

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Council Chamber - Council Offices, Monkton Park, Chippenham,
SN15 1ER
Date: Thursday 6 March 2014
Time: **2.00 pm**

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

Membership:

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

Substitutes:

Cllr Chuck Berry, Wiltshire Council
Cllr Trevor Carbin, Wiltshire Council
Cllr Chris Caswill, Wiltshire Council
Cllr Oliver Donachie, Swindon Borough Council



CLlr Peter Edge, Wiltshire Council
CLlr Sue Evans, Wiltshire Council
CLlr Nick Fogg MBE, 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 - 8*)

To confirm the minutes of the meeting held on 6 February 2014.

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 28 February 2014**. 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 **PCC Diary report** *(Pages 9 - 14)*

Angus Macpherson to present the PCC Diary report.

7 **Monitoring of Force Performance** *(Pages 15 - 18)*

Angus Macpherson to present details of the PCC's approach to the monitoring of performance of key staff.

8 **Quarterly Data** *(Pages 19 - 50)*

The Chief Executive (OPCC) and Chief Finance Officer (OPCC) will present quarterly data and exception reports on:

- Risk
- Performance, including a report on PCC attendance at area boards and performance of the PCC's Innovation Fund.
- Complaints
- Finance

9 **Procurement - the national, regional and Wiltshire picture** *(Pages 51 - 54)*

Angus Macpherson will present a report on national, regional and local level procurement.

10 **Volunteers and Special Constables Task Group - update**

The Task Group Chairman will provide an update on the task group's work. The task group is scheduled to meet at 12.00pm on Thursday 6 March 2014 (before the meeting of the Panel).

11 **Potential Topics for Future Focus** *(Pages 55 - 68)*

A report from Henry Powell, Senior Scrutiny Officer, on the panel's approach to scrutiny and the prioritisation of topics.

12 **Forward Work Plan** *(Pages 69 - 70)*

To note the forward work plan.

13 **Future meeting dates**

To note the future meeting dates below:

11 June 2014, 2pm at Wessex Room, Corn Exchange, Market Place, Devizes
SN10 1HS

4 September 2014, 2pm at Alamein Suite - City Hall, Malthouse Lane, Salisbury,
SP2 7TU

19 November 2014, 10am at Committee Room VI, Civic Office Swindon.

Part II

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

None

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WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 6 FEBRUARY 2014 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

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 Charles Howard, Cllr Peter Hutton, Cllr Julian Johnson, Amanda Newbery, Cllr Linda Packard and Cllr Teresa Page

Also Present:

Clive Barker – Chief Finance Officer (OPCC), Cllr Trevor Carbin, Patrick Geenty - Chief Constable, Cllr Jon Hubbard, Kieran Kilgallen - Chief Executive (OPCC) and Angus Macpherson – Police and Crime Commissioner

1 Apologies for Absence

Apologies were received from Dr Carlton Brand.

Mark Gwynne attended as his representative.

2 Minutes and matters arising

Decision:

The minutes of the meeting held on 15 January 2014 were agreed as a correct record and signed by the Chairman.

3 Declarations of interest

There were no declarations of interest.

4 Chairman's Announcements

The Chairman announced that item no. 9 would be taken before item no. 7 as the Chief Constable had to leave by 11am.

5 Public Participation

There were no questions asked or statements given.

6 PCC Diary report

The PCC's diary report was noted.

The Commissioner was questioned on the position of Neighbourhood Watch, as mentioned on Friday 20 December. He explained that this was in relation to how the project board was working, and that they were working with a Wiltshire Council project officer and OPCC support. A system had been identified and a business case would be brought forward.

Regarding his reference to the number of killed and seriously injured (KSI) on 9 January, he explained that Wiltshire was bucking the trend as other areas figures were not falling. He noted the impact that the Safe Drive, Stay Alive course had on young people and drew attention to the involvement of speedwatch in the Chief Constable's Harness day, a high visibility road policing operation.

Patrick Geenty, the Chief Constable drew attention to the impact speedwatch was having in some villages and the partnership work with Wiltshire Council and the Community Safety Partnerships in identifying highways hotspots. He noted the local and national debate on the effectiveness of speed cameras, stating that Wiltshire had seen no increase in incidents since they had been turned off. However he continued to support the use of mobile cameras.

The Commissioner explained that he had a quarterly meeting with the Head of Roads Policing where KSI figures were reported together with individual case reports. Although details were available on the age ranges involved there was no identifiable behaviours as a cause.

The Splash programme, as mentioned on 10 January and which the Chief Constable was the Chair and trustee of, used a referral system through schools and other agencies. He explained that there was a core group seen every three to four years, and once it was not needed they moved out of the programme.

The Commissioner noted the constructive work with the Community Safety Partnerships (CSP) and highlighted the variety of approaches being taken nationally. He would take note of best practice on how the OPCC relates to CSPs and would clarify the relationship over time. The relationship between the CSPs and local safety forums in towns and villages would be driven by the CSP.

Regarding his reference to his attendance at the Health and Wellbeing Board on 16 January, the Commissioner expressed his pleasure at being a member and viewed it as a key board going forward. He acknowledged the link between health and low level crime, and would be presenting two reports to the next Health and Wellbeing Board on health and mental health issues in custody.

The Swindon Health and Wellbeing Board runs in parallel with the Wiltshire Board and had already seen links with Neighbourhood Watch and the use of their Neighbourhood Alert system to put out health messages.

7 Formal consideration of the PCC's proposed precept for 2014-15

The Commissioner introduced his precept proposal, drawing attention to the detailed information already presented to the Panel at the 15 January meeting which gave further details.

He noted the need for careful use of language as it was the police precept which was being debated and not council tax which was determined by a different organisation doing different work.

He detailed his extensive public consultation through a variety of means including email, media and visiting the locality meetings and area boards throughout the county. 130 responses had been received and over half had been in support of his proposal.

The advice of the Chief Constable and the OPCC Chief Finance Officer had also been considered in the paper before the Panel today. The Commissioner noted that the Chief Constable had asked for a 10% increase to be consulted on which would provide more money for policing.

An additional investment in the National Crime Agency had seen available grants further topsliced, in addition to contributions to the IPCC, HMIC and the Minister's Innovation Fund, and his proposal was to increase the local tax base which would allow policing to be maintained in the face of further government cuts.

The difference in the balance of funding between local authorities was explained with Wiltshire 60% funded by local taxation and 40% national funding and Swindon 52% funded by local taxation and 48% national. This was compared to the OPCC which was 64% funded by government grants and only 36% funded locally.

The effect of grant cuts was disproportionate with the spending level being reduced by 6% to 7% for Wiltshire and Swindon against a reduction of nearer 12% for the OPCC.

He drew attention to the difficulty in consulting when the referendum threshold limit was unknown, and there was no certainty on the future of freeze grants.

In responding to a query on reserves he drew attention to the reserves paper that was circulated at the meeting (and attached to these minutes). £2.5 million was being put into estates transformation reserves and any money made from the move out of the Salisbury Police Station would be re-invested in the estate and new accommodation.

Clive Barker, Chief Finance Officer confirmed that the 1.99% increase would generate £770,000, and explained that the strategy was to allow funding to be available in the future as there was no certainty on the future of the freeze grant, which was worth £400,000.

He explained that reserves were projected to decrease over the next three years as capital projects will not be completed by the end of the first year. There was no statutory requirement on the level of reserves held however it was maintained at a level of 3% to 5%. The general reserves had decreased by 1% due to reviewing risk.

Policing numbers would be maintained at 1000, however the management structure was being reduced and the Chief Constable's operation review had not been finalised so this was a working assumption. There would be no reduction in PCSO numbers and these may be increased in the future.

The Commissioner was asked about the credibility and public perception of setting the precept at 1.99% knowing that the referendum threshold limit was 2%, and he explained that he had consistently consulted on a figure of £3.15 or £3 for three years to protect frontline policing, and not a percentage figure.

When asked what the impact in terms of delivery the additional 8% would have had a 10% increase had been consulted on the Commissioner explained that there would be no increase in money, only a reduction in savings.

There were no public questions asked.

The Panel debated the credibility and perception of the 1.99% increase. They appreciated that the public perception on the proposal being the maximum permitted without triggering a referendum could be viewed negatively and voiced concern on the effect to neighbourhood policing.

They welcomed the extensive consultation carried out and supported the Commissioners view that the government's delay in announcing details of the referendum threshold and freeze grant frustrating and unhelpful in his efforts to consult communities

It was noted that in the short term the Commissioner had ample reserves to cover the difference between the freeze grant and the income generated by the proposal. The Commissioner's focus was long term and sought to build the tax base and reduce the savings, making savings easier to find.

Decision

The Panel voted to support the Commissioner's proposed increase to the police precept.

8 Police accountability Landscape review

The Chairman introduced the item and invited questions from the panel.

When asked if engagement with the public had increased as detailed in paragraph 6 of the report the Commissioner confirmed this was the case and referred to the extensive consultation carried out on the precept proposal.

A working relationship, like the one he had with the Chief Constable was very important. He was asked what would not be delivered given that the Constable had requested a 10% precept proposal to deliver his strategy. In response the Commissioner explained that there was no single aspect of the police service that would not continue to be delivered. Wiltshire Constabulary was one of the top performing in the country presently and the Chief Constable wanted to make fewer savings, not stop delivery. An efficiency strategy was in place to address the need to find £4 million savings each year over the next three years, with ideas on where they would come from, however it was not an easy task.

When questioned on the publication of data as detailed in paragraph 14 in the report Kieran Kilgallen, the OPCC Chief Executive explained that an audit had been conducted, and work was ongoing in one area of non-compliance relating to contracts. £40,000 had been put towards a regional procurement office.

In commenting on the results of the British Crime Survey mentioned in paragraph 2.3 in part two of the report the Commissioner was pleased and not surprised that people were more aware of his position. He noted the need to increase public awareness in the 'and Crime' aspect of his work, for example around victim support, which the annual report addressed.

Kieran detailed the work done with the constabulary to make decisions faster, reducing the number of meetings officer had to attend and creating a non-combatitive environment.

9 Accuracy of the police-recorded crime figures

This item was taken after item 6 as detailed in the Chairman's announcement.

The Commissioner explained that problems around the accuracy of police-recorded crime figures had been know as far back as 2006. A task group had been set up in May 2013 to investigate and audit Wiltshire's figures resulting in the process being altered over a period of time. Resources were strengthened; figures reviewed much earlier, screening officers now sat alongside call handlers and the force registrar reported independently all of which resulted in significant improvements in recording.

The Chief Constable explained that the Home Office rules on recording were highly complex and were open to interpretation. He felt that the crime recording

process was the most robust and audited in any country. In Wiltshire the previous target driven culture had led to unforeseen consequences and he was moving away from this, using the data as an indicator and taking into account a host of other factors to manage performance which will deliver a quality of service with confidence.

The presumption that a response to an incident moves it in to the category of investigation was highlighted, and demonstrated the lack of clarity on the process. Should the reporter of the crime not be provided with a progress update the appearance of nothing being done was given. The Chief Constable explained that he did not have the resource to fully investigate every crime, and reports were screened with 30-40% of total reported crime investigated.

A question was asked on whether crime figures could be weighted by communities and made clearer and more meaningful, and the Chief Constable explained that he felt the public distrusted the figures, and it was more important to provide quality policing.

The Commissioner highlighted that interpretation and context were key, and whilst Wiltshire had seen a 7% decrease in absolute numbers in September these did not include fraud or cyber-related crimes which were reported from the City of London.

Attention was drawn to the different thresholds in charging standards, with the example given of the force recording a crime as GBH and the Crown Prosecution Service downgrading it to an ABH charge. This was a known issue nationally.

When asked the two questions that were asked to the Kent force as detailed in the HMIC report the Chief Constable confirmed that all crime was recorded appropriately and he was confident that it would stand scrutiny. There was no pressure to reduce figures and no incentive to fiddle the figures. The cultural change to values and behaviours with confidence and satisfaction in the force was shown to be working and this message was working its way down to frontline officers.

Kieran Kilgallen, OPCC Chief Executive noted that the HMIC questions had been through the Kent PCC which was the correct route for the Commissioner to hold the Chief Constable to account.

The Panel thanked the Commissioner for attending.

10 **Volunteers and Specials scrutiny review update**

Malcolm Grubb, leader of the volunteers and specials scrutiny working group presented an update to the panel.

He explained that the group had met in early December and developed a project plan. This identified key people to interview and detailed questions were agreed.

These interviews were now complete and had been very helpful and constructive. They had identified three key pieces of work that were currently being undertaken. These were:

- A volunteer strategy by the Chief Constable, which was currently in draft format and which had just been shared with working group members had been given access to
- A review of the Special Constabulary which a preliminary draft report contained approximately 50 recommendations
- Neighbourhood Alert, a system that Neighbourhood Watch had identified and a business case for its procurement was being worked
-

The group would be meeting next week to determine the next steps and possible further interviews.

When asked why it was not showing on the forward work plan Malcolm explained that the working group meeting next week would identify the best date.

11 **Forward Work Plan**

The Panel noted the forward work plan.

The Chairman asked to be informed on agenda item suggestions or areas of interest.

12 **Any other business**

iQuanta

A question was raised on the progress of iQuanta access for panel members.

Kieran explained that the National Audit Office had pulled approval for the police statistics one month ago. Access to iQuanta had been withdrawn for Community Safety Partnerships, and data on most similar forces was not allowed to be shared until it was six months old.

He suggested that the Panel may wish to comment on this. He would keep the panel informed of developments and the quarterly data due at the next panel meeting scheduled for 6 March would contain the most up to date information available.

Crime figures

The Panel requested that crime figures reported in the quarterly data be broken down into the groups seen in Appendix A to the Police and Crime Plan.

Officers will work together on how this will look.

OPCC Investment Strategy

In response to a question raised at the Panel's 15 January meeting Clive confirmed that the OPCC did invest outside the UK but only in a secure environment. A list of these investments would be provided to officers to circulate.

13 Future meeting dates

The next meeting of the Police and Crime Panel will be on Thursday 6 March, 2pm at Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER

Future meeting dates were:

11 June 2014, 2pm at Wessex Room, Corn Exchange, Market Place, Devizes SN10 1HS

4 September 2014, 2pm at Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU

19 November 2014, 10am at Committee Room VI, Civic Office Swindon.

(Duration of meeting: 10.03 am - 12.15 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



POLICE AND CRIME PANEL 6th March 2014

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 6th February 2014. 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.

FINISHING THE WEEK WITH A VISIT TO A BLUEZ 'N' ZUZ DISCO AND COMMUNITY CURRY

Posted: Tuesday 28th January 2014

Friday 17 January

Advocacy after Fatal Domestic Abuse (AAFDA) is a national charity which is based in Swindon. Set up in memory of Julia and Will Pemberton, it is run by Frank Mullane and has established an excellent reputation in its field. This was the third year I have attended the national conference and I'm always impressed by those victims who stand up and tell the audience about their experiences. We also heard from other leaders in their field and I was pleased that a good cohort from the Constabulary were there to listen.

Monday 20 January

My birthday, but I don't think that will count for much! Chair of the Police and Crime Panel was first in for one of our 'one to ones'. A good opportunity to discuss the future work programme of the panel. Looking at police performance is a weekly event and this will be augmented this week by the publication of the crime stats on Thursday. I continue to press the force over non-domestic burglary – one of my neighbours was burgled in the mid-afternoon and I will be kept apprised of his experience of the service!

In the afternoon I held the bi-weekly Commissioner's Monitoring Board. We looked at a range of topics, from how much is spent in the local economy, to the complexities of the Lifetime Pension Allowances, through to the estate and meeting the challenges of next year's budget. Public opinion on an increase to the police and crime element of council tax (precept) is balanced at present with still a time to go. That said it is not helped by continuing silence from the government of the figures and the capping level.

Evening off to see an excellent play called the Duck House. No prizes for guessing what it was about - well worth the visit.

Tuesday 21 January

The PCCs get together as a group about every quarter in London. This is a great opportunity to share our experiences and good practice. Damian Green the Policing Minister gave the ministerial address. You can read this speech here. <https://www.gov.uk/government/speeches/damian-green-speech-to-the-apcc>

After a session on the governance of the Association of Police and Crime Commissioner (APCC), we had a speech by Keith Bristow of the National Crime Agency. Interesting that they are recruiting an extra 400 investigators this year. Quite a lot of the speech was about the cyber threat, in all its forms, something that I firmly believe can only be addressed at a national/regional level. Other subjects included Chief Officer pay, mental health, funding of appropriate adults services and police integrity.

