

# AGENDA

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**Meeting:** **WILTSHIRE POLICE AND CRIME PANEL**  
**Place:** Committee Room VI, Civic Office, Euclid St, Swindon SN1 2JH  
**Date:** Wednesday 19 November 2014  
**Time:** **10.00 am**

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## **Membership:**

Cllr Abdul Amin, Swindon Borough Council  
Cllr Glenis Ansell, Wiltshire Council  
Cllr Andrew Bennett, Swindon Borough Council  
Cllr Richard Britton, Wiltshire Council (**Chairman**)  
Cllr Trevor Carbin, Wiltshire Council  
Cllr Chris Caswill, Wiltshire Council  
Cindy Creasy, Co-Opted Independent Member  
Cllr Oliver Donachie, Swindon Borough Council  
Chris Henwood, Co-Opted Independent Member  
Cllr Charles Howard, Wiltshire Council  
Cllr Peter Hutton, Wiltshire Council  
Cllr Julian Johnson, Wiltshire Council  
Cllr Steve Wakefield, Swindon Borough Council

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## **Substitutes:**

Cllr Chuck Berry, Wiltshire Council  
Cllr Alan Bishop, Swindon Borough Council  
Cllr Ernie Clark, Wiltshire Council  
Cllr Brian Dalton, Wiltshire Council  
Cllr Sue Evans, Wiltshire Council



CLlr Nick Fogg MBE, Wiltshire Council  
CLlr Dr Helena McKeown, Wiltshire Council  
CLlr Jeff Osborn, Wiltshire Council  
CLlr Linda Packard, Wiltshire Council  
CLlr Maureen Penny, Swindon Borough Council  
CLlr Jim Robbins, Swindon Borough Council  
CLlr Ian Thorn, Wiltshire Council  
CLlr Anthony Trotman, Wiltshire Council

# AGENDA

## Part I

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 1 - 8*)

To confirm the minutes of the meeting held on the 4<sup>th</sup> September 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 Thursday 13<sup>th</sup> November 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 - 34)

To receive the PCC's diary report.

7 **Report on the Commissioner's 10 Strategic Priorities** (Pages 35 - 36)

At the Police and Crime Panel's meeting on 4 September 2014 a letter from the OPCC was circulated providing a brief synopsis of the Commissioner's top four strategic priorities (attached). These were:

1. Strategic integration with Wiltshire Council and Swindon Borough Council
2. Regional vision for collaboration
3. Performance culture review
4. Systems thinking review of service delivery

This followed a discussion between the Commissioner and Chairman of the Panel where it was agreed that close alignment between the work priorities of the Commissioner and the Panel was desirable. The top four priorities were in the context of a longer list of ten and a report presenting a synopsis of all ten topics will follow.

It is proposed that members consider the information provided and consider which topics should form priorities for the Panel and how they might be approached.

8 **Quarterly data (Q2) - Risk / Performance / Finance / Complaints** (Pages 37 - 70)

9 **Review of Restorative Justice** (Pages 71 - 74)

A report is attached providing an update regarding Restorative Justice, the development of Neighbourhood Justice Panels (NJPs) and the commissioning of Restorative Justice services by the PCC.

A report was submitted to the Police and Crime Panel in January 2014 outlining the benefits of Restorative Justice practices. The report was produced by the Centre for Justice Innovation (CJI) who were leading on a pilot to develop Neighbourhood Justice Panels in Swindon. The PCC also outlined the intention to extend the Restorative Justice Panel pilot from Swindon through to the rest of Wiltshire.

Members are asked to consider the information provided.

10 **Complaints and Conduct Matters for the period 1 May to 31 October 2014**  
(Pages 75 - 76)

To provide information in respect of the number of complaints and conduct matters that have been received by the Monitoring Officer of Wiltshire Council for the period 1 May 2014 to 31 October 2014.

11 **Police complaints procedure including an update on the visit to Northumbria** (Pages 77 - 86)

Members will recall discussions at previous Police and Crime Panel meetings relating to the complaints process. This report seeks to consolidate those discussions and answer subsequent questions raised by Members.

