview and Scrutiny Committee. Very pleased to do this on an occasional basis, and I hope they appreciated the address on the first 10 months. Good that the constabulary were there as well and questions tend to be operational.

Tuesday 1 October

The 'one year ' in office theme is developing and we have collected some case studies for the national Association of Police and Crime Commissioners (APCC) and are starting work on using the one year on date as an opportunity further explain more about my role to the public.

A useful meeting with the Chief Fire Officer, the Chair of the Fire Authority and the Chief Constable. Changes in that service are happening independently of police service changes, and it was an opportunity for us to share our visions. It will be interesting to see what national direction is given to the fire and rescue service in due course.

Wednesday 2 October

Wiltshire Fire and Rescue Service have been the leaders in the Drive Safe, stay alive presentations given to 15 and 16 year olds across the county. It is a very powerful presentation, and I was privileged to hear it today. I say that because it includes real people there in the hall giving testimony about what it like to lose a child or friend in a car accident. I have to say the swagger and buzz of the audience had gone by leaving time. A really great educational project and I suspect a real contributor to road safety in the county. Good of the Empire cinema to give the venue too.

In the evening I was invited to speak at Malmesbury School as part of a lecture series they hold. I hope those who were there enjoyed that evening, I certainly enjoyed sharing the excitement and privilege of the job.

Thursday 3 October

Alcoholics Anonymous held an awareness day in Chippenham and I was invited to speak, alongside Mark Gilman, the national strategic recovery lead, Maggie Rae, Wiltshire Council corporate director for adult social services and public health and Chippenham MP Duncan Hames.

The early evening was spent at South Wilts Area Board, this time held in the village of Coombe Bissett.

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A TRIP TO THE SOUTH OF THE COUNTY

Posted: Wednesday 16th October 2013

Friday 4 October

I'm in the south of the county. In fact I can almost smell the sea from here! A visit to Semley Village Stores with the local Police Community Support Officer for what is known as a "street consultation". It is an opportunity to speak to the residents about their concerns. We also met the chairman of the parish council. Back to the office for the rest of the day, before attending a political dinner in the evening where I was the speaker.

Monday 7 October

Not a great start to the day with car problems making me late for a Mens' Fellowship Breakfast in Warminster. The event has been re-scheduled in February. Things got worse with a puncture on the way back to Devizes. The rest of the morning was taken up with looking at freedom of information requests and other internal meetings. My **Innovation Fund** is being publicised again. Applications for the second round of funding need to be in by 15 November. A total of £315,000 is available in this round.

Tuesday 8 October

I received an update from the Swindon and Wiltshire **Youth Offending Teams** (YOTs). There is still a problem with trials being held in Chippenham for Swindon youths. The statistics are being collected, but there is an issue around non attendance as well as the difficulty of giving the young person support, either by the family or the local YOT, who have a great knowledge of the individual. It was pleasing to note a reduction in the number of young people entering custody, but no complacency around reoffending rates.

I had some training on social media during the day. I hope all readers of my weekly blogs are facebook friends. If you are not, please visit my page when you have a chance:

www.facebook.com/wiltshireandswindonPCC

In the afternoon we had a rerun of the recent ministerial visit to Monkton Park, Chippenham (where Wiltshire Police and Wiltshire Council are sharing the building), but this time our guest was Councillor Mike Bawden from Swindon. It is always good to show off the joint working and I hope we will be able to do a similar thing with the localities in Swindon

Wednesday 9 October

Attended an Association of Police and Crime Commissioners event in London. We started at the Home Office with addresses by the Home Secretary, Theresa May, and the Policing Minister, Damian Green. The launch of the **National Crime Agency** was the theme for the Home Secretary, but also exploitation and the possible introduction of a Modern Slavery Bill. We also heard about concerns over places of safety for people with mental health issues and the use of greater triaging by professionals.