As tomorrow is our regional meeting, I took the opportunity to spend more time in the evening talking to the PCCs from Dorset and Devon and Cornwall, who were staying in Swindon over-night. It is amazing what progress and understanding is achieved in informal meetings!

Wednesday 22 January

Wiltshire's turn to host the regular regional PCC and Chief Constable meeting. In the first part of the meeting we hold the governance meetings around existing collaboration. This time it was Zephyr, our regional capability around serious and organised crime. During lunch we had a regional briefing from the army on relocating before moving into our regional meeting. It was a challenging meeting to chair. We had an explanation of the work on-going between Dorset and Devon and Cornwall exploring how the two forces can

collaborate effectively across all areas of policing. There was also a good update on the progress around forensics. There is some work to do in the next few days for all of us to define what we want out of regional collaboration. The good news was the confirmation of funding from the national innovation fund.

A drive to Chippenham for the Wiltshire public service board meeting. I suppose the main topic was talks between Dorset and Wiltshire fire brigades over a merger. I have reservations as to whether this is the right course of action, especially when we are looking to at a wider public service platform in Wiltshire and Swindon. It will be interesting to see the government's response to the Knight Report.

Thursday 23 January

A morning of briefings, followed by the Swindon Youth Offending Management Board. Heartening statistics. There is a real challenge for 'OnTrack' counselling service where demand is outstripping the ability of counselors to cope. This leads to delays in accessing the service. One question is whether the number of volunteer counsellors can be increased. I'll add the service to the list in the volunteering strategy document.

Crime figures for the quarter to September have been released. These show crime is down by 7.3%.

Wiltshire Council Leader Jane Scott invited me to address the conservative group about the increase in the police and crime element of council tax. I hope I got over the message about the protection of local policing into the future, and that Wiltshire Council's budget and the Police and Crime Budget cannot be directly compared. Following that a public presentation of the same message at Corsham Area Board.

Friday 24 January

Photo with Rosa Mattinson in a T-shirt for uncommon International Woman's Day, followed by the official opening of the ISIS project in Swindon. This is a partnership between Wiltshire Probation and the Nelson Trust, offering support to women both on probation and those leaving prison without support. I visited the project in Gloucester a few months ago and was very impressed. They have acquired good offices and space for clients. At the opening one of the clients of the project gave us a talk of her experience through family abuse, drugs drink, theft taking her to prison, but then her rehabilitation now being a key worker with the project. I think there will be a real challenge around housing provision for the group. Too often a woman is said to be 'housed' because she has found shelter either sofa surfing or in a relationship of need. This needs to be addressed.

In the evening I was 'strutting my stuff' at a Bluez N Zuz disco in Calne. Around 150 young people having a great time and there was support from the Police Community Support Officers (PCSOs) and Special Constables. We ought to be supporting and promoting these more.

Saturday 25 January

A further 20 Specials attested in the morning, and in the afternoon I attended an event in Broadgreen Swindon, arranged by BOND (Broadgreen Organisation for Neighbourhood Development). There was belly dancing, drumming by Churchfield School, singing and more, including curry meal. Around 15 ethnic groups were present in a show of community which was very reassuring.

TAKING TIME TO REFLECT ON THE GREATEST CRIME OF THE 20TH CENTURY

Posted: Monday 3rd February 2014

Monday 27 January

Breaking a morning in the office, I attended the Holocaust memorial service in the centre of Swindon. It seems right that a crime commissioner should take part in a day on which we remember perhaps the greatest crime of the 20th century. But we should not forget that hate crime continues today, both at national and local levels. I was pleased to see some school children there.

Returning to the office I attended the Standards and Ethics Board. This is work in progress, and Wiltshire is not a trial area. It does concern me that every commissioner has identified that greater independence is required, and work is going on locally. I had no idea that there were specific Home Office approved trials. Am I missing information that should be prepared by the [Association of Police and Crime Commissioners](#)?

I have been asked to attend a special sub-group of the Police and Crime Panel on Wednesday so I spent two hours preparing for that, along with staff who are pulling together information and figures in response to their request.

Continuing my rounds of the area boards and speaking about the precept (the police and crime element of the council tax). This evening I was in Devizes. A well-attended meeting and there was general support from those I spoke to for the proposed increase.

Tuesday 28 January

Always good to open the diary and see a light day for meetings, and only evening commitments. The [One Swindon Partnership](#) board meeting was good as we progressed the various strands of work. I am hopeful that the transformation hub that is proposed will work. I am also excited about the town centre team proposal and the continuing work on the integration of the front line workforce. The trouble with attending these meetings is that often you hear the same presentations, (I expect they say the same of me). I have heard the [Wiltshire Fire & Rescue Service](#) chief's presentation about his proposals to work with Dorset twice now. His consultation is not yet open, but perhaps there is another way to achieve the savings he requires?

Wednesday 29 January

Operation Harness. The largest day of action yet by Wiltshire Police, mobilising 400 staff to execute 60 warrants against organised drug gangs. As it was embargoed we had a private briefing on Monday morning, but the main briefing was so big it had to be held in an empty hangar at the former RAF Lyneham base. I travelled with the press to a raid in Even Swindon, and then on to Broad Green where the community safety bus was out to give some reassurance. In that area we joined some of the teams working with partners from Her Majesty's Revenue and Customs and the Border Agency who were visiting shops. Everyone I spoke to was supportive of the action. It was good to see that Wiltshire can mount an exercise of this scale. [The results were impressive too.](#)

I have had concerns about the low number of autism awareness cards that are in circulation. This seems to have been a scheme which was launched and has lost momentum. I visited the charity [Discovering Autistic Spectrum Happiness](#) (DASH) in Swindon to whom applications are sent and there doesn't seem to be a block in that process. I will have to do some more work and establish who is now the force champion. It is said that every officer is trained and autism aware. How would I test that?

The afternoon was spent with the Police and Crime Panel looking at volunteering. The particular aspect they wanted to examine concerned the Special Constabulary. This was difficult because, although I have made the force aware of my views, they have not yet come back with their delivery plan. Of course volunteering is much broader than just the Specials, and I hope this will be clear in the volunteering strategy that we will be publishing shortly.

Off to Gloucester where my son is ill in hospital. I fear that I may have to rearrange the diary of the next couple of weeks for a bit more "me" time.

Thursday 30 January

After an emergency trip to the dentist, an excellent afternoon with the Restorative Justice Review Panel. This is a group that looks at what are known as out of court disposals to ensure they are suitable. There were quite a number of cases to look at and a few that were sent back for further review and explanation. We have to be sure that these out of court disposals are correctly used. The nature of the alleged crime is not always a good guide to the suitable disposal. I was encouraged by this first meeting I have attended, but it is a work in progress.

The Southern Area Board was held in Alderbury, and I don't think there is anywhere more southern in our county. The area board chairman had arranged for an electronic vote to be taken after my precept presentation. I was pleased that my proposals had 76 per cent approval.

Friday 31 January

First event of the day was a visit to the [safe places](#) scheme in Salisbury. Debenhams have just signed up, bringing the total number of safe places in the city to over 30. I am pleased to have funded the launch and expansion. There was a meeting in Swindon last week to launch it there and they will be joined by Warminster, Chippenham and Westbury. There is already a scheme in Devizes.

Getting to meet young people is difficult and on the day on which Wiltshire Council announced a review of Youth Services, I visited the [Salisbury Youth Partnership](#). This is an impressive project and is very much "of the community". Apprentices from the defence, aerospace and security company, Qinetiq, are involved in helping and they are actually still young themselves. One of the plans is for a [Salisbury Teenage Market](#) on Sunday 30 March in the Guildhall Square, Salisbury. This is a market at which young people can sell creative goods and services and try out business ideas. I hope to go along and use the day for consultation.

Back to Devizes for my quarterly meeting with the drug agencies. This is now a joint meeting of the providers in Swindon and Wiltshire. My particular interest is drug testing in custody as that is what I fund. It is good to

have them together and they benefited by talking to each other. The contracts are new and there are still a few things to sort out, but I was encouraged. The recurring issue is that of legal highs. They might not be illegal but their effect is criminal.

Her Majesty's Inspectorate of Constabulary (HMIC) published their [Rape Monitoring Group report](#) for 2012/13. Wiltshire has a below average recorded crime rate and an above average sanction detection rate. Like all statistics the devil is in the detail and I will use my Monday morning performance slot to dig a bit deeper.

The work on Neighbourhood Watch continues and I'm pleased that they have now agreed the platform that we will be using. At the update meeting we agreed the timetable to the summer. At the next meeting I hope I shall have a business case to sign off. It is quite exciting that this is progressing, but I think it may need a bigger boost than they are planning.

PRESSING FOR A FAIR SLICE OF THE CAKE

Posted: Monday 10th February 2014

Monday 3 February

8.30am: I had a visit from the chief executive of the [Association of Police and Crime Commissioners](#). At a recent national meeting I expressed some frustration about the support that the association was able to give to small force areas like ours. I appreciate that it is early days and that we may have got the budgeting of the new organisation wrong. But in Wiltshire, where the Office of the Police and Crime Commissioner is very small, a national resource – the cost of which is shared by all – is an advantage to us.

I have a meeting every two weeks about estate matters and the strategic plan is now ready to be published. I continue to be excited about developing the estate so that our buildings are equipped for the new ways of operating with technology and with our partners.

As readers may be aware, there is a major change in the world of probation, including the establishment of [rehabilitation companies](#). The director designate for our area visited to say hello. The Justice Secretary, Chris Grayling, has the lead in this change. There is considerable frustration amongst my fellow Police and Crime Commissioners (PCCs) about the influence we will have on commissioning services in our patch. I'm having a meal in the company of the Justice Secretary next week and will be speaking to him about the feelings of PCCs in the South West and our frustrations at the direction of travel, not least the lack of influence that we, the elected representatives, will have on the choice and remit of those selected to provide the service. I have already commissioned a "prison gate" rehabilitation scheme and hope the new system will recognise the work we have already done.

The Commissioner's Monitoring Board dealt with several matters, not least the proposals for the increased precept. I was able to give the Chief Constable and his team some feedback from my meetings around the county.

William Wyldebore-Smith, the High Sheriff, came to talk about some of the projects around the county that he has visited in his year of office and particularly to commend those projects which work to reduce crime and disorder. I am pleased to work with High Sheriffs through the Crimebeat panel which also distributes to charities the money raised through the sale of police property in the county.

The final event of the day was to share my precept presentation, which I have been giving to area boards and localities, to a group of Conservative councillors in Swindon.

Tuesday 4 February

An office-based day, but with a quick foray to Erlestoke Prison to meet the governor and his senior team. It's unfortunate that we do not have a resettlement prison in Wiltshire. I now understand that our resettlement prisons will be mainly Bristol for men and Eastwood Park in Gloucestershire for women. The Erlestoke governor gave me a tour of the education facilities at the prison, including the electrical workshop where prisoners repair and refurbish kit for a well-known hire company. I am always impressed by Erlestoke Prison and the commitment of its staff to rehabilitation. The opera last year was a good example of this work.

In the evening I attended the Saraswati Puja in Swindon. It was a pleasure to join in the celebrations at the festival of the goddess of wisdom with members of the Bengali Hindu community at The Platform in Faringdon Road. There was excellent music and dance including a talented troupe from London.

Wednesday 5 February

A regular meeting in Trowbridge with the leader and senior officers of Wiltshire Council was followed by two really important sessions in Swindon. Next year I will be commissioning more services for victims, so it was really important to me that I took time out to meet individuals who have been victims of crime. In the morning we held a session at the Pilgrim Centre for victims of anti-social behaviour. In the afternoon I met some 20 ladies at Swindon Women's Aid, all of whom were survivors of domestic abuse. The lessons we learnt will be consolidated into a briefing paper to inform the commissioning process. There were two highlight messages for me: firstly victims hate having to tell their stories lots of times to different agencies. Secondly, there is a real fear of the intervention of social services for women with children in an abusive partnership.

My evening was spent in the south of the county at the South West Wilts Area Board. This was my final presentation on the precept. I noticed from their minutes that I started talking about the proposed increase in the precept back on 11 December at their previous meeting. I think we have done an amazing amount of consultation, with senior colleagues or me attending 17 area boards and localities and speaking to at least 500 people.

Thursday 6 February

Possibly the biggest day of the year in the PCC's diary! Today I sought the approval of the Police and Crime Panel for my proposed precept for 2014-15. I am very pleased that I got that support which reflected the support from the public during the consultation period.

Across the road from County Hall I spent another two hours with victims of crime, again around domestic abuse, which confirmed many of the points raised at our meeting on Wednesday. It was interesting to meet someone who had been placed in the county for her protection and to hear of her experiences of being away from her normal locality. After a drive to Gloucester to see my son in hospital it was down to Salisbury to meet the street pastors. I joined them at 10.30pm and we walked the very wet streets until around 1.30am. Notwithstanding the pouring rain and cold, they did find people the worse for wear, with precious little clothing and no shoes. I'm glad the Mayor of Salisbury has provided flip flops, as indeed was the one girl to whom a pair was given during the evening. I am pleased that a new street pastor scheme will be starting in Amesbury shortly.

Friday 7 February

As I was out so late, my office kept the morning free. At lunchtime I toured King's Park Academy in Melksham. Their school project is about a laptop "stolen" (for the purposes of the exercise) from the ICT department. The young people were very keen to tell me the clues that had already been found. I am sure the "crime" will be solved by half term ...

Looking forward to seeing my son at the weekend.

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

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POLICE AND CRIME PANEL **6th March 2014**

MONITORING OF CONSTABULARY PERFORMANCE

Purpose of Report

1. To set out how I monitor the performance of the Constabulary.

Structures

2. There are three main structures in place that provide me with an opportunity to monitor the performance of the Constabulary. These are:
 - Commissioner's Monitoring Board (CMB)
 - Strategic Improvement Board (SIB)
 - Informal performance monitoring meetings

Commissioner's Monitoring Board

3. CMB takes place on a fortnightly basis and is attended by myself, the Chief Executive, the Chief Constable and his Chief Officer team.
4. The main forum for discussion on the performance of the Constabulary is SIB, but CMB provides an additional arena to consider areas of concern.
5. CMB also considers financial performance on a monthly basis with a report from the Chief Finance Officer as well as HMIC reports and the Constabulary's response to these.

Strategic Improvement Board

6. The SIB is a Force Board chaired by the Deputy Chief Constable and meets on a monthly basis. A copy of the terms of reference of the Board are attached.
7. The SIB considers how the Force is performing against the Chief Constable's Delivery Plan, the Force risk register, and reviews HMIC inspections.
8. The Force database (Quick View Performance (QVP)) and information provided by iQuanta are used as a basis for a presentation by the Head of Business Improvement. These are the same tools used for reviewing performance in the informal performance monitoring meetings (please see below for more information).
9. The meeting is attended by either myself or the Chief Executive in my absence.

Informal Performance Monitoring Meetings

10. These take place on a weekly basis between myself and the Chief Executive. The Head of Business Improvement attends alternate meetings.
11. I have access to the main database used by the Force to monitor performance (QVP) which allows for identification of trends and patterns. The database provides information on actual numbers against agreed thresholds. As and when required, I obtain additional reports from the Performance Team.
12. Data on performance is provided at sector level for year to date, a rolling 25 week period, a rolling 5 week period, and the previous week.
13. The latest information provided by iQuanta is considered in relation to QVP by me and my team.
14. The Chief Constable is appropriately challenged following consideration of the latest information.