12 **Task Group update** (Pages 87 - 88)

An update on the Panel's task group activity is attached.

13 **Forward Work Plan** (Pages 89 - 90)

To note the forward work plan.

14 **Future meeting dates**

To note the future meeting dates below:

**Part II**

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## WILTSHIRE POLICE AND CRIME PANEL

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**DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 4 SEPTEMBER 2014 AT ALAMEIN SUITE - CITY HALL, MALTHOUSE LANE, SALISBURY, SP2 7TU.**

**Present:**

Cllr Abdul Amin, Cllr Andrew Bennett, Cllr Richard Britton (Chairman), Cllr Trevor Carbin, Cllr Chris Caswill, Cindy Creasy, Chris Henwood, Cllr Charles Howard, Cllr Peter Hutton, Cllr Julian Johnson and Cllr Steve Wakefield

**Also Present:**

Angus MacPherson (Police & Crime Commissioner), Kieran Kilgallen (OPCC), Prof Allan Johns (OPCC), Chris McMullen (OPCC), Sarah Kyte (OPCC), Henry Powell (Wiltshire Council), Kevin Fielding (Wiltshire Council)

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**43 Apologies for Absence and changes to Membership**

Apologies were received from Cllr Glenis Ansell – Wiltshire Council, Cllr Oliver Donachie – Swindon Borough Council and Carlton Brand – Corporate Director, Wiltshire Council.

The Chairman thanked Kirsty Butcher – Senior Democratic Services Officer, Wiltshire Council and Emma Dove – Scrutiny Officer, Wiltshire Council, for their hard work in supporting the Wiltshire Police and Crime Panel.

The Chairman thanked Cllr Peter Hutton and Cllr Andrew Bennett for their help in the interview process for the vacant Independent Panel member.

**Resolved:**

- **The Panel endorsed the appointment of Cindy Creasy as an Independent Co-Opted member.**

**44 Minutes and matters arising**

**Decision:**

**The minutes of the meeting held on the 11<sup>th</sup> June 2014 were agreed as a correct record and signed by the Chairman.**

**45 Declarations of interest**

There were no declarations of interest.

**46 Chairman's Announcements**

The Chairman welcomed the Commissioner back to the meeting after his recent illness.

The Chairman advised that he had partaken in a number of constructive conversations with the OPCC about how to ensure that the Panel was doing everything it could to support the Commissioner in the delivery of his Police and Crime Plan.

The Chairman felt that in order for the Panel to do this it was important that:

- Give an appropriate amount of time and focus on the Commissioner's key work areas.
- Where possible, do this from the beginning of the process – giving the Commissioner feedback on projects and initiatives when they are being developed, rather than at the end of the process when they were being implemented.

The Commissioner had provided a letter that detailed what his four key work priorities were at the moment, these were:

1. The strategic integration with Wiltshire and Swindon Borough Council.
2. The Regional Vision for Collaboration.
3. The Performance Culture Review.
4. The Systems Thinking Review of Service Delivery.



The Chairman advised that the Panel had already been invited to contribute to the Police Performance Culture Review, with members being invited to take part in a working group to engage with the OPCC on this review.

#### 47 **Public Participation**

There were no issues raised under Public Participation.

#### 48 **Wiltshire and Swindon Community Messaging**

Paul Mills, Business Analyst for Wiltshire Council, gave a presentation on the new Wiltshire and Swindon Community Messaging system.

Points made included:

- Wiltshire and Swindon Community Messaging had been live since Monday 18 August 2014.
- The service was being initially piloted in four neighbourhood policing areas - Malmesbury, Pewsey, Swindon West and Warminster.
- Wiltshire and Swindon Community Messaging was part of a national system called [Neighbourhood Alert](#), which is used by national Neighbourhood Watch and other police forces.
- The system was a localised version of social media, using real time messaging.
- Further information could be found at <https://www.wiltsmessaging.co.uk/>

Questions raised included:

Would local officers all receive the same level of training, to ensure the same level of service in all areas?

*a. Yes, Sector Inspectors were all on board to use the system.*

Will this system be able to help with food warnings etc?