We had addresses from Professor Shirley Pearce, chair of the **College of Policing** and Dame Ann Owers, chair of the **Independent Police Complaints Commission** (IPCC). It is a matter of concern that, nationally, 50

per cent of appeals to the IPCC are upheld. I think we are nearer 30 per cent in the year to April for Wiltshire, but that is still too high.

In the afternoon we had our annual meeting and then various presentations. The best was from Northumbria about vulnerability training. I will be getting the details as this may be worth running in our county. I have to attend a friend's funeral tomorrow.

Friday 11 October

A presentation by the Bank of England at the [Swindon Chamber of Commerce](#) breakfast. The Bank says there are some signs of growth, but that it does not expect the economy to "roar away". It is expecting inflation to be back to two per cent by 2015, but employment is still a concern. In Swindon youth unemployment is a real issue with far too many young people who are not in education, employment or training (known as NEETS). It would be brave to make a causal link to crime, but it will certainly not help the perception surrounding "young people hanging about".

We had a wash up in the office about my Business Crime Forum held in Devizes in September, which I think we all felt had gone well. The challenge is around getting a better response next time to the [Business Crime Survey](#). In the evening Scouts were visiting Gablecross police station and I gave a short talk about my role before attending the commissioning service for new [street pastors in Swindon](#). Very interesting to meet someone from the Ascension Trust, who were the founders of the street pastors movement and to hear how the idea came about and how it has grown. I wish all the best to the new volunteers.

WORKING REGIONALLY WILL HELP TO BALANCE OUR BUDGETS

Posted: Friday 18th October 2013

Monday 14 October

Refreshed by a weekend with, unusually, no engagements, we had our regional meeting. This time hosted by Tony Hogg, Devon and Cornwall PCC, in Exeter.

I continue to think that these meetings are one of the most important events in the diary. It is clear to me that unless we work on regional basis none of us will balance our budgets. We had an update on some of the regional work that is in hand, and a further update on where savings might be made. But there is nothing much in the pipeline and that does worry me. We did agree to do some more work around ensuring interoperability of the command and control IT systems and I gave an update to colleagues on where we in Wiltshire are on the second generation of mobile and remote working. I hope at least one other force will work to our timescales in the implementation. We did hear about the government's Innovation Fund (not to be confused with mine!). This is available to enhance regional capability and interoperability. What will happen is the government will give each of us less in the settlement but allow us to bid as region for the money. It is up to us to get our act together so we are ready to access these funds.

Tuesday 15 October

Fresh Moves, formerly known as Positive Futures, in Swindon is one of the projects that we fund through the office. Partners in the fire service and Police Community Support Officers lead a week long course at the fire station known as Salamander. The 12 young people identified by Fresh Moves were on the course and I was invited to spend the morning with them. The young people are quite challenging, but the discipline and team work binds them over the week. It was only day two, and whilst there was not 100 per cent engagement most were taking part. The girls lead the way in abseiling down the tower. I'm sorry that I can't pop back on Friday for the passing out parade.

After briefings in the office, the afternoon was the two weekly Corporate Management Board. We had a discussion about the future finances and the possibility of me raising the policing part of council tax (precept) in March. I have to say that this seems a likely prospect when one looks at the emerging funding gap as some of the grant that we have had fall away. Our spend per head of population is the third lowest in the country and our central funding is the sixth lowest in the country. Other updates were on the Corsham Campus, Bluez 'n' Zuz and a presentation on the Force's volunteers strategy.

Thursday 16 October

Even on a day's leave, like yesterday, there is work to be done. Actually I had a lot of help from the office in preparing for my speech at Public Policy Exchange conference. The title was 'Putting Victims First' and I was able to share some of what we have been doing in Wiltshire as well as learning from the other speakers and the practitioners in the room. Still a lot of disquiet about national commissioning of victims services, but also a recognition of how fractured the current local scenes are.