Recommendation

15. To note the update provided.

Angus Macpherson
Police and Crime Commissioner

TERMS OF REFERENCE

STRATEGIC IMPROVEMENT BOARD

| | |
|-------------------------------|--|
| AIMS | <ul style="list-style-type: none"> • To provide strategic oversight and direction of all improvement activities conducted by the Force including Performance, Risk, Improvement Plans and progress against the Force Delivery Plan • Understand the links between these factors and monitor progress from existing improvement plans • To ensure the Force is fully prepared for future HMIC inspections and the HMIC annual business plan |
| OBJECTIVES | <ul style="list-style-type: none"> • To review, approve and monitor the Corporate Risk Register • To ensure the Force is effectively delivering against the Delivery Plan • To agree improvement actions and assign owners for their completion • To review HMIC inspections, set direction for improvement plans, and ensure preparedness for future inspections through establishing working groups • Effectively feed required information back to SCT on a regular basis |
| ORGANISATIONAL CONTEXT | <p>Wiltshire Police has a strong performance framework in place which is well established through the Senior Command Team and locally through Weekly Management Meetings. At the start of 2012/13, a new improvement framework was put in place which not only assesses performance trends, but includes survey results, financial progress, assessments on risk, AFI's and continuous improvement reviews. This is in line with the Chief's mission of providing the best quality of service.</p> <p>It was identified through the first quarter of the year that it was a challenge to effectively manage this through SCT due to time constraints. In addition to this, a review of corporate governance which took place in August 2013 identified that although local activity is strong, governance and corporate memory of improvement activity is poor. This is important not only to evidence to the HMIC that we are an organisation that wants to improve, but also in times of major transformation and austerity.</p> |
| STANDING AGENDA | <ul style="list-style-type: none"> • Review of Actions / Matters Arising • Performance overview • Corporate Risk Register • Delivery plan • HMIC inspection update/preparedness • Improvement plans |
| LINKS TO FORCE | If required, updates are provided through SCT on content discussed at SIB. |
| OPERATING ENVIRONMENT | <p><i>Requirement for an effective meeting:</i> Full attendance (deputy sent if primary attendance is not possible) Engagement</p> |
| ATTENDANCE | DCC (Chair) (Vice Chair) SCT <i>or representatives</i> Business Leads for key areas of improvement (identified through HMIC inspections) Business Improvement representatives |

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| FREQUENCY | Monthly |
| SUPPORT | The compilation of papers and the production of action-point minutes will be coordinated by the Staff Officer and PA to the DCC |
| GPMS | All papers will be subject of a PROTECT protective marking |

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

Last reviewed : 24th February 2014
Risk Appetite is : 30

| ID | Date identified | Risk Description | Main impact area(s) | Initial Risk Score | | | | Mitigation update | Residual Risk Score | | | | Date reviewed |
|--------------------------|-----------------|--|---|--------------------|---|---|-------|---|---------------------|---|---|-------|---------------|
| | | | | L | C | I | Score | | L | C | I | Score | |
| PUBLIC ENGAGEMENT | | | | | | | | | | | | | |
| 1 | 01/04/13 | <p>PUBLIC EXPECTATION & PUBLIC ENGAGEMENT</p> <p>EVENT : Failure of PCC or CC to consult / engage with communities and specific stakeholder groups regarding policing priorities and planned changes to service delivery methods.</p> <p>CONSEQUENCES : Planning and change activities are not aligned to public expectations or need. Public are unaware or resist necessary changes to policing services. Failure on part of PCC to secure efficient and effective police force</p> <p>OUTCOME : Reduced satisfaction and reduced community engagement in crime reduction and community safety activities. Loss of confidence in OPCC and Wiltshire Police as a service provider.</p> | Performance Reputation | 2 | 1 | 4 | 8 | <p><i>Also contained within Force Risk Register</i></p> <p>OPCC attendance at all Community Area Boards (Wiltshire) and Locality meetings (Swindon)</p> <p>Meet the Commissioner 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 | 24-Feb-14 |
| 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><i>Linked to Risk 4 (Resilience) below</i></p> <p>Publication of all relevant information on OPCC website - confirmed by Grant Thornton Police Transparency Review report (November 2013)</p> <p>FOI procedures in place</p> <p>Appointment of an Exchequer Supervisor</p> <p>Monthly FOI review by Commissioner</p> <p>Police and Crime Panel protocol agreed</p> <p>Meet the Commissioner public meetings (<i>see Risk 1 – Public Expectation and Public Engagement</i>)</p> | 2 | 2 | 3 | 12 | 24-Feb-14 |
| 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 six month review due</p> <p>Neighbourhood Watch business case proposal being developed</p> <p>Cadet Scheme – launched in Swindon</p> <p>Community Foundation supporting voluntary and community sector organisations</p> <p>OPCC Plan Annex</p> | 3 | 2 | 4 | 24 | 24-Feb-14 |
| 4 | 01/04/13 | <p>RESILIENCE</p> <p>EVENT: Lack of staffing resilience and relevant capability leading to low morale (PCC and OPCC)</p> <p>CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. Difficulty in maximising public engagement opportunities due to lack of availability of PCC or OPCC staff leading to the public not feeling they have a satisfactory dialogue with the PCC. Decision making may be delayed through lack of availability of PCC / OPCC staff. Risk to other statutory requirements if there is a lack of OPCC staff to oversee these.</p> <p>OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC / PCP and adverse media attention</p> | Reputation Performance | 2 | 3 | 4 | 24 | <p><i>Linked to Risk 1 (Public Engagement)</i></p> <p>OPCC C/Exec acts as deputy for PCC</p> <p>Staffing structure detailed in Police and Crime Plan</p> <p>Section 151 Officer - have shared with Chief Constable</p> <p>Secondment made from Swindon Borough Council</p> | 2 | 2 | 4 | 16 | 24-Feb-14 |
| 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> | 2 | 2 | 3 | 12 | 24-Feb-14 |
| 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 | 24-Feb-14 |

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| 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 <i>Strategic Policing Requirement</i>). Opportunities to achieve financial savings are lost. Opportunities to maximise Partnership working (eg <i>multi agency teams, shared campuses</i>) 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 (<i>Efficient and Effective Police Force</i>)</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> | 3 | 2 | 4 | 24 | 24-Feb-14 |
| 8 | 01/04/13 | <p>COLLABORATION (BENEFITS)</p> <p>EVENT: Collaborations fail to deliver expected benefits</p> <p>CONSEQUENCES: Key delivery areas are compromised or do not address the requirements of OPCC or the Force eg <i>Transformation programme, Strategic Policing Requirement</i>. Duty to secure effective and efficient police force is compromised .</p> <p>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 (<i>Collaboration Arrangements</i>)</p> <p>PCCs in South West region meet on a regular basis to maximise collaboration opportunities</p> <p>Each collaboration programme is monitored through a governance structure</p> <p>National APCC Membership</p> <p>PCC member of APCC Reference Group</p> <p>Concerns over real drive in Region</p> <p>Devon and Cornwall and Dorset collaboration to be assessed</p> | 3 | 3 | 4 | 36 | 24-Feb-14 |
| 9 | 01/04/13 | <p>STRATEGIC POLICING REQUIREMENT</p> <p>EVENT: Insufficient resources to deliver the Strategic Policing Requirement (SPR) (statutory duty)</p> <p>CONSEQUENCES: Failure to deliver statutory duty. Operational effectiveness in the Protective Services arena is compromised . Increased risk in areas such as Organised Crime</p> <p>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)</p> <p>Self assessment conducted by Force in 2012 under the guidance of NPIA - assessed as having capability to deliver SPR.</p> | 2 | 2 | 3 | 12 | 24-Feb-14 |
| 10 | 01/04/13 | <p>LOCAL AUTHORITY PARTNERSHIPS</p> <p>EVENT: Failure to develop and maintain effective partnerships with Council partners</p> <p>CONSEQUENCES: Crime & ASB processes become inefficient and not joined up. Compromising ability to tackle areas such as ASB, domestic violence, safeguarding</p> <p>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)</p> <p>Monthly meetings between PCC and Leaders of the two Councils</p> <p>PCC Membership of One Swindon, Public Service Board, Health and Wellbeing Board</p> | 3 | 2 | 3 | 18 | 24-Feb-14 |
| 11 | 01/04/13 | <p>JUSTICE PARTNERSHIPS (improving service for victims & witnesses)</p> <p>EVENT: Failure to maintain effective partnerships with criminal justice agencies</p> <p>CONSEQUENCES: Justice processes become inefficient and not joined up. Justice outcomes and victim pathways may be adversely effected.</p> <p>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</p> <p>Victim Pathway and Forum under review</p> <p>Membership of Reducing Offending Strategic Board</p> <p>Liaison with Judiciary</p> <p>Membership of Wiltshire Criminal Justice Board</p> <p>Performance matrix in place</p> <p>Restorative Justice Panel</p> | 3 | 2 | 3 | 18 | 24-Feb-14 |
| 12 | 01/04/13 | <p>BUDGETS & FUNDING</p> <p>EVENT: OPCC holding inadequate level of capital and reserves</p> <p>CONSEQUENCES: OPCC failure in statutory obligations. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB</p> <p>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</p> <p>Redevelopment of Wiltshire Police estate in partnership with Wiltshire Council, to maximise use of assets</p> <p>Innovation Fund in place</p> | 2 | 1 | 2 | 4 | 24-Feb-14 |
| 13 | 27/08/13 | <p>FINANCIAL CONTROL</p> <p>EVENT: Failure to ensure effective control and financial planning</p> <p>CONSEQUENCES: Uncontrolled spending, failure to comply with statutory requirements, impact on delivery of Police and Crime Plan, increased exposure to fraud</p> <p>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</p> <p>Redevelopment of Wiltshire Constabulary estate in partnership with Wiltshire Council to maximise use of assets</p> <p>Medium Term Financial Strategy</p> <p>Fortnightly meetings with Chief Finance Officer</p> <p>Monitoring of accounts at Commissioner's Monitoring Board</p> <p>PCC review of expenditure over £500</p> <p>Internal Audit</p> <p>Review by Audit Committee</p> | 2 | 2 | 4 | 16 | 24-Feb-14 |
| 14 | 01/04/13 | <p>ANNUAL BUDGET PROCESS</p> <p>EVENT: Failure to achieve a budget and precept agreed in a timely manner</p> <p>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</p> <p>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</p> <p>Monthly review of accounts</p> <p>Section 151 Officer joined</p> <p>Use of reserves</p> <p>Consultation of precept (with public, businesses, Chief Constable, partners, PCP)</p> | 2 | 2 | 2 | 8 | 24-Feb-14 |

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| 15 | 01/04/13 | <p>ASSETS EVENT: Inadequate records of ownership and inadequate management of assets CONSEQUENCES: Failure in statutory duty on PCC. Full picture of assets is unclear. Value for money is not achieved and public assets not accountable OUTCOME: Loss of confidence in PCC and Wiltshire Police to effectively manage resources, negative impact on reputation</p> | Financial Reputation Operational delivery | 4 | 4 | 3 | 48 | Senior Command Team now focussed on this area Audit focus exists Management of non-ICT assets improvement with new monitoring process ICT assets remain high risk | 4 | 4 | 3 | 48 | 24-Feb-14 |
| | | | | | | | | | | | | | |
| 16 | 01/04/13 | <p>MAINTENANCE OF AN EFFICIENT & EFFECTIVE POLICE FORCE EVENT: Failure of the PCC/OPCC to secure an efficient and effective police force (key statutory duty) CONSEQUENCES: Levels of crime and disorder increase. Breakdown in relationship between law enforcement / justice agencies OUTCOME: Loss of public and partner confidence in PCC and Wiltshire Police. Criticism from external auditors, government / HMIC, adverse PCP comment and media attention. Legal challenge</p> | Reputation Performance Legal | 2 | 2 | 5 | 20 | Managed through Commissioner's Monitoring Board, Chief Executive, and S151 Officer Stage 2 transfers | 3 | 2 | 5 | 30 | 24-Feb-14 |
| 17 | 01/04/13 | <p>FORCE RISK REGISTER 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 (<i>Efficient and Effective Police Force</i>) Reviewed monthly at Strategic Improvement Board - PCC / Chief Executive in attendance | 2 | 1 | 4 | 8 | 24-Feb-14 |
| 18 | 01/04/13 | <p>COMPLAINTS EVENT: Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals. CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC and adverse media attention. IPCC intervention</p> | Reputation Performance | 2 | 3 | 5 | 30 | Independent Adjudicator appointed and protocols with Chief Constable developed Ongoing monthly monitoring in place Appeals previously dealt with by the IPCC now determined by the Independent Adjudicator rather than Wiltshire Constabulary Quarterly reporting to PCP IPCC report to be considered | 2 | 3 | 4 | 24 | 24-Feb-14 |
| 19 | 01/04/13 | <p>INTEGRITY (including Fraud and Anti-Corruption) EVENT: Failure to uphold the integrity of PCC, OPCC staff, and Chief Constable CONSEQUENCES: Officers representing the OPCC act inappropriately, undermine the role of the PCC locally and nationally. Potentially compromising the reputation or in worst case operations of the Force OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p> | Reputation Performance | 1 | 3 | 3 | 9 | Enhanced Professional Standards regime Standards and Behaviours PCC Register of Interests and Gifts and Hospitality (published on website) HMIC reports | 2 | 2 | 4 | 16 | 24-Feb-14 |
| 20 | 01/04/13 | <p>AUDIT EVENT: Failure to have an effective internal audit programme CONSEQUENCES: Areas such as assets, budgets, procedures are not robustly managed or assessed leading to increased risk of liability or inefficiency OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence</p> | Financial Reputation Performance | 1 | 1 | 3 | 3 | Audit Committee in place. Audit programme is established as 'business as usual'. | 1 | 1 | 3 | 3 | 24-Feb-14 |
| 21 | 02/04/13 | <p>WHISTLEBLOWING EVENT: Failure to have effective arrangements in place CONSEQUENCES: Malpractice goes unreported. Failure of PCC in statutory duty to maintain an effective and efficient police force. OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence</p> | Financial Reputation Performance | 2 | 4 | 4 | 32 | Whistleblowing Policy and Procedure in place for Constabulary Whistleblowing to PCC about commissioned services being developed | 2 | 3 | 3 | 18 | 24-Feb-14 |
| 22 | 01/04/13 | <p>EQUALITY ACT 2010: Public Sector Equality Duty EVENT: Failure to fully implement the duties within the Act (including commissioned services) and failure to appoint a lead to support this CONSEQUENCES: inability to deliver services that effectively address diversity needs and requirements within the organisation (staff) and within the community (public) leading to increased risk of HR tribunals or other litigation, criticism by auditors or government intervention OUTCOME: damage to reputation, loss of confidence in OPCC within Swindon and Wiltshire communities</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 | 24-Feb-14 |

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|--------------------|----------|---|--|---|---|---|----|--|---|---|---|----|-----------|
| 23 | 01/04/13 | <p>ENVIRONMENTAL SCANNING EVENT: Failure to have effective environmental scanning arrangements in place (to identify emerging legal, political or media related emerging issues) CONSEQUENCES: Political, environmental, legislative changes / developments in policing at a national level are missed, compromising the effectiveness of the OPCC. The Policing & Crime Plan does not reflect these changes leading to the OPCC failing to carry out statutory duties and failing to support effective operational policing. Poor oversight on social media commentary topics affecting the PCC or police OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government / HMIC.</p> | Reputation Performance | 2 | 2 | 3 | 12 | <p>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</p> | 2 | 2 | 3 | 12 | 24-Feb-14 |
| 24 | 01/04/13 | <p>STAGE 2 TRANSFER EVENT: Failure to meet central government timescales for the completion of the Stage 2 staffing transfer CONSEQUENCES: Govt criticism and intervention likely. Detrimental impact on staff engagement and morale if roles are unclear. OUTCOME: Loss of staff confidence. Direction by Home Secretary and adverse media attention</p> | Reputation Legal | 2 | 3 | 3 | 18 | <p>Consultation with Staff Associations Agreed position reached with Chief Constable Draft scheme prepared well in advance Home Office Approved</p> | 3 | 3 | 3 | 27 | 24-Feb-14 |
| PERFORMANCE | | | | | | | | | | | | | |
| 25 | 01/04/13 | <p>PERFORMANCE EVENT: Failure to put in place adequate process to effectively hold the Chief Constable and other commissioned services to account for performance and use of resources CONSEQUENCES: PCC is unaware of how the Force is performing in areas such as crime/ASB, victim satisfaction, response times, staffing. Leading to lack of oversight of effective delivery of the PCCs Policing & Crime Plan. OUTCOME: loss of public confidence in PCC and Wiltshire Police. Criticism from government / HMIC, adverse PCP and media comment</p> | Reputation Performance Operational delivery | 2 | 3 | 4 | 24 | <p>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)</p> | 2 | 2 | 3 | 12 | 24-Feb-14 |
| 26 | 02/04/13 | <p>HMIC INSPECTION PROGRAMME EVENT: Failure to be conversant with HMIC inspection programme and have oversight of Constabulary response to reports, coupled with risk of poor inspection outcomes locally CONSEQUENCES: Failure of PCC duty to secure efficient and effective police force. Public confidence in PCC is adversely affected. OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government</p> | Reputation Performance | 3 | 2 | 4 | 24 | <p>Linked to Risk 4 (Resilience) Managed by Continuous Improvement Team Insp/Sgt</p> | 2 | 1 | 4 | 8 | 24-Feb-14 |