*a. Yes, The system is very much a localised version of social media, using real time messaging.*

How is the system being promoted?

*a. Through the Neighbourhood Policing Teams, social media, Area Boards and Parish Councils.*

Can we be assured that the system would not be swamped with community messages, rather than police related issues.

*a. Yes. Individual users can chose just how much information they wish to receive.*

When will the system be rolled out?

*a. Full roll out is scheduled for October/November 2014.*

**Resolved:**

**The Panel noted the presentation.**

The Chairman thanked Paul Mills for his presentation.

#### 49 **PCC Diary Report**

The PCC Diary report which set out a summary of commitments the Commissioner had undertaken since the last Police and Crime Panel meeting on 11 June 2014 was presented to the Panel.

The Commissioner advised that:

- He was pleased that the OPPC had functioned well during his enforced absence and thanked his staff for their hard work during this period.
- Since being back in the office he had attended several meetings with the constabulary and was pleased to have chaired the Commissioner's Monitoring Board which brought together chief officers and OPPC senior staff.
- That it was hoped that members would visit the Crime & Communications Centre.
- Police and NPT teams were now working out of Bourne Hill, Salisbury with the old Wilton Road site now available for the UTC development to commence.
- Plans were on track to re-site a custody suite back in Salisbury, Mellksham custody suite was currently being used by Salisbury Police.

Questions raised included:

When would the old Chippenham Police station be sold?

*a. It is currently on the market, any updates on a sale would be given at future PCP and Chippenham Area Board meetings.*

What is the status of Police Cadets?

*a. Purely voluntary. It's all about engaging young people, many who have struggled with behavioural issues. It a great way of fostering team spirit etc.*

The Commissioner advised that he would give an update on the Police Cadets in six months time to the PCP.

**Resolved:**

**The Panel noted the PCC's diary report.**

50 **Quarterly data (Q1) - Risk / Performance / Finance / Complaints / Innovation Fund update**

The Quarterly data (Q1) report was presented to the Panel by the Commissioner.

The Commissioner advised that for some time, he had had reservations about the use of targets to measure the performance of Wiltshire Police. It was widely agreed that target driven organisations can leave themselves open to perverse behaviour as managers seek to deliver the desired targets, almost at any cost.

These concerns were shared by a number of well respected national professional bodies, including the UK Statistics Authority. In January 2014, the authority announced that it was stripping the official 'gold standard' status from police recorded crime statistics. A month earlier, the Commissioner of the Metropolitan Police conceded that there was 'cause for concern' about police statistics.

The Chief Executive advised that a "Gate Keeping" process had been put in place by Wiltshire Police with an independent panel who now decided which incidents should be recorded as crimes and the category of those crimes.

Questions raised included:

If there were to be no targets how do we know that Wiltshire Police was doing its job to a good standard?

*a. Wiltshire Police would continue to set targets and measure them.*

How would you deal with Performance if no targets were set?

*a. The Chairman advised that the OPPC had invited the PCP to become involved more with its Performance, with a task group looking at this topic.*

Would the PCP have access to the decisions of the Gate Keeping Panel?

*a. Yes. The panel's decisions would be made available to the PCP.*

Well done to Wiltshire Police for trying to get it right, but what about the other Police forces, how would Wiltshire's statistics match against their's?

*a. Wiltshire Police wants its statistics to be a fair and accurate picture of what is happening in Wiltshire.*

PCC Priority Scorecard 2014/15

The scorecard is graded as “Fair”, how do you get from “Fair” to “Good”?

*a. The scorecard has a weighted score which is consistently applied.*

Reducing Crime and Anti-Social Behaviour (ASB)

Public Opinion Survey - Results for the most recent survey conducted in early 2014 had recently been received by the Force and analysis would commence shortly. Therefore the results within this report are the same as published in the annual report last year?

*a. Data for this was not available for this report, but the analysis would go into the next report.*

Protecting the most vulnerable in society – the graph shows a difference of 44.4%?

*a. This was a national figure and not just Wiltshire.*

Putting victims and witnesses first

Neighbourhood Justice Panels – how many have been requested and Completed?