As I was in London anyway, I had no excuse not to attend a reception at 10 Downing Street. There were 150 others, but met up with a few PCCs and in particular Tony Hogg from Devon and Cornwall, which enabled us

to follow up on a few items from Monday. The inside of No 10 is very stately, with large receptions rooms on the first floor overlooking Horse Guards, and a oak and barreled ceiling dining room large enough to entertain all 41 PCCs at once! It was an experience to walk up the staircase with all the photos of the past Prime Ministers and we even got to meet our host. I have to say Tony and I were like school boys as we left, taking photos of each other on the famous door step.

TWO EVENTS SUPPORTED BY MY INNOVATION FUND HELD THIS WEEK

Posted: Thursday 24th October 2013

Friday 18 October

I was joined today by Dan O'Brien from BBC Wiltshire who came to spend time shadowing me for a forthcoming day in the life of a PCC feature to tie in with my one year anniversary of taking office. My day started as usual at 8am in the canteen where I was joined by Deputy Chief Constable Mike Veale before moving into meetings with the Chief Executive and Chief Finance Officer, followed by a performance briefing, a stop and search briefing, a briefing on an alcohol support project and speaking to councillor Keith Humphries from Warminster about campuses. A short break at noon to do a radio interview for Heart FM on the crime figures before we went to Swindon to the launch of the [disability hate crime project](#), commissioned through my Innovation Fund.

We then went on to meet officers in Central Swindon and had a briefing from them on the work they are doing to raise awareness of human trafficking and sexual exploitation with those who work in the hotels in the town.

In the evening I had a Conservative Association dinner.

Saturday 19 October

[Thirteen new Specials were sworn in](#). It was good to hear the diverse backgrounds and skills they were bringing to the organisations and I was pleased that this time around there were a greater proportion for whom being a Special was an end in itself.

Monday 21 October

Highworth Warneford School invited me to see a play that was being given to year nine by the Solomon Theatre company. Called Last Orders it was about a 15 year old and her friends at home alone, bored and the consequences of them raiding the drinks cabinet. Things go seriously wrong with the evening when older boys are invited around. The hard-hitting performance lasts about an hour and then I watch the workshop that the students undertake when some of the lessons from the play are debated. It was a really powerful morning for me. You can view a photo of me with the cast and a teacher on my Facebook page - www.facebook.com/WiltshireandSwindonPCC

In the afternoon I was in Salisbury law courts for a meeting of the Wiltshire Judicial Issues Group where I was invited to speak about and share some of my thoughts on out of court disposals and neighborhood justice panels. Keen blog readers will know that we have an ambition in the Police and Crime Plan for appropriate community and victim-focused restorative justice outcomes to be used in at least half of detected offences. This ambition obviously has a link to our partners in the courts service.

In the evening I attended a presentation, which I also supported through the Innovation Fund, by charity Unchosen. During which three films were shown highlighting the problems of human trafficking. These real life stories heighten everyone's awareness of human trafficking, exploitation and the associated crime. We should not think that leafy Wiltshire is immune to such things and awareness is essential.

Tuesday 22 October

After a quiet morning, the Chief Constable and I attended the Wiltshire Cabinet Transformation Committee in Salisbury which we have both been invited to join. This was the first meeting so set the scene for the future and the terms of reference. It was a good opportunity to contribute to the debate around the campus project and our joint commitment to a 'system thinking' approach to our problem solving.

We were then both at an evening meeting of the One Swindon Board where the challenge was to review and prioritise various projects that have been put forward by partners for joint working across sectors. This was a challenge as all the projects were more than worthy but by grouping some we were satisfied that by the next time we meet we will be able to look at business cases which address the primary objectives of the group including reduction in crime, improve community cohesion and overall safer communities.

Wednesday 23 October

The Association of Police and Crime Commissioners (APPCs) ran an event hosted by the City of London Police. It is the first time that PCCs from across the country have had a proper briefing on economic crime and fraud from the national fraud intelligence bureau and we were also briefed on the new set up for national investigations of fraud and the reporting of crime through Action Fraud. The day raised more questions than it answered which was its purpose and I look forward to future meetings now that we have got an idea of the emerging landscape.