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

Quarterly report - Quarter 3 2013/14

For Police and Crime Panel meeting 6 March 2014

Introduction by Commissioner Angus Macpherson

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

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

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

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

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

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



Angus Macpherson, Police and Crime Commissioner for Wiltshire and Swindon

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

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

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

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

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

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

| PCC PRIORITY SCORECARD 2013/14 | | | | | | | | | | | | | | |
|---|--|------------------|-------------------|---|--|---|-------------------|--|---|--|--|-------|--------|-------|
| Reducing crime and ASB | | | | Protecting the most vulnerable in society | | | | Putting victims and witnesses first | | | | | | |
| Measure | YTD | Threshold | Difference | Measure | YTD | Threshold | Difference | Measure | YTD | Threshold | Difference | | | |
| A 10% reduction in the absolute number of crimes and anti-social behaviour incidents | Crimes | 25119 | 24690 | 1.7% | To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities | Reconvictions of members in the SWITCH cohort | 331 | 375 | -12% | To make criminal justice processes shorter | Number of days from report to disposal | 44 | 44 | 0.0% |
| | ASB | 18075 | 18719 | -3.4% | | Reduce serious harm crime | 603 | 542 | 11.2% | Proportion of victims satisfied with being kept informed | | 83.6% | 84.4% | -1.0% |
| People feeling safe during the day | | 94.0% | 93.0% | 1.0% | | | | | Proportion of victims satisfied with the level of investigation | | 82.5% | 82.1% | 0.5% | |
| People feeling safe during the night | | 63.2% | 65.0% | -2.8% | | | | | Resolved rate - proportion of crime successfully resolved | | 28.3% | 32.5% | -12.9% | |
| To make watch schemes fundamental to intelligence gathering and crime prevention in communities | Will be reported on in annual report | | | Driving up standards of customer service | | | | Proportion of victims referred to Victim Support | | | 78.1% | 80.0% | -2.4% | |
| Volunteering numbers taking part in various watch schemes | | 62980 | 6840 | 820.8% | | | | | Proportion of victims satisfied with Victim Support | | 96% | 95.0% | 0.7% | |
| Number of Specials | | 208 | 235 | -11.5% | | | | | Proportion of cases successfully dealt with out of court | | 44.4% | 48.8% | -9.0% | |
| Average hours contributed by Specials per month | | 12.9 | 16 | -19.6% | Measure | YTD | Threshold | Difference | | | | | | |
| % of people thinking that young people hanging around is a key issue | | 16.5% | 16.5% | 0.4% | Percentage of Incivility, Impoliteness and Intolerance allegations out of total allegations | | 17% | 17% | 0% | | | | | |
| Reduce the harm caused by organised crime groups operating in the county | Dangerous drug network 'disruption in harm' assessment | | -27.0% | -6.30% | 328.6% | Number of allegations of incivility, impoliteness and intolerance | | 88 | 92 | -4.3% | | | | |
| | Organised crime group 'disruption in harm' assessment | | -29.3% | -6.30% | 365.1% | Satisfaction of victims with the whole experience after reporting an incident to wiltshire police | | 89.8% | 86.7% | 3.6% | | | | |
| % of people saying that ASB is a concern in their local area | | 33.6% | 33.4% | 0.5% | Average number of days to finalise a complaint made to wiltshire police by local resolution | | 44 | 52 | -14.7% | | | | | |
| | | | | | Prosecutions that fail due to quality of police input | | 14.9% | 16.7% | -10.8% | | | | | |
| | | | | | Proportion of errors found out of total possible errors | | 0.85% | 0.90% | -5.6% | | | | | |
| Reducing offending and re-offending | | | | Ensuring unfailing and timely response to calls for assistance | | | | Unlocking the resources to deliver | | | | | | |
| Measure | YTD | Threshold | Difference | Measure | YTD | Threshold | Difference | Measure | YTD | Threshold | Difference | | | |
| Number of Licensed Premises checks conducted | | 4194 | 5025 | -14.0% | Immediate response rate to emergencies | | 91.9% | 90% | 2.1% | Proportion of the public that are satisfied with police visibility | | 56.8% | 62% | -7.8% |
| Re-Offending Rate | | 24.9% | 29.1% | -14.4% | 999 calls answered within 10 seconds | | 94.3% | 90% | 4.8% | Number of police officers | | 1034 | 1062 | -2.6% |
| | | | | | 101 to report crime - calls answered within 30 seconds | | 81.4% | 75% | 8.5% | Number of PCSOs | | 129 | 138 | -6.5% |

Figure 1: PCC Priority Scorecard April - December 2013/14

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 third quarter of the 2013/14 financial year. Overall, this scorecard is graded as 'Fair' 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 in the annual report and we will show how this will be developed as an update on the Police and Crime Plan.

The current grading for the priority scorecard is a reduced position from the previous report up to September 2013, which was graded as 'Good'. 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 | 25119 | 24690 | 1.7% |
| | ASB | 18075 | 18719 | -3.4% |
| 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 | | 62980 | 6840 | 820.8% |
| Number of Specials | | 208 | 235 | -11.5% |
| Average hours contributed by Specials per month | | 12.9 | 16 | -19.6% |
| % 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 'disruption in harm' assessment | -27.0% | -6.30% | 328.6% |
| | Organised crime group 'disruption in harm' assessment | -29.3% | -6.30% | 365.1% |
| % of people saying that ASB is a concern in their local area | | 33.6% | 33.4% | 0.5% |

Figure 2: Reducing Crime and ASB

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

This priority has moved from being in the 'Good' category to 'Fair' as a result of total crime being above the threshold in the third quarter. The number of specials has fallen and is now more than 10 per cent below the threshold set.

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 nine months of 2013/14 was 24,690 crimes. The police recorded 25,119 crimes in that period, which is 1.7 per cent above the threshold set in my Police and Crime Plan.

However, it is important to say that, in real terms, compared to the same period in 2012/13, this represents a good level of reduction of 6.2 per cent.

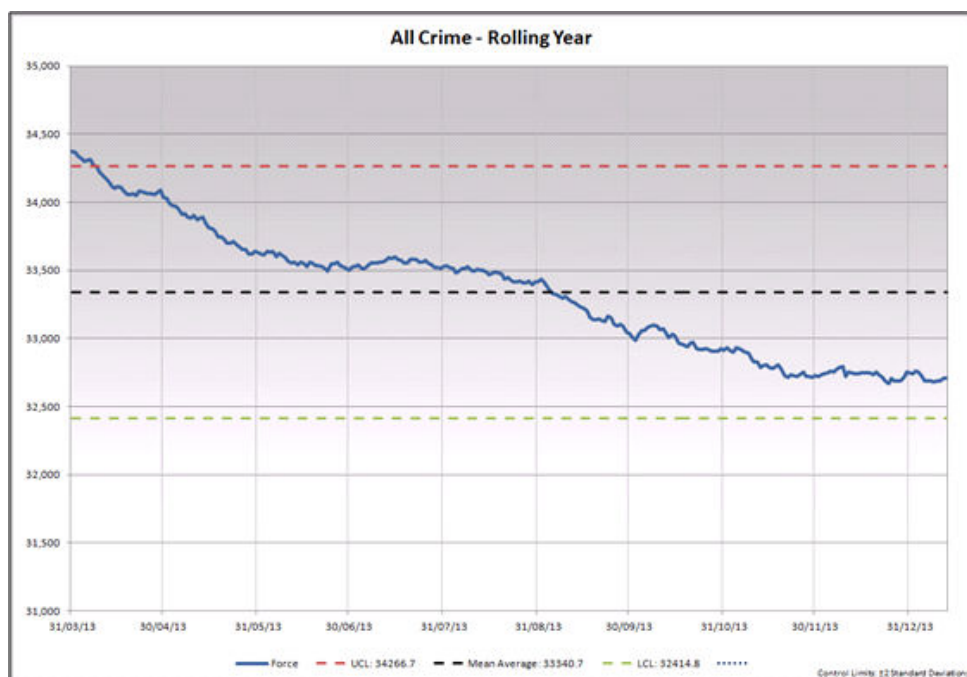


Figure 3: All Crime trend - rolling 12 months

The above trend graph shows a rolling 12-month picture (each point on the graph represents all the data for the preceding 12 months) for total crime within Wiltshire. This demonstrates a continuing level of reduction over the last year.

As was seen from the recent Office for National Statistics release of crime figures for the year to September 2013, Wiltshire's rate (- 7.3 per cent = 3,300 fewer victims of crime) compared favourably with the national reduction of 4.5 per cent.

These figures exclude action fraud who have taken out 554 crimes according to the most recent National Statistics release.

I recognise that there is growing public, ministerial and media scepticism about the recording of police crime statistics. It is important to me that, if a crime has taken place in Wiltshire and Swindon, that it is recorded accurately, ethically and fully in line with the National Crime Recording Standards. We owe it to the victims to ensure that crimes are recorded properly. If a crime is not recorded as such then victims do not receive the care and support that they deserve.

As we go through the process of checking and testing the way in which the Constabulary records crime, we may have to accept that an increase in some crimes is not necessarily a bad thing. For example, both the constabulary and I have been encouraging the victims of domestic violence to have the confidence to come forward and report what has happened to them. Similarly, I have been urging the business community to report so-called cyber crime in order that we have an accurate picture of the size of the problem.

The Constabulary has looked into crime trends over the last three months, and the main reason for total crime being over threshold in the third quarter is the large increase seen within so-called private space violence. “Private” here means any location to which the public do not have access, through payment or otherwise. In reality, approximately 75 per cent of private space violence is domestic related. This increase could be a positive step in understanding the true domestic violence picture in Wiltshire and Swindon, and ensuring victims receive the support they need. The Chief and I are seeking to understand the figures more and have commissioned some work into this area in an attempt to understand whether the cause of the increase is greater confidence among victims about reporting abuse.

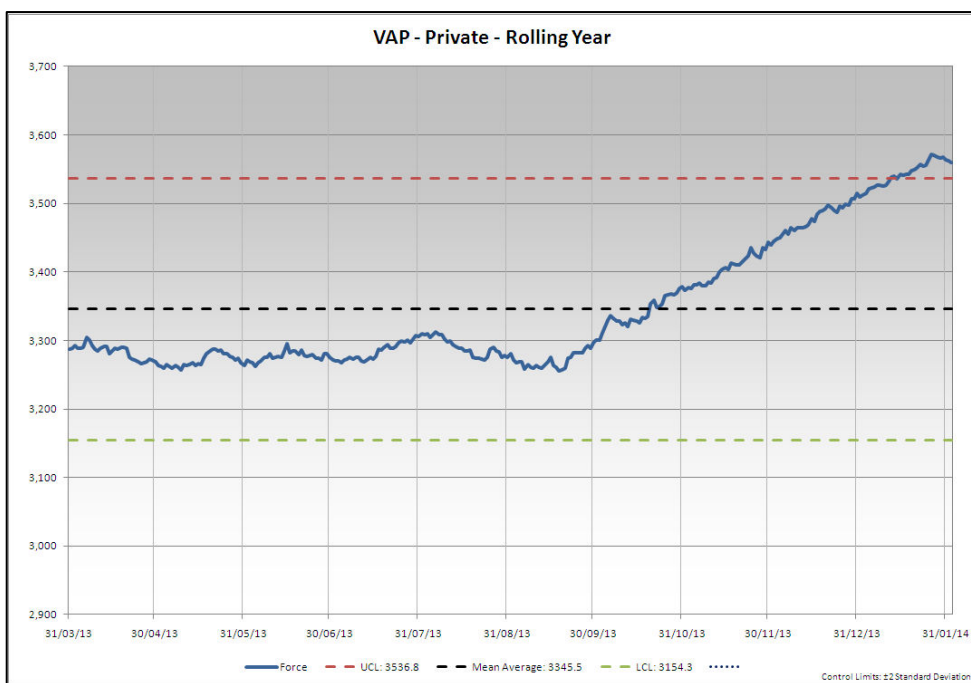


Figure 4: Private Space Violence - rolling 12 months

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 nine months of 2013/14, 18,075 incidents of ASB were recorded against a threshold of 18,719 which is 3.4 per cent below the year-to-date threshold.

People feeling safe during the day/night

My office commissions 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 Police and Crime Plan.

A survey of 2,112 members of the public was carried out in the autumn of 2013. The Constabulary has just received the raw data which is now being analysed. This new data, once

analysed, will be shared with the area boards and localities as well as with neighbourhood policing teams so that partner agencies can be involved in seeking to improve levels of confidence in local areas. Updates relating to this scorecard will be available in my next report.

Number of volunteers taking part in various 'watch' schemes

I have reviewed the criteria for counting the number of volunteers involved with neighbourhood watch schemes. I now believe a more accurate approach would be to simply record the number of co-ordinators because membership of the scheme can be quite passive. I intend to take this approach when reviewing other voluntary schemes except where it is clear that members of the scheme are proactively involved.

Within Wiltshire and Swindon there are currently 3,148 Neighbourhood Watch schemes.

There are currently 115 community speedwatch schemes in Wiltshire, with on average three people proactively involved. This equates to 345 volunteers within community speedwatch.

In my Police and Crime 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.

Number of Specials and the hours they contribute

The number of people who work voluntarily as a Special Police Officer currently stands at 208. 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 force in August 2013 and another 19 started in January 2014. There will be further intakes of 20 in May and September 2014 and January 2015.

Unfortunately we have a high turnover of Specials as a significant number join with a view to becoming members of the regular force.

Specials are required to put in an average of 16 hours per month. The average figure currently stands at 12.9 hours per month.

A section on Specials will be included in an update on my Police and Crime Plan.

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 Force to have a more up-to-date and accurate report of the hours worked. It is envisaged that we will have accurate data by the end of the financial year.

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.

This update is based on an analysis of the activities of 16 OCGs within a static cohort. Each OCG is scored against eight key criteria such as weapon use, size of network and likelihood of causing harm.

There has been a 29.3 per cent reduction in the first three quarters of 2013/14, compared to the end of 2012/13, in the intent and capability of the 16 OCGs. This figure was calculated using a nationally-recognised scoring system.

For the first three quarters, the combined impact score of the 16 OCGs is 341. At the end of the last financial year the combined score was 482.

Turning to dangerous drugs networks (DDNs), we have seen a 27 per cent reduction in the harm caused compared to the final quarter of 2012/13. This figure is calculated by assigning a disruption grading of high, medium, low or no disruption, and working out a percentage compared to the total possible disruption of the 35 DDNs in the static cohort. A high disruption scores five, medium scores three, low scores one and no disruption scores 0.

In Quarter 3 the amount of disruption was relatively low (6.9 per cent - one high, one medium, four low, 29 no disruption). However this was after two quarters of high disruption, so a relatively stable picture was to be expected.

The effect of the recent well-publicised raids on drugs suspects conducted under Operation Harness should be reflected in the fourth quarter figures.

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 the SWITCH cohort | 331 | 375 | -12% |
| | Reduce serious harm crime | 603 | 542 | 11.2% |

Figure 5: Protecting the most vulnerable in society

The Swindon and Wiltshire Integrated Targets for Change programme (known as SWITCH) is a partnership venture involving Wiltshire Police and the Probation Service which seeks to steer repeat offenders away from committing crime by offering them professional support and guidance.

It has come to my attention that the SWITCH programme does not deal with offenders who cause the most harm, and so should not be measured against my “protecting the most vulnerable in

society” priority. In my future reports, the progress of SWITCH will be measured against my “reducing offending and re-offending” priority.

The most serious harm causers are managed by Wiltshire Police and partners through the Multi Agency Public Protection Arrangement (MAPPA) and the Multi Agency Risk Assessment Conference (MARAC).

The principal purpose of SWITCH is to manage repeat offenders who commit so-called acquisitive crimes. Some of those offenders may have used an element of violence, but they are not the most serious causers of harm in the community.

Within the first nine months of this financial year, SWITCH has seen 331 re-convictions. During the third quarter, 34 per cent of the cohort being managed by SWITCH re-offended, compared to 48 per cent who re-offended during the second quarter.