*a. 25 Neighbourhood Justice Panels had been requested with 17 local resolutions completed.*

Victim Satisfaction – Why had the figure dipped and then risen?

*a. The figure had to be looked at in context.*

Driving up the standards of customer service

Prosecutions that fail due to the quality of Police input – What are Wiltshire Police doing to improve on this?

*a. In the short term more Gatekeepers involved in the process, with fewer parties getting involved in the process.*

Northumbria Complaints Recording Process - The OPCC has been to visit Northumbria and see for itself how this operates. When would the PCP get any feedback from this meeting?

*a. A report on the Northumbria process would be circulated to the Panel at the next PCP meeting.*

Unlocking the resources to deliver

Number of PCSOs – Are Wiltshire Police advertising PCSO recruitment at the Bourne Hill and Monkton Park hubs?

*a. PCSO recruitment is widely advertised.*

Why does the force lose PCSOs?

*a. Some leave to have children, or become Police officers.*

The Chairman asked if there was any interest from the PCP members as to sitting on a Police Performance Culture Review Working Group. Cllr Julian Johnson, Cllr Andrew Bennett and Chris Henwood advised that they would be happy to do this.

**Resolved:**

**The Panel noted the report.**

**51 Police and Crime Plan 2013-17 update**

The Commissioner presented an update to the Police and Crime Plan 2013-17. The Commissioner advised that he was looking to getting the Plan back to an April – April time frame.

Questions raised included:

How can you improve engagement to your role and the plan?

*a. it is a big job to promote the role of Police Commissioner. Press coverage has become better than it was.*

Complaints and professional standards – Complaints against Wiltshire Police increased last year, why?

*a. Greater confidence in the complaints process is driving up the number of complaints. Many complaints are also precursors to a civil claim.*

Innovation Fund – Will any funds not used be rolled over?

*a. It wasn't planned that the Innovation Fund would be an ongoing scheme. Current recipients of the fund will be evaluated at the end of the year.*

**Resolved:**

**The Panel noted the update report.**

**52 PCC response to the Final Report of the Volunteers and Special Constables Task Group**

The Police and Crime Commissioner presented his response to the Final Report of the Volunteers and Special Constables Task Group.

The task group was established by the PCP in November 2013 and its work focused on two key themes:

1. Special Constables
2. Community Safety Volunteers and 'Watch' schemes.

The Chairman expressed surprise that the PCC had made no reference in his Police and Crime Plan updates to the PCP's review.

**Resolved:**

**The Panel noted the report.**

**53 Task Group Update**

A report was presented by the Senior Scrutiny Officer providing an update on task group activity since the PCP's previous meeting.

**Resolved:**

**That Panel noted the update report.**

**54 Forward Work Plan**

**Resolved:**

**The Panel noted the forward work plan.**

**55 Future Meeting Dates**

- 19th November 2014 at Committee Room VI, Civic Office, Euclid St, Swindon SN1 2JH.

(Duration of meeting: 2.00 - 4.35 pm)

The Officer who has produced these minutes is Kevin Fielding of Democratic Services, direct line 01249 706612, e-mail [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

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

## **POLICE AND CRIME PANEL 19<sup>th</sup> November 2014**

### **Introduction**

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 4<sup>th</sup> September 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](http://www.wiltshire-pcc.gov.uk)) and the content of these blogs is copied below for the Panel's information.

## **MAKE SURE YOU GET THE MESSAGE**

Posted: Tuesday 2nd September 2014

### **Monday 11 August**

We may be right in the middle of the holiday season, but, so far this summer, I've had three days in France which I do not recall and have had to cancel a week in the Loire valley due to being in hospital. So, as you can imagine I'm really looking forward to taking a trip to Verona midweek to listen to some opera. Before that, however, I had a day at the Headway charity and a day in the office.

### **Tuesday 12 August**

The office day was spent reviewing the agenda for the Police and Crime Panel meeting in Salisbury on 4 September and making sure we are fully prepared. I then had a short performance briefing from the force, but there were no surprises there.