We also had speeches from Norman Baker MP and James Brokenshire MP who spoke about cyber threat to the UK.

In the evening I attended the 43rd Wessex Brigade boxing finals at Tidworth. Readers may be aware that, through my Innovation Fund, I have put some money into Wiltshire Police Outbox which will work across ten boxing clubs in Wiltshire and Swindon. This was an opportunity for me to seek to engage with the Army in this initiative.

Thursday 24 October

An important part of my routine is a monthly meeting with Professor Johns to look at complaints and at the time when police integrity is being widely discussed nationally he and I decided that we needed to beef up the plan for next year around this area of work. I also had a meeting about freedom of information requests this morning.

This afternoon I'm due to join Malmesbury Neighbourhood Policing Team for a street visit outside the Co-op on Gloucestershire Road from 2pm – 3pm.

I then have an evening off working duties and taking my wife out for dinner.

ANOTHER DAY IN THE LIFE FEATURE AND MORE DISCUSSIONS ABOUT THE POLICING PART OF COUNCIL TAX

Posted: Monday 4th November 2013

Friday 25 October

As part of the coverage marking my one year in office, BBC Points West (TV) are joining me for the day. It isn't the busiest of days, which is a good thing, as setting up camera equipment takes far longer than the radio stuff. Anyway, I'm due to spend the morning with the Roads Policing Unit as my last outing with them was cut short. No calls in so we were on general patrol duties. One person was stopped for not wearing a seatbelt, but it was a useful opportunity to speak to the officers about the job they do and the challenges they face. Back in HQ to chair a meeting on the estate at lunch time. I suppose it is the nature of these things that they take time, but after a year I would have liked more to show in this area. Anyway the strategy paper was circulated and will be discussed and hopefully adopted in the next two weeks. In the afternoon I made a return visit to the underpass in the meadows of Trowbridge. They is a project with Clarendon School to do some art work where currently there is only graffiti.

Finally an interview with the BBC. The feature is due to be broadcast on Points West on 14 November. In the evening I attended the High Sheriff's concert at Marlborough College. This was attended by the Duchess of Cornwall and was a very memorable evening of Handel's music in the beautiful setting of the College Chapel.

Monday 28 October

A monitoring board in the morning, where we looked in more detail of what the finances will be during the next few years. It is clear to me that as government money continues to reduce and we are top sliced for more and more (this time the Innovation Fund and the Independent Police Complaints Commission) it looks like we will have to increase the precept by just over £3 per year. We will still have the lowest precept in the south west, but the effect for us would be to reduce the potential gap by £3 million in 2016/2017, when central government freeze grants are due to be removed. During the next few months I will be consulting about this important area.

The Innovation Fund funded an information event for the Polish community in Trowbridge. I was impressed by the number of agencies that attended and the number that had information in Polish. The weather wasn't at its best, which kept the numbers attending down when I visited, but it is certainly a format I would like to see in other communities.

In the afternoon I had another family friend's funeral, before attending Chippenham Rotary Club in the evening as their guest speaker.

Wednesday 30 October

I'm off for four days but 'popping in' to the office first thing saw me there for the rest of the day, clearing a good number of things which had been hanging around.

Saturday 2 November

I spent an enjoyable morning with the Wiltshire Army Cadets at their training base just outside Tilshead. This is another youth engagement project, and while it may not suit everyone, a number said that if they weren't doing this they would be 'hanging around'. The qualifications match the Duke of Edinburgh Awards and the young people were having a fun time. Not too much drill and bull nowadays, but instilled discipline and pride. Glad to hear that they are expanding into more schools.