The 331 re-convictions breaks down to 96 in the third quarter, 159 in the second quarter, and 76 in the first quarter.

The situation is complicated because, under Government reforms, from June 2014 the National Probation Service will assume responsibility for managing high risk offenders, whilst a newly-formed Community Rehabilitation Company (CRC) will manage low and medium risk repeat offenders. It is understood that the CRC will be subject to a “payment by results” process. This could mean that the company is reluctant to manage prolific offenders because of the lack of financial incentive. I understand that there is concern in a number of forces about the lack of any mandate to run an Integrated Offender Management (IOM) programme. I shall ask the Constabulary to keep me briefed on any developments.

Reduce harm from serious crime

One of the ways in which police seek to protect the most vulnerable people in our society is to focus on preventing those crimes that cause the most harm. They are:

- Most serious violence (murder, grievous bodily harm etc)
- Serious sexual offences (rape, serious sexual assault etc)
- 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 recorded 603 offences involving serious harm against a threshold of 542 (a difference of 61 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 17 per cent nationally.

The graph below shows an increase in sexual offences recorded by Wiltshire Police, starting from early October 2013. The upper dotted line represents the boundary of acceptable variation. The graph shows that in January 2014, sexual offences rose above the line.

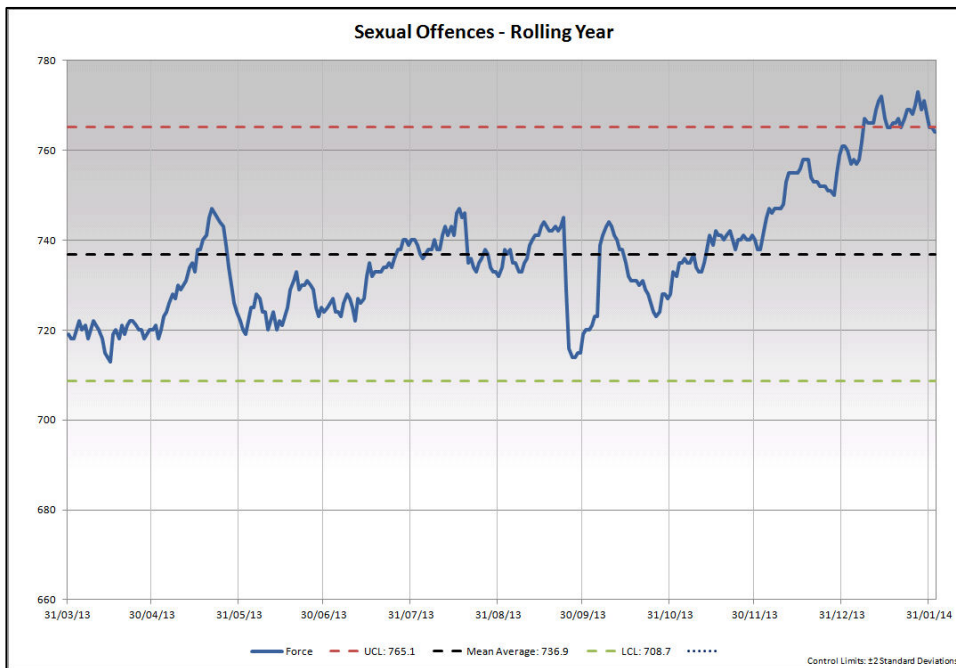


Figure 6: Sexual Offences - rolling 12 months

This increase is primarily as a result of the creation of a Crime Validation Team, which reviews and, if required, reclassifies all so-called crime related incidents (CRIs) and crimes awaiting classification. In table below, NZ refers to classification as No Crime). What has changed is that, whereas in the past a report might be labelled as a CRI and remain as such, the Crime Validation Team is now reviewing all such reports at the earliest opportunity, leading to a more accurate crime recording picture.

The graph below shows the different classifications of sexual offences.

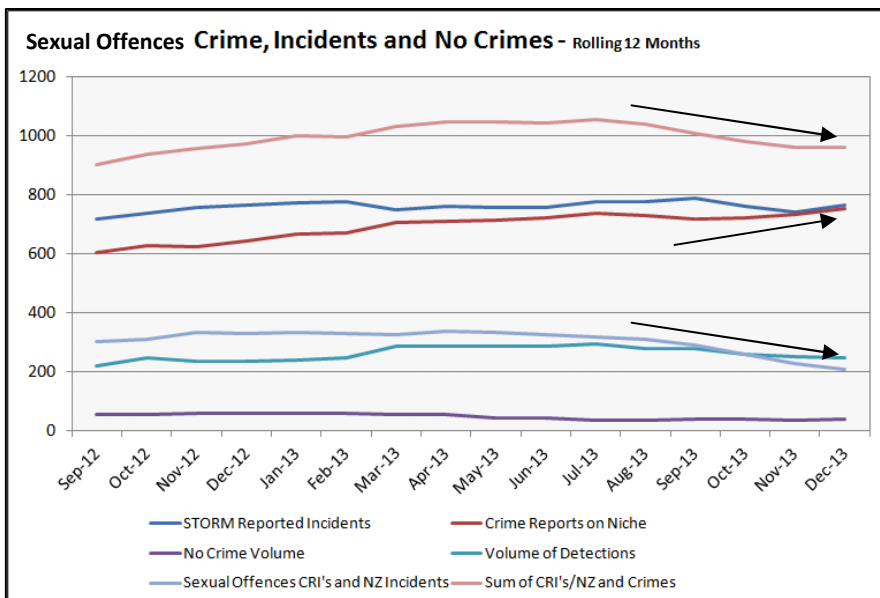


Figure 7: Sexual Offences crime classification breakdown - rolling 12 months

The key finding is that reports of sexual offences into the Constabulary are stable (see top trend line within figure 7). However, we are seeing a change in the way these offences are being managed. As a result, the number of sexual offences classified as crimes is increasing, whilst the number of offences listed as crime-related incidents is down. The main reason for this change is that the Crime Validation Team has reclassified 236 crime-related incidents or crimes

awaiting classification as sexual offences. The significance is that we can be confident that we have an accurate picture of the volume of sexual offences. We can also be confident that the increase seen is not a real increase in victims coming forward to report a sexual offence.

4. 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 | 44 | 44 | 0.0% |
| Proportion of victims satisfied with being kept informed | 83.6% | 84.4% | -1.0% |
| Proportion of victims satisfied with the level of investigation | 82.5% | 82.1% | 0.5% |
| Resolved rate - proportion of crime successfully resolved | 28.3% | 32.5% | -12.9% |
| Proportion of victims referred to Victim Support | 78.1% | 80.0% | -2.4% |
| Proportion of victims satisfied with Victim Support | 96% | 95.0% | 0.7% |
| Proportion of cases successfully dealt with out of court | 44.4% | 48.8% | -9.0% |

Figure 8: Putting victims and witnesses first

Wiltshire Police surveys victims of crime each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

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
- (iii) how satisfied they were in general with Wiltshire Police.

Based on a threshold 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 show that the Constabulary is exceeding the threshold in two of the criteria above, but is slightly below the threshold in the other. This is against an incremental threshold to get the Constabulary into the desired position against peers.

(i) how well the victim has been kept up to date with developments: 83.6 per cent (threshold of 84.4 per cent)

(ii) how well they thought the crime was investigated: 82.5 per cent (threshold of 82.1 per cent)

(iii) how satisfied they were in general with Wiltshire Police: 89.8 per cent (threshold of 86.7 per cent). Please see Priority 6 (Driving up the standards of customer service) below

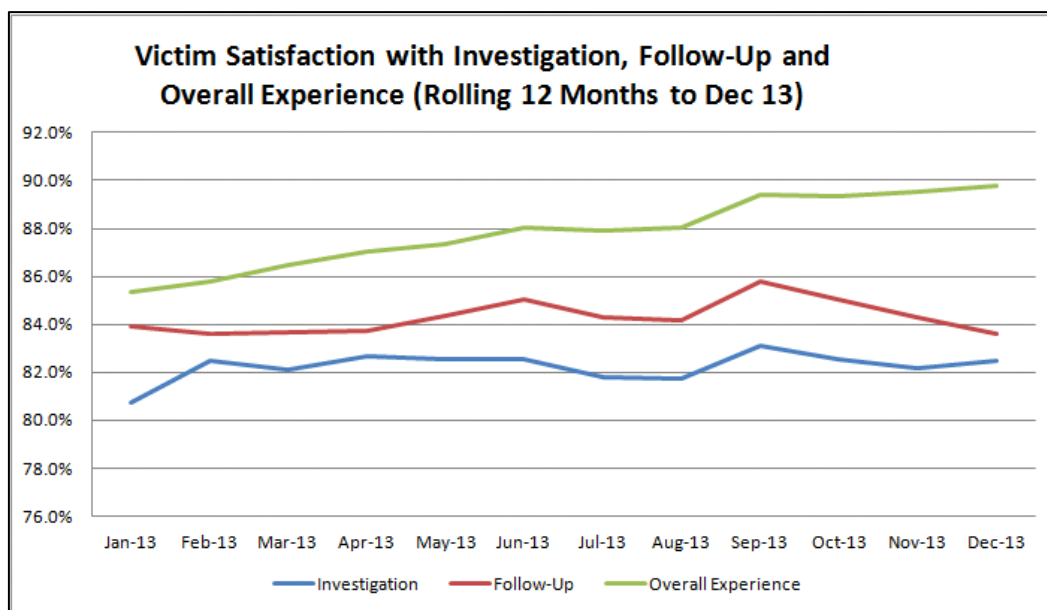


Figure 9: Trends for Victim Satisfaction measures - rolling 12 months

The graph above displays the trends for each of the three victim satisfaction questions, and shows a stable and improving picture.

i) Victim satisfaction with Follow Up: In the year to September 2013 the Constabulary recorded very high levels of satisfaction with follow-ups. However, the year to December 2013 shows a drop in levels of satisfaction as a result of the very high satisfaction recorded between October and December 2012 no longer being included. In reality, satisfaction for October-December 2013 is within the normal bounds. Furthermore, the Constabulary is ranked second in England and Wales for keeping victims up to date with developments.

Victim Support

Wiltshire Police use two further performance measures supplied by 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 78.1 per cent against a target of 80 per cent.

Satisfaction with Victim Support is currently 97.1 per cent.

Resolved rate

Over the last three months, the resolution rate (also known as the disposal rate) has dropped considerably. The threshold is set at 32.5% which is the level required to keep Wiltshire above the average of most similar forces. Up to the end of December 2013, this measure was 28.3% which is 12.9% below the threshold.

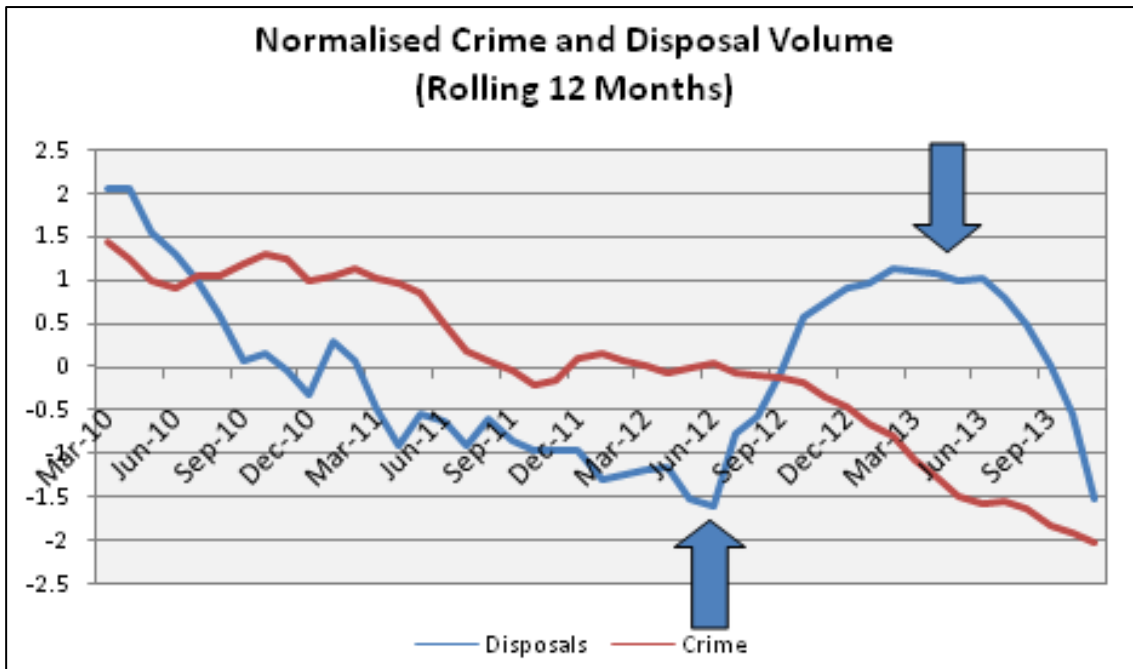


Figure 10: Normalised Crime and Disposal trends - rolling 12 months

Analysis conducted by the Constabulary shows a large rise in the volume of Disposals from September 2012 to April 2013. This was followed by an equally sharp fall between June and July 2013. Under normal circumstances, the blue and red trend lines should follow each other as disposals are a proportion of the crime which gets recorded.

Upon further investigation, Figure 11 below demonstrates that community resolutions are the main driver behind this rise and fall in the trend. This is further explained within the 'Proportion of cases dealt with outside court' section below.

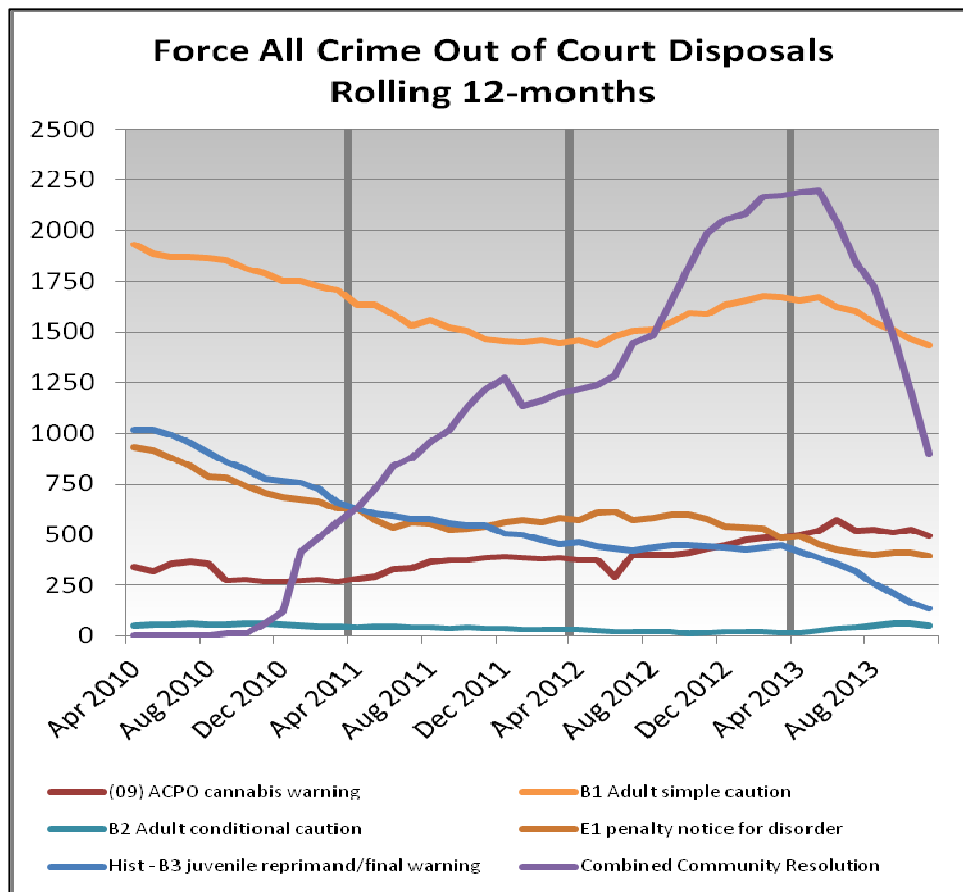


Figure 11: Out of Court Disposal breakdown - rolling 12 months

Proportion of cases dealt with outside court

One of my key initiatives was to commission a service which includes a substantial proportion of cases dealt with out of court - where such an approach is considered appropriate. This is known as restorative justice.