### **Monday 18 August**

I got back from Verona on Sunday night after a wonderful break seeing some really great opera. It is interesting to think of all the events over the years that have happened in the arena. No lions for us, but a wonderful setting for La Boheme, Madam Butterfly and Aida.

### **Tuesday 19 August**

Back in the office and I received a quarterly update about the Drug Intervention Partnership (DIP) teams in Wiltshire and Swindon.

### **Thursday 21 August**

As today is GCSE results day, I pre-recorded a letter to my younger 16 year old self for BBC Wiltshire. I offered advice and encouragement about young Angus's life choices. It was quite novel to write as my older (and hopefully wiser) self and reflect upon the choices I made in my youth with the benefit of hindsight.

I then went out to the first of the four initial Community Messaging launches in Malmesbury.



The four neighbourhood policing areas that Community Messaging is now live in are Malmesbury, Pewsey, Swindon West and Warminster.

Don't worry if you live or work outside these areas ... you can still sign up and you will receive messages as and when your local neighbourhood policing team starts to use Community Messaging.

I commissioned this two-way messaging system as it is a great way to engage directly with the public on a variety of channels that best suit the user. You can find out more about Community Messaging and sign up at [www.wiltsmessaging.co.uk](http://www.wiltsmessaging.co.uk)

On to chair my Commissioner's Monitoring Board. The agenda covered a presentation by the former High Sheriff William Wyldebore-Smith on the scrutiny of Restorative Justice. I am greatly indebted to William for his work on this topic. He was keen to point out that it is work in progress and I do agree.

The meeting also discussed regional forensics, an update on transformation and estates, domestic abuse and homicide reviews and finally Chief Police Officers' Staff Association (CPOSA) Insurance.

I was also able to share with the Force my 2014 updates to the Police and Crime Plan which are now published and available [here](#). They will be presented to the Police and Crime Panel on 4 September.

I then attended the Community Messaging launch in Swindon West and I was pleased to be joined by the Chief Constable Pat Geenty for the launch at the Link Centre. There was a nice turnout and it was good to see the public signing up and getting involved.



***Above: Here I am with the Chief Constable Pat Geenty at the West Swindon Community Messaging launch event***

### **Bank holiday weekend**

Last, but not least, I found I had been nominated for the Ice Bucket Challenge. It is to raise awareness and money for motor neurone disease (MND), or Amyotrophic lateral sclerosis (ALS) as it is known in America.

Not being one to back away from a challenge. I was filmed soaking myself with water over the bank holiday weekend. Luckily I got to do my challenge in the sunshine in the garden. After donating to the British MND Association I then nominated the Chief Constable, Martyn Underhill, the Police and Crime Commissioner in Dorset, and my wife, Sarah Jane.

You can watch my Ice Bucket Challenge on my Facebook [here](#).





## PLOUGHING ON WITH A LOOK AT RURAL CRIME

Posted: Thursday 4th September 2014

### Monday 25 August

A bank holiday so no Headway Club but, in its place, my neighbour took me to **Imber**, the village in the middle of Salisbury Plain that was closed during the Second World War. **St Giles**, the church in Imber, is open a couple of times a year, as are the roads across the plain between Gore Cross and Warminster, and Edington and Heytesbury. It was an excellent chance to travel the plain which is closed to the public most of the time, but probably used by those up to no good more often than we would like to think.



*(Above: The abandoned courthouse and St Giles Church in Imber.)*

### Tuesday 26 August

In the office, firstly to see Occupational Health and secondly to meet the **National Farmers Union** (NFU) and **Country Land and Business Association** (CLA). The meeting with the agricultural reps was good and I was able to confirm that we will be carrying out a rural crime survey, as well as telling them about **Community Messaging** and **Farm Watch**.

Before that though the Chief Constable undertook his ice bucket challenge which I nominated him to do. He was a great sport and, by the end of the day, I was given the social media viewing stats which are impressive. After being posted on Wiltshire Police's **Facebook** site the Chief's challenge reached a massive 605,000 people, the video had 203,000 views, 3,703 shares, 6,515 likes and 606 comments. Not bad going at all.