BUDGETS UNDER PRESSURE AS THE GOVERNMENT TAKES A SLICE

Posted: Monday 11th November 2013

Monday 4 November

A day in the office, with briefings at regular intervals, including one on finance which tied in well with my consideration of a letter drafted by a colleague in the region about the forthcoming budgetary pressures. We are being top sliced by the Government so that funds can be provided both for the Independent Police Complaints Commission and an Innovation Fund (not mine, I hasten to add, but the Home Office's). You can read the letter [here](#).

Taken together these could be the equivalent of three per cent on the police and crime element of the Council Tax (also known as the precept), at a time when we are effectively restricted to two per cent. None of us wants to increase the precept for the sake of it, but we do need to ensure the police are on the ground in our neighbourhoods and that the wider operational requirement is maintainable.

Tuesday 5 November

The Constabulary will be announcing a new round of recruitment. This is the second since I took office, and it is encouraging that we are now able to undertake these regularly. I'm pleased that we are renewing the "pool", and that applications will be accepted over ten days this time. Lots of media interest, so four interviews before lunch.

Always good to see Wiltshire Council member Jonathon Seed, whose cabinet responsibilities include campuses. I had the opportunity of an update on the progress of the Wiltshire campus project. My programme of opening police stations is inextricably linked to the campus programme and there are a couple of areas which I would like to prioritise.

One of the regular events in my diary is a performance review. We look at a wide range of statistics from across the county, and identify those areas where we feel there is concern. This time we identified three and I will be asking the Chief Constable for a briefing on what the inspector concerned has in mind for tackling the trends.

Wednesday 6 November

Today was the first opportunity to meet the Constabulary's Chaplaincy as a group. I'm afraid that there just was not enough time for our meeting. I did most of the talking, as I really wanted to get over what my role is. I think I achieved that. I hope this will become an annual event. I certainly valued the feedback from the chaplains and it is obvious that there is a lot of misinformation in circulation, especially around matters concerning the Constabulary estate.

At lunchtime I spoke to the Salisbury Chamber of Commerce at their 90 minute networking lunch. My theme was that business crime is not victim-less crime and that we need business men and women to report to Action Fraud if they are victims of scams, and to Wiltshire Police if they suffer other sorts of business-related crime. Only by full reporting will we get a true picture of the problem, and only then will we be able to seek the necessary resources to tackle the problem.

In the evening I was invited to speak to the Broadgreen Residents' Association about my role. Broadgreen is a very multicultural part of Swindon and it was interesting to see how the community manages some of the problems that arise. Many seem to be the general municipal issues that affect us all, parking and rubbish.

Thursday 7 November

I was in London this morning to give a talk to Inside Government's "Working in Partnership to Build Safer Neighbourhoods and Stronger Communities" forum. I spoke about putting victims, witnesses and communities at the heart of policing.

Back to Wiltshire for an evening meeting at Warminster Area board where I was warmly welcomed. I have to say it is very refreshing to go to these boards and hear the appreciation of the way in which Community Speed Watch is working. I have asked that the town send my office a copy of the town plan. Many questions about policing had been raised in the course of research into the plan.

Friday 8 November

The Chief Constable and I attended the Royal British Legion Field of Remembrance event at Lydiard. Despite the rain it was a very moving event. Row upon row of wooden crosses, representing the sacrifice of more than 400 service men and women in the current conflict. As the leaders of the councils were attending we took the opportunity at the end of the ceremony to spend an hour discussing our work together, especially that of our Community Safety Partnerships.

Her Majesty's Inspectorate of Constabulary visited this afternoon. I am pleased to say that Wiltshire is not on the naughty step in respect of performance. We discussed the new [Police UK website](#). This is something I must keep my eye on to ensure that accurate information about our force is being published. I'm very wary of bald statistics; context is everything.