One route is called local resolution under which the victim and offender are brought together by a police officer to achieve an outcome which satisfies the victim. Another route involves the offender agreeing to go before a Neighbourhood Justice Panel.

For the first nine months of this financial year, the proportion of cases dealt with out of court was 44.4 per cent against the threshold of 48.8 per cent.

The performance in this area has been hampered by the long-term absence of an Out of Court Disposals Manager. The Constabulary is now in the process of recruiting into this post.

Restorative Justice in the form of Community Resolutions was piloted and then implemented by all forces before any official guidance was published. In the Constabulary's initial use of restorative justice, there was a lack of clarity around the level of investigation required; the offenders 'acceptance' of the offence and appropriate interventions or escalations to deal with repeat offending. Initially as a new outcome it was widely used with many crimes being resolved which were not in compliance with the subsequent guidance provided by the Association of Chief Police Officers (ACPO).

For example, there were examples of repeated use, following the wishes of the victims, without applying any appropriate interventions to change patterns of behaviour or halt reoffending e.g. referrals to Neighbourhood Justice Panels (NJPs) or Youth Offending.

The ACPO guidance has provided some clarity (eg offenders’ acceptance of the offence investigated) which has resulted in more rigorous outcome scrutiny. The guidance does not provide clear direction in relation to ‘offender management’ and how this links into the other outcomes (appropriate escalations).

I have awarded a grant from my Innovation Fund to expand Neighbourhood Justice Panels from Swindon into a number of towns in Wiltshire. Volunteers are currently being trained to serve on the panels. This expansion should lead to an increase in community resolution.

I regularly review with the Force and community representatives what are known as “out of court disposals” involving higher risk offences to ensure they are being dealt with appropriately. In the most recent review, it was concluded that the higher risk cases had been dealt with appropriately.

5. Reducing offending and re-offending

| Reducing offending and re-offending | | | |
|--|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Number of Licensed Premises checks conducted | 4194 | 5025 | -14.0% |
| Re-Offending Rate | 24.9% | 29.1% | -14.4% |

Figure 12: Reducing offending and re-offending

My objectives to reduce offending and re-offending include:

- Putting a greater emphasis on restorative justice (where the victim and offender agree on a way to settle the matter outside court)
- To see the harm caused by Organised Crime Groups reduced by 25 per cent
- To work with local authorities to encourage responsible licensed premises, and to take a firm line with those that are irresponsible
- To reduce the current 29.1 per cent re-offending rate
- To build on the work done by local authorities with troubled families

Restorative justice and Organised Crime Groups are dealt with under Priority 4 and Priority 1 respectively.

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 short-term prisoners whose homes are in Swindon or Wiltshire will be met on release and given expert support to steer them away from a return to crime. The Trust is matching the sum awarded by the PCC. The commissioning contract was signed in early January and the sums have now been

released. Progress on this scheme, and the impact it has on re-offending rates, will be reported in due course.

As mentioned above, I intend to report on the progress of the SWITCH scheme beneath this heading in future, rather than beneath the heading of “protecting the most vulnerable in society”.

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 nine months of 2013/14 there have been 46 (14 in Q3) 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 explain the risk of losing the licence if the problems are not dealt with).

Licensing officers carried out five cases of enforcement during the period.

There is one case within the third quarter which is under review with the possibility of the premises being closed.

Important activity conducted by the Licensing Team in the last three months:

- Engagement with area management of a significant nightclub in Trowbridge. Through negotiation achieved an earlier closing time of the premises to reduce incident numbers and levels of intoxication.
- Attended Highworth pub watch meeting to support Neighbourhood Policing Team (NPT) and explain to the licensed premises what is expected of them in relation to serving alcohol to drunk persons. They were also given advice on ways to run the banning system in their area
- Negotiation with bars in Old Town, Swindon, regarding variation for extended opening hours. Secured additional conditions on licence to address concerns.
- Police objection to late night refreshment application to extend hours in Swindon. Hearing convened and the committee agreed to retain existing hours to prevent crime and disorder.
- Work alongside NPT in Malmesbury by visiting and providing advice and guidance to key premises following increase in Night Time Economy (NTE) incidents.
- Plain clothes operation on Swindon licensed premises for evidence gathering purposes.
- First Drink Banning Order obtained for Salisbury, banning subject from licensed premises in City Centre for a year. This was publicised widely through the Community Safety Partnership (CSP).

Case study

In my last report I mentioned a licensed premise in Swindon which came to police attention as a result of crimes within the area that were linked to the bar. It 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 appealed against the decision and the matter went to magistrate’s court. As a result of

this, the licence was revoked and since that time a new licence has been granted with stringent conditions. The premise at this time is open and operating without causing concern.

A total of 4,194 licensed premises checks were carried out by police or licensing officers during the nine months. This is a reduction of 16.5 per cent compared to last year (5025). It is believed that this level of reduction is due in large part to officers making the checks but failing to record them.

6. Driving up the standards of customer service

| Driving up standards of customer service | | | |
|---|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Percentage of Incivility, Impoliteness and Intolerance allegations out of total allegations | 17% | 17% | 0% |
| Number of allegations of incivility, impoliteness and intolerance | 88 | 92 | -4.3% |
| Satisfaction of victims with the whole experience after reporting an incident to wiltshire police | 89.8% | 86.7% | 3.6% |
| Average number of days to finalise a complaint made to wiltshire police by local resolution | 44 | 52 | -14.7% |
| Prosecutions that fail due to quality of police input | 14.9% | 16.7% | -10.8% |
| Proportion of errors found out of total possible errors | 0.85% | 0.90% | -5.6% |

Figure 13: Driving up the standards of customer service

I made clear in my Police and Crime Plan the importance of exceeding the public's expectations in the standards of public service.

I wrote: "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 lacking in civility, or have been impolite or intolerant, is 88 for the period from April to December 2013, out of a total of 518 allegations. This represents 17 per cent of the total, which is the desired position as stated by the Independent Police Complaints Commission.

The number of days it takes for the Constabulary to deal satisfactorily with a complaint through local resolution currently stands at 44 days, compared to a threshold of 52 days. Performance within quarter three stood at 44.7 days compared to 41 days in quarter two.

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 when they come into contact with Wiltshire Police.

| Customer Journey | Group | Measure | Oct 13 | Nov 13 | Dec 13 | YTD | YTD Threshold | % off Threshold | |
|----------------------|---|---|--------|--------|--------|-------|---------------|-----------------|--|
| | Visibility | Proportion of the public that are satisfied with police visibility | 56.8% | | | 56.8% | 61.6% | -7.8% | |
| | Contacting us | 999 calls answered within 10 seconds | 95.8% | 94.6% | 95.2% | 94.3% | 90% | 4.8% | |
| | | 101 to report crime - calls answered within 30 seconds | 82.4% | 81.3% | 86.2% | 81.4% | 75% | 8.5% | |
| | Dealing with an incident | Immediate response to emergencies | 95.3% | 92.7% | 91.1% | 91.9% | 90% | 4.6% | |
| | | Satisfaction of victims with being kept informed after reporting an incident | 85.0% | 84.3% | 83.6% | 83.6% | 84.4% | -1.0% | |
| | | Satisfaction of victims with how an incident is investigated | 82.5% | 82.2% | 82.5% | 82.5% | 82.1% | 0.5% | |
| | Making a complaint | Percentage of Incivility, Impoliteness and Intolerance allegations | 14% | 20% | 12% | 17% | 17% | -0.1% | |
| | | Number of allegations of incivility, impoliteness and intolerance | 9 | 23 | 12 | 88 | 92 | -4.3% | |
| | | Average number of days to finalise a complaint made to wiltshire police by local resolution | 40 | 50 | 44 | 44 | 54 | -17.9% | |
| Outcomes for victims | Prosecutions that fail due to quality of police input | 19.0% | 18.5% | 14.1% | 14.9% | 16.7% | -10.8% | | |
| | Proportion of victims referred to Victim Support | 86.2% | 96.6% | 70.2% | 75% | 80% | -6.3% | | |
| | Proportion of victims satisfied with Victim Support | 100.0% | 100.0% | 100.0% | 96% | 95% | 0.7% | | |
| | Satisfaction of victims with the whole experience after reporting an incident to wiltshire police | 89.3% | 89.6% | 89.8% | 89.8% | 86.7% | 3.6% | | |

Figure 14: Tracking the customer journey

All the measures within this customer journey scorecard are included in the priority scorecard prepared for the Police and Crime Panel which appears at the top of this report. Therefore you can find commentary about the measures within the relevant sections of this report.

In relation to allegations against the Constabulary, within the period April - December 2013, there have been 518 allegations compared to 450 in the same time period the previous year. The top three types of allegation are 'other neglect or failure in duty', 'incivility, impoliteness and intolerance' and 'other assault'.

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 to emergencies | 91.9% | 90% | 2.1% |
| 999 calls answered within 10 seconds | 94.3% | 90% | 4.8% |
| 101 to report crime - calls answered within 30 seconds | 81.4% | 75% | 8.5% |

Figure 15: Ensuring unfailing and timely response to calls for assistance

The speed at which Wiltshire Police responds to calls for assistance is a crucial element of the service it provides to the public. The 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 nine months of the financial year 2013/14 was 91.9 per cent, against a national standard of 90 per cent
- Answering a 999 call within ten seconds - 94.3 per cent for the first nine months of the financial year, against a 90 per cent national standard
- Answering 101 non-emergency calls within 30 seconds - 81.4 per cent which is better than the target set by me of 75 per cent

6. Unlocking the resources to deliver

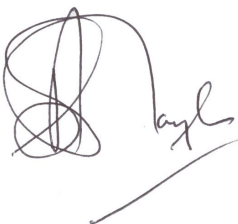
| Unlocking the resources to deliver | | | |
|--|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Proportion of the public that are satisfied with police visibility | 56.8% | 62% | -7.8% |
| Number of police officers | 1034 | 1062 | -2.6% |
| Number of PCSOs | 129 | 138 | -6.5% |

Figure 16: Unlocking the resources to deliver

My wish to see police officers maximising their engagement with the public can be measured by use of public opinion surveys. I have commissioned surveys of 2,112 members of the public, taking twice a year in spring and autumn. Research carried out in spring 2013 showed that the level of public satisfaction with police visibility is 56.8 per cent. The raw data from the autumn 2013 survey has just been received and will be analysed shortly and updates relating to this scorecard will be available in my next report.

At the end of 2013, the Constabulary began a recruitment campaign to counter the effect of natural wastage (retirements, secondments etc). Police officer numbers now stand at 1,034. The initial Vision Wiltshire programme (the Constabulary's response to the Government's 2010 comprehensive spending review) was based on 1,062 officers. The requirement for 2014-15 has been reviewed and a total 1,020 officers was identified. The funding levels and recruitment plan have been considered and agreement has been reached with me to use reserves to keep officer staffing levels consistent over the next three years.

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



Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
18 February 2014

BREAKDOWN OF CRIME FIGURES: 1st April to 31st December

| | 2013-14 | 2012-13 |
|------------------------------|----------------|----------------|
| Total Crime | 25119 | 26817 |
| Violence Against the Person | 5071 | 4912 |
| Sexual Offences | 557 | 527 |
| Robbery | 105 | 129 |
| Non Dwelling Burglary | 2257 | 2338 |
| Burglary in a Dwelling | 861 | 1045 |
| Offences against Vehicles | 2317 | 2717 |
| Criminal Damage | 4396 | 4730 |
| Shoplifting | 2526 | 2392 |
| Bicycle Theft | 669 | 690 |
| Theft from the Person | 305 | 320 |
| Other Acquisitive | 3773 | 4195 |
| Other Crimes against Society | 2282 | 2822 |

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| | January | February | March | April | May | June | July | August | September | October | November | December |
|-------------------------------|------------|------------|------------|-----------|------------|------------|------------|-----------|------------|-----------|------------|------------|
| Area Boards | | | | | | | | | | | | |
| Amesbury | 31st - MBP | | | | 30th - SK | | 18th - SK | | 19th - PCC | | 21st - SK | |
| Bradford on Avon | 9th - KK | | 13th - KK | | | 19th - PCC | | | 18th - KK | | 20th - PCC | |
| Calne | | 5th - KK | | | | 11th - PCC | | 13th - SK | | 15th - KK | | 10th - SK |
| Chippenham | 7th - MP | | 4th - PCC | | | | 1st - PCC | | 10th** | 7th - SC | 4th - PCC | |
| Corsham | 24th - PCC | | | | 23rd - PCC | | 18th ** | | 19th - CW | | 21st - SC | |
| Devizes | 28th - PCC | | | | 20th - SC | | 22nd - SK | | 23rd - PCC | | 25th - SC | |
| Malmesbury | 16th - PCC | | 6th - KK | | | | 3rd - KK | | 4th - KK | | 6th - KK | |
| Marlborough | 29th - PCC | | | | 28th - KK | | 17th - SC | | 24th - KK | | 26th - KK | |
| Melksham | | 6th - PCC | | | | 5th - SC | 31st | | | 9th - SC | | 11th*** |
| Pewsey | 14th - PCC | | 11th - MBP | | | | 8th - KK | | 9th - SK | | 11th - SK | |
| Salisbury | 10th - PCC | | 14th - SK | | | 27th - PCC | | | 12th - PCC | | 14th - KK | |
| South West Wiltshire | | 6th - MBP | | | | 5th - PCC | 17th - SK | | | 16th - SK | | 11th - PCC |
| Southern Wiltshire | 31st - KK | | | | | 6th - SK | | 1st - PD | | 3rd - PCC | | 5th - PCC |
| Tidworth | 21st - PCC | | | | 20th - KK | | 15th - KK | | 16th - KK | | 18th - SK | |
| Trowbridge | 17th - MBP | | 14th - SC | | | | 11th - PCC | | 12th - SC | | | |
| Warminster | 10th - MP | | 7th - SK | | | | 4th - SC | | 5th - KK | | 7th - PCC | |
| Wootton Bassett and Cricklade | 23rd - PCC | | | | 22nd - SK | | 24th - KK | | 25th - SC | | 27th - SC | |
| Westbury | | 7th - PCC | | | | 13th - KK | | 15th - KK | | 17th - SC | | 12th - KK |
| | | | | | | | | | | | | |
| Localities | | | | | | | | | | | | |
| Swindon East | 31st - PCC | | | 18th - KK | | | 3rd - PCC | | | 16th | | |
| Swindon North | 9th - PCC | | | 24th - SK | | 4th - SC | | | 12th - PD | | 27th - PD | |
| Swindon North Central | | 28th - PCC | | | 28th** | | 30th - PCC | | 24th - PD | | 26th - PCC | |
| 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 | | 11th - PCC | |

| | |
|----------------------------|---|
| PCC | * cancelled |
| Kieran Kilgallen | **advised not to attend |
| Mike Prince (left) | ***Officer called away and unable to attend |
| Matt Bennion-Pedley (left) | |
| Sarah Kyte | |
| Sean Cooper | |
| Paul Deal | |
| Claire Woods | |

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| | January | February |
|-------------------------------|------------|------------|
| Area Boards | | |
| Amesbury | 30th - PCC | |
| Bradford on Avon | 8th - PCC | |
| Calne | | 4th - PCC |
| Chippenham | 6th - PCC | |
| Corsham | 23rd - PCC | |
| Devizes | 27th - PCC | |
| Malmesbury | 15th - KK | |
| Marlborough | 28th - KK | |
| Melksham | | 12th* |
| Pewsey | 13th - PCC | |
| Salisbury | 9th - PCC | |
| South West Wiltshire | | 5th - PCC |
| Southern Wiltshire | 30th - CB | |
| Tidworth | 20th - CB | |
| Trowbridge | 16th - PCC | |
| Warminster | 9th - KK | |
| Wootton Bassett and Cricklade | 22nd - CB | |
| Westbury | | 6th - KK |
| | | |
| Localities | | |
| Swindon East | 16th - CB | |
| Swindon North | | 12th - CB |
| Swindon North Central | 28th - PCC | |
| Swindon North East | | 12th - PCC |
| Swindon South | | 11th - PCC |
| Swindon Town Centre | | 11th - KK |
| Swindon West | 13th - KK | |