*(Below: Me soaking the Chief Constable Pat Geenty in the Ice Bucket Challenge.)*



It was good that I was also able to meet with the Chairman of the [Police and Crime Panel](#) to discuss the agenda for the next meeting.

#### **Thursday 28 August**

I caught up with the leader of Wiltshire Council, Jane Scott, and the leader of Swindon Borough council, David Renard, on the phone, for one of our regular updates. It's clear that the summer holiday has had an impact on all organisations, so I expect our next meeting to be more substantial.

I was then joined by the Chief Constable and others when we discussed estate matters including the proposed new Salisbury Custody Unit. It is clear that we need to get on the ground with the project soon.

The week has been dominated by the Rotherham child sexual exploitation affair and the role that the current Police and Crime Commissioner for South Wiltshire, Shaun Wright, may have played during his time as a member of the local council when he oversaw children's services.

I believe it is a matter for South Yorkshire's residents, but it seems to me that any office holder who loses the confidence of his electorate would find it impossible to continue.

As August drew to a close, I took the opportunity to visit a real treasure of the county, [Longleat](#). What a fabulous house, grounds and lions.

## **A REGIONAL VISION, A LOOK AROUND BOURNE HILL, AND FUN AT THE BLUE LIGHT SHOW**

Posted: Thursday 11th September 2014

#### **Week ending 7 September 2014**

I am now beginning to ramp up the time I can spend in the office after my health problems in May. Until now I have been restricted by the doctor to two half days a week. But this week I am in for two full days plus the Emergency Services Show on Sunday and next week that will rise to three whole days.

The major activities this week are the regional get-together of PCCs and Chief Constables and my quarterly meeting with the Police and Crime Panel.

#### **Wednesday 3 September**

##### *PCC Regional Meeting*

We decided to hold our regional meeting at Bridgwater in Somerset for the convenience of all participants.

The region's five PCCs (representing Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Wiltshire) have been pulling together a vision statement for collaborative working across the South West. I have signed the document. Once I know that everyone else has signed I intend to publish it as a further update to my Police and Crime Plan to reflect our ambitions for the region as far as working together is concerned.

The document makes clear that we are committed to local policing, with specialist areas being provided and managed on a regional or sub-regional basis. None of us favour all-out mergers, not least because local people need to identify with local police, an important principle that can be traced back to **Robert Peel**, the founder of modern-day policing.

At the meeting we were given an update on some of the existing regional work and, in particular, on those areas where the region was successful in bidding for funds from the Home Office. The most notable of these projects concerns the regional approach to forensic services. The pooling of expertise and the efficient use of expensive resources lies at the heart of such schemes.

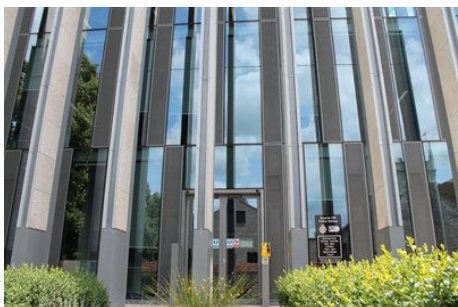
**Zephyr, the south west regional organised crime unit**, has been running for some time. We made a bid to the Home Office for the purchase and modernisation of premises to deal with the growth of the team and to allow them to be based at one site. The bid has been accepted and we will now be relocating Zephyr to a purpose-built base in the centre of the region.

The afternoon involved a series of updates to the Commissioners and Chief Constables covering changes to probation, the commissioning of services for victims and the assumptions made by individual forces in planning their medium-term financial strategy. These meetings tend to be quite technical and dry, but are absolutely invaluable as we seek ways to work together and save money.

### **Thursday 4 September**

#### *Bourne Hill Police Station*

I have been trying for some time to get to **Bourne Hill** in Salisbury (below) to meet the officers and staff who have relocated there from Wilton Road. Today was my first opportunity.



As you may recall there was some criticism by a local councillor that Bourne Hill was hard to find. So, as an experiment, we forgot all knowledge of where it was and followed the signs, both in the car and from the car park on foot. I am pleased to report that we found it with no difficulty. The signage seemed really good.