Whilst we were meeting, the Home Secretary was addressing the Policy Exchange think tank in London with a speech headlined [Police and Crime Commissioners one year on: warts and all](#). I was interested that Mrs May said "around 70 per cent of people know about their police and crime commissioner". If so, I hope they will all read my blog and become facebook friends: www.facebook.com/WiltshireandSwindonPCC. In the evening I attended a dinner addressed by Edward Timpson, the MP for Crewe and Nantwich. He is the Minister for Children and Families, so has a keen interest in the troubled families agenda. I suddenly remembered that I had listened to a programme on the radio in which his father was interviewed. The family shoe repair shops, which are on many of our high streets, have a policy of recruiting ex-offenders. Indeed they have training workshops in prisons.

I hope I can persuade James Timpson, the firm's chief executive, to work with me in Wiltshire to encourage businesses to do the same. I'm always concerned when I hear of those who have a dilemma about declaring a conviction and not getting a job interview, or taking the risk and not declaring. We know the right answer, but when you need work this is a problem.

Saturday 9 November

Every year the Special Constabulary have a prize giving and speech day and today it was held at St John's School in Marlborough. I was able to say that I will be making a specific grant to the Special Constabulary in the next year. I'm working with the Chief Constable on what is needed, but my initial aim of 300 specials is too blunt an instrument. I was pleased that 20 specials gained certificates to indicate that they can patrol independently, but we also lost several who have joined as regulars in other forces. I have attended three swearing-in ceremonies (known as attestations) this year and we have had 60 joiners. We are on track, but we now need to develop the detail.

In the evening my wife and I celebrated deepavali (or diwali) with the Tamil community. We have been going to this event for many years now and the standard of dance improves each year. It is always a great evening.

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

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WILTSHIRE COUNCIL

POLICE AND CRIME PANEL 26th November 2013

Complaints and Conduct Matters for the period 1 April 2013 to 31 October 2013

Purpose of Report

1. The Elected Local Policing Bodies (Specified Information) Order 2011 requires Police and Crime Panels (PCP) to publish the number of complaints or conduct matters that have been brought to the attention of a relevant office holder (i.e. the Police and Crime Commissioner or his Deputy) by the Police and Crime Panel.
2. This report provides information in respect of the number of complaints and conduct matters that have been received by the Monitoring Officer of Wiltshire Council for the period 1 April 2013 to 31 October 2013.

Background

3. PCPs have statutory responsibilities under the Elected Policing Bodies (Complaints and misconduct) Regulations 2012 relating to the handling and recording of complaints about the Police and Crime Commissioner or his Deputy.
4. The Wiltshire PCP has delegated the implementation of its complaints process to the Monitoring Officer of Wiltshire Council.
5. This report provides the PCP with details of those complaints and conduct matters that have been received by the Monitoring Officer and either subjected to informal resolution or referred to the Independent Police Complaints Commission, as appropriate.
6. The PCP is required by the Regulations to publish this information in respect of each financial year, as soon as practicable after the end of the financial year to which it relates.
7. Those complaints and conduct matters that have been received by the Monitoring Officer for the period 1 April 2013 to 31 October 2013 are detailed below.

Main issues for consideration by the Committee

8. During the period 1 April 2013 to 31 October 2013 the Monitoring received four complaints. One of these complaints is currently under consideration by the Monitoring Officer, one has been referred to the Independent Police Complaints Commissioner, one has been referred to the Police and Crime Commissioner and one to the Chief Constable for further action.

9. Should members of the Police and Crime Panel require any additional information about these complaints, this can be requested from the Monitoring Officer through the clerk to the Panel.

IAN GIBBONS – ASSOCIATE DIRECTOR LEGAL AND GOVERNANCE AND
MONITORING OFFICER

Report Author: MARIE LINDSAY – ETHICAL GOVERNANCE OFFICER

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

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
26 Nov 2013 10.00 am	Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data – Risk / Performance / Finance / Complaints • Complaints against the Commissioner • Public relations
15 January 2014 10.00 am	Committee Room VI, Civic Office Swindon	<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
Thursday 4 March 2014 2.00 pm	Devizes Venue TBC	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data – Risk / Performance / Finance / Complaints •

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