*Young Persons special meeting - advised that precept will not be included on agenda

| |
|------------------|
| PCC |
| Kieran Kilgallen |
| Clive Barker |

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| Wiltshire Police Budget Monitoring | | | | Period: April 2013 - January 2014 | | | | | |
|------------------------------------|-----------------|----------------|-------------|-----------------------------------|-----------------|----------------------------|--------------------|------------------|----------------------|
| | Original Budget | Revised Budget | % GRE | Actual Spend | Profiled Budget | Variance '1' = 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 | 39,171 | 35% | 31,832 | 32,628 | -795 | -972 | -2.5% | Note 1 |
| Police Officer Overtime | 1,114 | 1,322 | 1% | 1,155 | 1,212 | -57 | 0 | 0.0% | |
| Police Officer Pensions - Direct | 9,586 | 9,596 | 9% | 7,571 | 7,993 | -422 | -504 | -5.3% | Note 1 |
| Police Officer Other Pay Costs | 6,657 | 6,709 | 6% | 5,072 | 5,449 | -377 | -416 | -6.2% | Note 1 |
| Community Support Officers | 3,784 | 3,712 | 3% | 2,927 | 3,093 | -166 | -245 | -6.6% | Note 2 |
| Support Staff Costs | 27,414 | 27,290 | 25% | 21,492 | 22,423 | -931 | -1,026 | -3.8% | Note 3 |
| Agency Staff | 0 | 32 | 0% | 176 | 27 | 150 | 200 | 0.0% | Note 3 |
| Other Employee Costs | 175 | 176 | 0% | 648 | 147 | 502 | 502 | 0.0% | Note 4 |
| Training | 525 | 531 | 0% | 330 | 444 | -114 | -50 | -9.4% | |
| Premises Costs | 6,861 | 6,870 | 6% | 4,978 | 5,122 | -143 | -101 | -1.5% | |
| Transport Costs | 3,580 | 3,610 | 3% | 3,094 | 2,893 | 201 | 206 | 5.7% | Note 5 |
| Other Costs | 10,880 | 10,701 | 10% | 7,831 | 8,381 | -550 | -74 | -0.7% | Note 6 |
| Contracted Services | 1,039 | 1,103 | 1% | 1,130 | 1,043 | 87 | 0 | 0.0% | |
| Main Force Expenditure | 110,740 | 110,825 | 100% | 88,238 | 90,854 | -2,617 | -2,480 | -2.7% | |
| General Income | -2,451 | -2,791 | | -2,499 | -1,907 | -592 | -317 | 11.4% | Note 7 |
| Grant Income | -4,208 | -4,221 | | -4,093 | -4,069 | -24 | 53 | -1.2% | |
| Main Force Net Position | 104,081 | 103,813 | | 81,645 | 84,878 | -3,233 | -2,745 | -3.1% | |
| Police Pensions- Inj/III Health | 699 | 699 | | 848 | 449 | 399 | 186 | 26.6% | Note 8 |
| Office of the PCC | 2,185 | 2,453 | | 1,153 | 1,343 | -190 | -123 | -5.0% | Note 9 |
| Investment Income | -271 | -271 | | -164 | -155 | -8 | 21 | -7.6% | |
| Total | 106,694 | 106,694 | | 83,482 | 86,515 | -3,032 | -2,662 | -3.0% | Under |

| Staffing Numbers | Original Budget | Reduction for Vision | Year End Req. | Current Month | Previous Month | Change |
|--|-----------------|----------------------|---------------|---------------|----------------|--------|
| Police Officers | 1,101 | -38 | 1,063 | 1,032 | 1,034 | -2 |
| PCSO (includes 1 Schools Partnerships) | 139 | | 139 | 133 | 134 | -1 |
| Police Staff | 923 | -60 | 863 | 808 | 805 | 3 |

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 1,032. The initial Vision programme is based on 1,062 officers. The requirement for 2014-15 has been reviewed and 1,020 identified as the budgeted requirement. The funding levels and in-take plan has been considered and agreement has been reached with the PCC to use reserves to keep in-takes consistent over the next 3 years. Due to the significant vacancies mid year an underspend is forecasts in pay, pensions etc. The first eight 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% - this results in a £145k underspend. Variances are also occurring on housing allowances and call out payments (Winsor) providing a further £170k underspend |
| Note 2 PCSO's | The requirement for PCSOs is split between 138 normal PCSOs and 1 schools PCSO. The current strength is 133. The year end forecast see this reducing to 126 as a number of PCSOs will transfer to officers in March. To fill the gap it is planned to have 2 intakes in 2014 (July and September) rather than 1 in-take. |
| Note 3 Police Staff Costs | This years budget is based on 863 staff after Vision and Management Structure savings. At the end of January actual numbers are 808. 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 are required in reducing the financial cost of the organisation in line with budget reductions. |
| Note 5 Transport | £100k of the overspend relates to 2 insurance excess payment relating to incidents pre 2010. The other part of the overspend surrounds consumable price increases on tires and parts. |
| Note 6 Other Costs | The forecast underspend is mainly due to underspends on legal costs and the successful completion of a number of cases. |
| Note 7 | Mutual aid income has been provided in the year which has recovered costs above budget. |
| Note 8 Pensions- Inj/III Hlth | 6 Ill health payments have been paid already this year, this exceeds the budget of 3. At a cost of between £50k and £75k each this creates an overspend, Assuming no further ill health retirements occur this year an overspend of £186k is forecast. |
| Note 9 OPCC | An underspend is forecast due to staffing vacancies against the original budget. Commissioning spend is only £167k out of £477k available - no full year underspend is currently forecast. |

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POLICE AND CRIME PANEL
6th March 2014

AGENDA ITEM NO: 8

PROCUREMENT DEVELOPMENTS

PURPOSE OF REPORT

1. To update the Panel on procurement developments affecting the police service.

NATIONAL DEVELOPMENTS

2. On 11 February 2014 the Council of the European Union adopted the new EU Procurement Directive. This will replace the 2004 Directive which was implemented in England and Wales through the Public Contracts Regulations 2006. The Cabinet Office wishes to adopt the 2014 Directive in the UK as soon as possible. Some of the changes to which it has drawn attention are: encouraging small and medium enterprises to tender for public contracts, making procurement processes simpler and more streamlined, and excluding suppliers from a procurement procedure for significant or persistent poor performance.
3. The 2011 Police Act (Equipment) Regulations require the police service to procure IT commoditised hardware and commercial off the shelf software from the Sprint II framework. The framework is due to expire on 15 March 2014 and has not been replaced. Draft regulations have been prepared removing the requirement to procure IT commoditised hardware and commercial off the shelf software off a framework that has expired or otherwise terminated.

LOCAL ARRANGEMENTS

4. Since April 2012 Wiltshire Police have received procurement services from the South West Police Procurement Department (SWPPD). This service provides the procurement service to Wiltshire, Dorset, Gloucestershire and Devon Cornwall (the host organisation). Avon and Somerset are not part of the Department as it has its procurement services supplied by the South West One partnership with IBM.
5. By being part of the SWPPD Wiltshire is able to benefit from the economies of scale found in large scale procurements and bulk buying pricing arrangements.

This partnership has enabled the following reductions in the budget for Wiltshire of £682,000 in the last 2 years. This is detailed below;

| | 2013-14 £000's | 2014-15 £000's | Total £000's |
|-----------------------|-------------------|-------------------|-----------------|
| Vehicle Parts | 74 | | 74 |
| Vehicle Hire | 1 | 8 | 9 |
| Cleaning | | 109 | 109 |
| Office Consumables | 31 | 2 | 33 |
| Furniture | | 10 | 10 |
| Postage | 30 | | 30 |
| Networks/Comms | 245 | 75 | 320 |
| IT Hardware | | 3 | 3 |
| Interpreters | | 21 | 21 |
| Professional Services | 50 | 23 | 73 |
| Total | 431 | 251 | 682 |

6. In delivering these savings the SWPPD consider all contract routes available. Undertaking a mini-competition on a national framework contract enables the Forces to push prices down and improve service.

National contracts are also used for other service such as vehicle procurement and uniform, thus obtaining the full benefits of bulk procurement.

REGIONAL DEVELOPMENTS

5. Whilst the SWPPD has delivered savings to Commissioners and Chief Constables they are aware that further efficiencies may be obtainable if Avon and Somerset is involved fully. Based on this the region has agreed to look to see if there are benefits in combining the procurement functions of SWPPD and South West One. External consultants will be appointed to report on this proposal in the near future. This report will need to consider the legal implications of the current arrangements.

RECOMMENDATION

6. The report is produced for the Panel's information.

Angus Macpherson
Police and Crime Commissioner

TERMS OF REFERENCE

STRATEGIC IMPROVEMENT BOARD

| | |
|-------------------------------|--|
| AIMS | <ul style="list-style-type: none"> • To provide strategic oversight and direction of all improvement activities conducted by the Force including Performance, Risk, Improvement Plans and progress against the Force Delivery Plan • Understand the links between these factors and monitor progress from existing improvement plans • To ensure the Force is fully prepared for future HMIC inspections and the HMIC annual business plan |
| OBJECTIVES | <ul style="list-style-type: none"> • To review, approve and monitor the Corporate Risk Register • To ensure the Force is effectively delivering against the Delivery Plan • To agree improvement actions and assign owners for their completion • To review HMIC inspections, set direction for improvement plans, and ensure preparedness for future inspections through establishing working groups • Effectively feed required information back to SCT on a regular basis |
| ORGANISATIONAL CONTEXT | <p>Wiltshire Police has a strong performance framework in place which is well established through the Senior Command Team and locally through Weekly Management Meetings. At the start of 2012/13, a new improvement framework was put in place which not only assesses performance trends, but includes survey results, financial progress, assessments on risk, AFI's and continuous improvement reviews. This is in line with the Chief's mission of providing the best quality of service.</p> <p>It was identified through the first quarter of the year that it was a challenge to effectively manage this through SCT due to time constraints. In addition to this, a review of corporate governance which took place in August 2013 identified that although local activity is strong, governance and corporate memory of improvement activity is poor. This is important not only to evidence to the HMIC that we are an organisation that wants to improve, but also in times of major transformation and austerity.</p> |
| STANDING AGENDA | <ul style="list-style-type: none"> • Review of Actions / Matters Arising • Performance overview • Corporate Risk Register • Delivery plan • HMIC inspection update/preparedness • Improvement plans |
| LINKS TO FORCE | If required, updates are provided through SCT on content discussed at SIB. |
| OPERATING ENVIRONMENT | <p><i>Requirement for an effective meeting:</i> Full attendance (deputy sent if primary attendance is not possible) Engagement</p> |
| ATTENDANCE | DCC (Chair) (Vice Chair) SCT <i>or representatives</i> Business Leads for key areas of improvement (identified through HMIC inspections) Business Improvement representatives |

| | |
|------------------|---|
| FREQUENCY | Monthly |
| SUPPORT | The compilation of papers and the production of action-point minutes will be coordinated by the Staff Officer and PA to the DCC |
| GPMS | All papers will be subject of a PROTECT protective marking |

Wiltshire Police and Crime Panel

6 March 2014

Potential Topics for a Police and Crime Panel Task Group

Purpose

1. To propose some potential topics for review by a dedicated task group to be established by the Panel.

Background

2. On 5 November 2013 the Panel met to discuss its approach to scrutinising the Police and Crime Commissioner's delivery of his Police and Crime Plan. The Panel identified that some areas were more complex than others, and decided that the first approach would be to identify an area that the public could relate to and that this would be a rapid exercise and relationship-builder. The Panel discussed topics that might be appropriate, either through a dedicated task group or a themed meeting of the Panel. The Panel noted the importance placed on volunteers and special constables within the Commissioner's Police and Crime Plan and decided that this would be the first area to be reviewed by a dedicated task group.
3. The Volunteers and Special Constables Task Group was established and met for the first time on 4 December 2013 with Mr Malcolm Grubb elected as chairman. An update on this task group's work is included elsewhere on the agenda, but it is anticipated that the task group will conclude its work by the end of March, bringing a report to the Panel for endorsement on 11 June 2014. The Panel's Annual Report 2013 makes clear that this would be the first of a continuing series of scrutiny projects with the aim of making constructive comments and recommendations to the PCC, helping the Panel fulfil its statutory duty to support him in the delivery of his Plan. It is therefore timely to consider what topic it would be appropriate for the Panel's next task group to consider.

Potential topics

4. Below a list of potential topics with background information is provided, including details of:

- Relevant previous work by the Panel
- Relevant priorities, objectives and initiatives in the PCCs Police and Crime Plan 2013/14

1. Victim Support

Victim Services Commissioning

On 15 January 2014 the Panel received a report from the OPCC detailing the transition of responsibility for aspects of victim services commissioning from the Ministry of Justice to PCCs (due in October 2014 and April 2015). South West PCC's had set out shared principles they were working to in developing a regional approach. Wiltshire Police is developing a proposal for an in-house victim referral mechanism and the tender winner would work with the OPCC to develop a tailored system.

Restorative Justice

On 15 January 2014 the Panel considered a report and DVD from the Centre for Justice Innovation on a successful trial of Neighbourhood Justice Panels (NJP's) in Swindon. These would be rolled out throughout Wiltshire with Panels ready in several areas. The Commissioner gave examples of how their range could be increased to include minor thefts / shoplifting, minor assaults (Section 47 or under), criminal damage and public orders offences. It was confirmed that NJP's were being scrutinised by Swindon Borough Council. The Commissioner confirmed that restorative justice would be part of his annual report. The theme of NJPs also links with the Panel's work on volunteers.

Relevant objectives in the Police and Crime Plan:

- ~ "Putting Victims First" – one of six key priorities in the Plan
- ~ Appropriate community and victim focused restorative justice outcomes to become the norm for less serious offences
- ~ To give victims a clearer picture of how to access the criminal justice system
- ~ To involve victims much more in designing services around their needs
- ~ To keep victims and witnesses much better informed throughout the criminal justice process
- ~ To make criminal justice processes shorter and more victim and witness-focused
- ~ To empower victims through the use of restorative justice
- ~ To offer victims and witnesses greater levels of support

Relevant initiatives in the Police and Crime Plan:

- ~ Appropriate community and victim-focused restorative justice outcomes to be used in at least half of detected offences
- ~ Creation of a 'Victim Pathway' tool

- ~ Establishment of a quarterly Victim Forum and Victim Panels to help shape future service delivery
- ~ Publication of minimum standards of information to be provided to victims and witnesses
- ~ Promotion of the government's 'Swift and Sure Justice' reforms in respect of minimising delays and enabling victims and witnesses to give evidence via video links
- ~ Giving victims the option of restorative justice where appropriate and wanted
- ~ Commissioning of additional independent victim-focused services
- ~ Expansion of the Neighbourhood Justice Panel initiative throughout Wiltshire and Swindon
- ~ Creation of Customer and Victims' Charters

2. Licensing

Relevant objectives in the Police and Crime Plan:

- ~ To reduce the harm caused by irresponsible licensed premises

Relevant initiatives in the Police and Crime Plan:

- ~ Joint approach with local authorities to encourage management of responsible licensed premises coupled with a firmer crackdown on irresponsible ones

3. Community engagement

Relevant objectives in the Police and Crime Plan:

- ~ Communities playing a pivotal role in policing and crime issues through greater levels of ownership and volunteering
- ~ Stimulating communities to help themselves more by encouraging volunteering and pump-priming appropriate initiatives
- ~ At least 90 per cent police officer visibility / time out of station, greater single working and more time on foot to maximise engagement with the public

Relevant initiatives in the Police and Crime Plan:

- ~ Progressive community ownership of police and crime-related community budgets
- ~ Every household to be visited by its Safer Community Team at least once every 18 months
- ~ Creation of a one-off £1 million innovation fund to pump-prime community and voluntary sector crime reduction and offender rehabilitation initiatives

4. Crime reduction

Relevant objectives in the Police and Crime Plan:

- ~ “Reduce crime and anti-social behaviour” and “Reduce offending and re-offending” – two priorities of the Plan
- ~ A 10 per cent reduction in the absolute number of crimes and anti-social behaviour incidents
- ~ See Police and Crime Plan Summary (Appendix 1)

Relevant initiatives in the Police and Crime Plan:

- ~ See Police and Crime Plan Summary (Appendix 1)

5. Anti Social Behaviour (ASB)

When discussing this topic on 5 November, the Panel agreed that due to its complex nature it would not be the first topic for review by a task group.