I had the opportunity on arrival to speak to police and council reception staff. I must say the light, airy and spacious reception area, with its comfortable seating, is a great improvement on our old premises across the city.

I am pleased to say that police officers were out and about in the city – as they should be. But those I had the opportunity to speak to were beginning to experience the advantages of working alongside council colleagues, something I am used to hearing about at Monkton Park in Chippenham.

Many of the teething troubles at Bourne Hill that I heard about have been sorted by the facilities management team.

Joint working with councils is happening in Swindon, Chippenham and now Salisbury. I look forward to visiting Springfield Community Campus in Corsham next week to meet our Neighbourhood Policing Team who are relocating from their police station elsewhere in the town.

#### *Police and Crime Panel meeting*

Moving over to City Hall I had a meeting with my Police and Crime Panel. The agenda covered my update on the performance of the force for the first quarter of 2014/15. I was also able to present my **Police and Crime Plan updates** which cover topics such as commissioning victims' services, restorative justice commissioning, finance, volunteering strategy, complaints and professional standards, the structure of my office, key statistics, the Special Constabulary and governance of the constabulary.

The other major item to share with the panel was the launch of Wiltshire and Swindon Community Messaging. You can find more about that in my report below on the Emergency Services Show.

These are quarterly meetings with the panel and this particular quarter is probably one of the quietest. The work programme of the panel for the future includes a detailed look at licensing of premises. I will bring a detailed paper to the panel's next meeting in the autumn.

#### **Sunday 7 September**

##### *The Emergency Services Show*

On Sunday I was off to Hullavington Airfield for the Emergency Services Show. We were blessed with fine weather which seemed to bring out the crowds.

My marquee this year was being used to promote Wiltshire and Swindon Community Messaging.



**(Above: The Community Messaging Logo)**

Neighbourhood Watch volunteers and members of my team were encouraging visitors to our stand to sign up for the two way communication system. Community Messaging sends messages about policing and crime matters in a users area by email, text or voicemail. It only takes a few minutes to put your information into our special Community Messaging kiosk or tablet device and it was great to see a steady stream of people keen to get involved.



**(Above: Here I am on the special Community Messaging kiosk)**

The beauty of the scheme is that you can choose who you would like to hear from and how you would like to be contacted. It will allow Neighbourhood Policing Teams quickly to pass on information to people living (or working) in a specific postcode area. It can be used for such things as appeals for information or potentially in the future to help look out for a missing person.

If you were unable to be at the show but would like to sign up, please go to [www.wiltsmessaging.co.uk](http://www.wiltsmessaging.co.uk)

The other new development on our stand this year was that we had been designated as a Safe Place. This is a scheme I have helped to support through my Innovation Fund and it is slowly spreading across the force area.

Shops and public buildings which are taking part display the Safe Places logo (below) in their window and anyone who is out and about and feels vulnerable should know that they can go inside and be assured that someone will find them a chair, look after them and if required phone for a relative or carer to come along and collect them.



***(Above: The Safe Place Logo which will be in business around Wiltshire)***

Those taking part will also understand that the person may be carrying an In Case of Emergency (or ICE) card with details about their particular needs. No one needed our help, but the training my team received and the displaying of a Safe Places banner at least meant that we managed to further raise the profile of this excellent community scheme.

Overall the show was a lot of fun and had something for all the family. I was among many who enjoyed a fast ride in a police car along one of the runways.

Another highlight was meeting Wiltshire's Volunteer Police Cadets resplendent in their distinctive uniforms with red hat bands and lapels.



***(Above left: Here's me with the smart looking volunteer Police Cadets at the show. Above right: About to embark on a police car ride)***

There also seemed to be a greater breadth of attractions this year. Some old favourites were of course present again including the emergency vehicles of yesteryear.

***(Below: Here I am at the show with an old style police car, and an old style ambulance)***



I would like to congratulate the committee members, drawn from Wiltshire Police and the other blue light services, who work so hard around the year to plan this very popular event and who raise thousands of pounds for good causes in the process.