Relevant objectives in the Police and Crime Plan:

- ~ A 10 per cent reduction in the absolute number of crimes and anti-social behaviour incidents

Relevant initiatives in the Police and Crime Plan:

- ~ Multi-agency redesign of services to tackle anti-social behaviour and creation of Safer Community Teams
- ~ Cross-fertilisation of current successful Wiltshire and Swindon initiatives such as Anti-Social Behaviour Risk Assessment Conferences and Advocacy Schemes

6. Handling of complaints against the PCC

Complaints against the Commissioner reports

The Panel received reports on Complaints Against the Commissioner on 12 June and 26 November 2013. These form part of the quarterly reporting process. The handling of these complaints is delegated to Wiltshire Council’s Monitoring Officer.

Public Opinion Survey

On 16 September 2013 the Panel received a report outlining the Public Opinion Annual Survey Results 2012/13.

Relevant objectives in the Police and Crime Plan:

- ~ Consistent achievement of telephone call answering service standards
- ~ Top quartile performance for customer complaints
- ~ Ninety five per cent of customers rating commissioned services as 'good', 'very good' or 'excellent'
- ~ Streamlined and faster criminal justice and transactional services
- ~ Data quality to be right first time in at least 99 per cent of cases

Relevant initiatives in the Police and Crime Plan:

- ~ Systems Thinking reviews of all customer facing services
- ~ Creation of Customer and Victims' Charters
- ~ Introduction of Wiltshire Police Customer Relationship Management system
- ~ Opportunity for customers to complete electronic customer feedback surveys to become routine after each interaction
- ~ Promotion of the government's criminal justice reforms in respect of streamlining processes and making them more victim and witness friendly
- ~ Introduction of Wiltshire Police Customer Relationship Management system
- ~ See Chapter 5 of the Police and Crime Plan (Appendix 1), "Driving up standards of service"

7. Police and Crime Commissioner (PCC) / Community Safety Partnership (CSP) relationships

The PCC has not yet published his intentions with regards to the use of the budget he now holds, previously part of the CSP funding. The PCC may choose to commission further services from CSP or place them elsewhere. The Panel has asked to see the terms of reference and objectives set for the CSPs in the event that the Commissioner decides to continue with their services.

Relevant initiatives in the Police and Crime Plan:

- ~ Multi-agency redesign of services to tackle anti-social behaviour and creation of Safer Community Teams

8. Vision Wiltshire

When discussing this topic on 5 November, the Panel agreed that due to its complex nature it would not be the first topic for review by a task group.

This project is the force's response to the financial pressures and comprises a programme of change begun four years ago. Its current status is unclear.

9. Young People (engagement)

The theme of how the PCC could more successfully engage with young people was originally suggested by the OPCC as a worthwhile scrutiny topic.

10. Funding decisions from PCC's £1m pot

On 15 February the Panel received a summary of the projects funded by the PCC's Innovation Fund and are expecting a progress report at the June meeting. This may not, therefore, be an appropriate topic for scrutiny although this may change after the Panel have had the opportunity of considering the progress report.

Proposal

That the Panel

5. considers the potential scrutiny topics detailed together with any others members may wish to propose and selects a topic or topics for the panel's next scrutiny review;
6. appoints the membership of the agreed task group and agrees arrangements for a preliminary scoping meeting.

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Appendices

Appendix 1 Summary of the Wiltshire Police and Crime Plan 2013-2017



Executive Summary:
Wiltshire and Swindon
Police and Crime Plan

2013 - 2017



partnership, pro-activity, prevention

Welcome to the first ever Police and Crime Plan for Wiltshire and Swindon



In my Police and Crime Plan, I set out the broad direction in which I intend to take policing and crime over the next four years, illustrate how I see services operating in the future and detail a number of key initiatives I will be sponsoring during my term in office and setting in motion by the end of March 2014.

My job as Commissioner is to understand the needs of the public in relation to crime and disorder and to commission services to address these needs for a specific price, to a specific standard and with measurable outcomes. My role is also to set objectives, define outcomes, provide funds from the budget and monitor the performance of all providers on **your** behalf as

members of the public.

This executive summary serves to give you a 'snap shot' of what my plan contains.

My philosophy behind my Police and Crime Plan:

- To put communities themselves in the driving seat in determining the best way to support their policing and crime aspirations
- To encourage and foster greater levels of volunteering in the policing and crime arena
- To place much greater emphasis upon early intervention and prevention of crime rather than merely relying upon sanction and detection after the event
- To work with partners and communities to commission services that will make a positive and enduring impact upon levels of crime and disorder
- To ensure that, where crime and disorder occurs, the perpetrators receive swift, sure and appropriate justice wherever possible, providing reparation to the community or

individual harmed and, just as importantly, are supported to break their pattern of offending into the future.

My plan focuses on **six** overarching priorities and I intend to achieve every single one of them by working closely with communities and partner agencies. These priorities are captured in three overarching themes: **partnership, pro-activity and prevention**.

My six priorities are:

Working with communities and partners to:

Reduce crime and anti-social behaviour

Protect the most vulnerable in society

Put victims and witnesses first

Reduce offending and re-offending

Drive up standards of customer service

Ensure unfailing and timely response to calls for assistance

Angus Macpherson
Police and Crime Commissioner
for Wiltshire and Swindon

Priority one



Working with communities to reduce crime and anti-social behaviour

Communities regularly tell me that they really value their neighbourhood policing teams but get frustrated both by frequent changes in personnel and, on some occasions, a lack of co-ordination with the efforts of other agencies.

My vision of the future is one where community policing resources become an integral part of broader community problem-solving and support teams (**Safer Community Teams**), working with communities to address the issues that most affect them.

My objectives:

1. To see all Wiltshire Community Area Boards and Swindon Localities adopting an Asset Based Community Development approach and playing a significant role in enhancing community safety within their areas through initiatives such as Neighbourhood Watch, Street Watch, Farm Watch, Community Speed Watch and Neighbourhood Justice Panels
2. To see public agencies work much more cohesively so that members of the public can obtain help in finding solutions to their issues without having to contact different agencies separately
3. To see community restorative justice solutions become the norm in all appropriate cases throughout the county
4. To make Neighbourhood, Farm and other community 'Watch' schemes fundamental to intelligence gathering and crime prevention in at least 80 per cent of Wiltshire and Swindon communities
5. To achieve community safety volunteering levels equivalent to one per cent of the Wiltshire and Swindon population regularly taking part in Neighbourhood Watch, Street Watch, Community Speed Watch and other such 'Watch' schemes



6. To have a minimum of 300 active Special Constables across Wiltshire and Swindon, each attached to communities and contributing an average of at least 16 hours per month
7. To consistently achieve over 95 per cent of people feeling safe in their communities during the day and over 85 per cent feeling safe in their communities at night



8. To reduce the percentage of people thinking that young people hanging around is a key issue to less than 10 per cent
9. To see the harm caused by organised crime groups operating in the county reduce by at least 25 per cent compared to its 2012 level
10. To see the number of reported crimes reduce to less than 32,000 per annum
11. To see the percentage of people saying that they have experienced anti-social behaviour in the previous 12 month period to reduce to less than 20 per cent.



Priority two



Protecting the most vulnerable in society

One of the hallmarks of a civilised society is that it protects the vulnerable within its midst.

There are many in society who could be deemed vulnerable and their numbers will inevitably grow as people live longer and as increased financial strain resulting from the state of the global economy takes its toll.

My objectives:

1. To see the creation of a directory of services so that people who feel vulnerable know where they can access support
2. To raise the awareness of vulnerability within the county so that communities and partner agencies have the information and confidence needed to identify those who are vulnerable and offer appropriate support
3. To reduce the likelihood of people's needs falling down the gaps between different agencies' provision by encouraging greater partnership working and information sharing
4. To encourage communities and public agencies to be proactive in recognising and supporting people's vulnerabilities
5. To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities
6. To enable vulnerable people and their advocates to be more involved in shaping and agreeing the support they receive and any sanctions that are handed out to the perpetrators of offences against them
7. To help those who are vulnerable to offending and reoffending receive the support they need to break that cycle.



Priorities three and four



Putting victims and witnesses first

In my manifesto I made a key commitment to putting victims and witnesses at the heart of the criminal justice system. I am very grateful for the support of Victim Support and other community and voluntary sector agencies in Wiltshire and Swindon in helping me shape my plans.

My objectives:

1. To give victims a clearer picture of how to access the criminal justice system and the types of support available at different stages
2. To involve victims much more in designing the services put in place to support them and make sure that these services are available to all those who need them
3. To keep victims and witnesses much better informed throughout the whole process from initial incident or crime to final resolution or sentence
4. To make criminal justice processes shorter, thereby reducing the amount of time victims' and witnesses' lives are put on hold
5. To place a much greater focus upon restorative justice outcomes, with victims seeing reparation for the offences committed and preferably resolution of the underlying issues
6. To make the process of giving evidence in court much more victim and witness-focused.

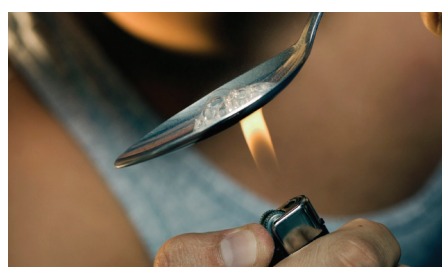


Reducing offending and re-offending

There were 36,046 crimes recorded in Wiltshire and Swindon between 1 April 2011 and 31 March 2012, all with a victim - and approximately 30 per cent with an identified offender. I am delighted to say that these crime figures are reducing each year and that this county remains one of the safest in the country. However my aim and that of my partners is to reduce these figures further.

My objectives in this area of business are:

1. To place a much greater emphasis upon appropriate victim-focused restorative justice outcomes with offenders making reparation to the communities and individuals harmed in at least 50 per cent of detected crimes
2. To see the harm caused by organised crime groups and dangerous drugs networks operating in the county reduce by at least 25 per cent compared to its 2012 level
3. To work with our local authorities to encourage responsible licensed premises and take a firm approach to licensed premises that abuse their position of social responsibility
4. To reduce our current 54 per cent reoffending rate by commissioning rehabilitative support and opportunities to break their cycle of offending and offer them real alternatives
5. Building upon the work currently done by the local authorities with troubled families.



Priority five



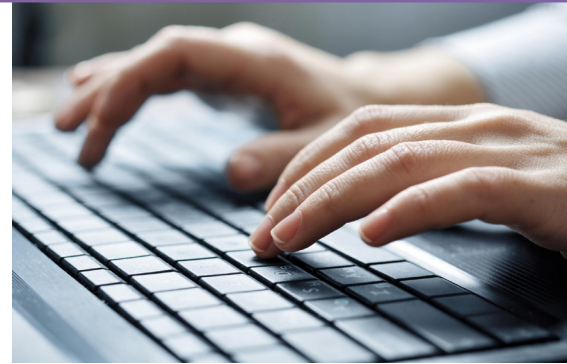
Driving up standards of customer service

Policing and crime prevention can only be successful with the co-operation and support of the public. Not only do I want the co-operation and support of the public, but I want to encourage communities' **active** engagement as well.

If communities are to feel engaged and keen to support policing, they need to find every interaction they have with the police or one of our criminal justice partners both professional and customer-focused. Many commercial organisations pride themselves on going beyond expectations and achieving almost flawless levels of customer service. In my opinion, the police and other criminal justice partners should be no different. And when we get it wrong, we should be quick to apologise and put things right.

My objectives:

1. For Wiltshire Police to consistently achieve its call performance targets for non-emergency as well as emergency calls, with particular emphasis upon the Crime Recording and Incident Bureau arena, where delays are currently most common
2. For Wiltshire Police to receive fewer complaints, especially for incivility; for the Force's performance in this respect to be in the top quartile for the country and for mediation and local resolution to be the default remedy within the police complaints system
3. For customer satisfaction levels to increase to 95 per cent saying that they rated the service they received as 'good', 'very good' or 'excellent'.
4. For common sense to over-ride procedural correctness in cases where the Force has clearly made a mistake and needs to apologise at the outset
5. For transactional processes to be improved and, wherever possible, automated so that delays and processing times can be greatly reduced, thereby allowing target service levels to be achieved in 99 per cent of cases
6. For the criminal justice process to be streamlined, so that the average length of time between offence and sentence or sanction is substantially reduced. I would like our performance to compare favourably with the best in the country
7. For initial data quality to be correct first time in at least 99 per cent of cases.



Priority six



Ensuring unfailing and timely response to calls for assistance

This is probably the area that members of the public most associate with policing: the fast and assured response to a call for assistance. Whether it is in initial response, resource dispatch or attendance, Wiltshire Police consistently exceeds its performance targets, answering a 999 call in less than 10 seconds and arriving at the scene within 15 minutes in urban areas and 20 minutes within more rural ones.

In my manifesto I made a commitment to maintain front line officer strength. The public can therefore rest assured that Wiltshire Police will receive the resources it needs to maintain this consistently high level of performance.

At the same time we cannot overlook Wiltshire Police's responsibilities as part of wider UK policing and as part of the government's national and strategic policing requirements. In some cases however the best way to fulfil these obligations is through shared or collaborative ventures with other police forces. Examples of where Wiltshire Police have taken this approach (i.e. Zephyr) has provided significant additional resilience, allowing Wiltshire to cope much better with a number of major incidents at the same time, as well as providing additional capacity for 'cold case' reviews.

Victim Support's corporate strategy is based upon 'providing services that will meet local need but draw upon national strength.' This will also be my approach in Wiltshire. Service delivery will always be local but, where it is either more efficient or resilient to organise it on shared or collaborative lines, this is what I will commission.

My objectives for this area of activity are very simple. They are:

1. To ensure that Wiltshire Police consistently meets its target response times
2. To ensure that Wiltshire can meet its national and strategic policing requirement commitments
3. To ensure that Wiltshire has the capacity and capability, either on an individual or shared basis, to deal with both major crime incidents and the threats posed by serious and organised crime.



Public Support Units can be called on to help police large demonstrations or events across the country



Unlocking the resources to deliver



The precarious state of the global economy and burgeoning levels of debt in Western economies have forced the government to introduce significant austerity measures, both for individuals and public sector agencies. This has led to significant pressures across the range of services I will be commissioning, be this through reduced levels of donations to charitable organisations or grant reductions for public agencies.

Wiltshire Police, for example, has had to make budget reductions of £8 million during the last two years and will need to make further budget reductions of approximately £13 million between now and 31 March 2016.

Despite all of this, crime has reduced and people are feeling safer. Rather than feeling despondent about the funding reductions ahead therefore, I relish the challenge and have no doubt that we can continue to deliver better outcomes with fewer resources. However, I need the active support and engagement of you, our communities, to help me do this.

In line with my election pledge, there will be no police council tax increase in 2013-14. That's just 43 pence a day per Band D property or 15 pence a day for each man, woman or child in the county. With this being the lowest police council tax in the South West region, I hope that you will agree that this represents fantastic value for money.

My objectives:

1. To ensure that all services are redesigned around customer needs, stripping out activities that add no value to the customer and concentrating upon those that do – this is the 'Systems Thinking' approach
2. To invest in services and interventions that can be shown to work in the longer term rather than those that merely act as sticking plasters
3. To invest more in preventative services rather than those that



Wiltshire has the lowest police council tax in the South West region

- pick up the pieces at greater cost further down the line
4. To do things once in partnership rather than multiple times in isolation
5. To emulate the commercial sector much more by providing greater and more cost-effective access to services, often online
6. To stimulate our communities to help themselves more by giving them the support and confidence to trial initiatives that add most value to them.

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Web: **www.wiltshire-pcc.gov.uk**

Police and Crime Panel Forward Work Plan

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

| Date | Location | Provisional Agenda Items |
|--------------------------|---|---|
| 11 June 2014 2pm | Wessex Room, Corn Exchange, Market Place, Devizes SN10 1HS | <ul style="list-style-type: none"> • PCC Diary report • OPCC annual report • Complaints against the PCC – 6 month report |
| 4 September 2014 2pm | Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU | <ul style="list-style-type: none"> • PCC Diary report • Quarterly data – Risk / Performance / Finance / Complaints / Innovation Fund update |
| 19 November 2014 10am | Committee Room VI, Civic Office Swindon | <ul style="list-style-type: none"> • PCC Diary report • Quarterly data – Risk / Performance / Finance / Complaints |

Forthcoming items (dates TBC) : Speedwatch – a review on performance (Author: OPCC)

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