Last, but not least, thanks to those involved in the traffic management which seemed to allow a much quicker getaway from Hullavington at the end of the day than has sometimes been the case in the past.

Take a look at the PCC album of pictures from the day by visiting:  
[www.facebook.com/Wiltshireandswindonpcc](http://www.facebook.com/Wiltshireandswindonpcc)

## ROADS POLICING RISE TO THE CHALLENGE

Posted: Wednesday 17th September 2014

### Monday 8 September

The major meeting of the day is the Commissioner Monitoring Board, where we look in detail at the proposed custody suite for Salisbury and the Consultation being undertaken by Wiltshire Fire and Rescue.

I also had reports on the Northumbria Complaints system which we visited recently and wave nine of the Public Opinion Survey. The next round of the survey is to be launched this week. Worthy of a mention is the concern residents have over teenagers "hanging around" that has come to light in previous surveys, it was for that reason I was pleased to provide funding from my innovation fund for the below mentioned BIOS mobile youth club in Swindon which has proved very popular. It would be good to see such a service being available in Wiltshire.

### Tuesday 9 September

Today I was on Swindon 105.5 to talk about the next wave of the public opinion survey, during which we will be phoning 2000 households in Swindon and Wiltshire to gather their views on how their area is policed. The survey will also explore issues such as quality of life and fear of crime. The information helps me to commissioner services from Wiltshire Police and helps senior police officers to understand the needs and priorities of the people they protect. I think it is important to get the public's opinions so we have reliable and up-to-date information, remember your view counts. If you receive a call and have any concerns about the validity of the caller, please call 101, the non-emergency number for Wiltshire Police, and ask for Ruth McGee on extension 2396.

In the morning I had a meeting with Neighbourhood Watch, an update on Community Messaging and these were followed by an update on [Neighbourhood Justice Panels](#). Neighbourhood Justice Panels bring together someone who has experienced crime or anti-social behaviour and the person or people who caused it. These panels are now established across the county, but are lacking referrals.

The first panel in Salisbury is being held this week, but more buy in is now required. It should not only be Police Referrals. There are now established panels in Swindon, Salisbury, Trowbridge, Devizes and Chippenham.

Finally I had a preparation meeting for the Audit Committee next week.

### Wednesday 11 September

Clutching my copy of [Bradshaw's Continental Railway Guide](#), I catch the train from Swindon to Chippenham. The refreshment room at Swindon is described in the guide written by George Bradshaw as "admirably conducted and abundantly supplied with every article to tempt the best as well as the most delicate appetites, and prices are moderate".

I decided to purchase myself a coffee to take on the train, where I met a member of Wiltshire Council staff who works at Monkton Park. I was pleased to hear his positive experience of joint location with the Police.

Bradshaw says Chippenham makes a little cloth and silk. It boasts "two tanneries, a foundry, four banks, a new Town Hall and Market House ... and a long bridge on 23 arches. It is delightfully situated in a valley on the south bank of the river Avon".

A new guide would mention our joint facility with Wiltshire Council where Police and Council staff share the Monkton Park Offices.

I had a meeting with the council leader, Jane Scott and her officers, before returning by road to Swindon for a health and Wellbeing Board where we discussed the Better Care Fund.

### Thursday 11 September

Today I was on Radio Wiltshire to talk about the Public Opinion Survey again, before spending time with Swindon 105.5FM, where I was discussing a programme I plan to make with them based on my grandfather's letters from the front line in the First World War.

My office launched a survey on community remedies today asking the residents of Wiltshire their opinions.

[Click here to take the Community Remedy Consultation.](#)

**Friday 12 September**

*A Tour to Remember*

*(Below: the tour passing County Hall in Trowbridge, picture courtesy of Wiltshire Council)*



I caught the bus to Trowbridge to attend the Tour of Britain. It was very well organised and I felt great pride at the tour coming through Wiltshire. With it being a race it all passed by very quickly, but there was a good party atmosphere for the hour we waited. It was quite a job for all the public services as the roads are cleared and checked for the cyclists.

*(Below: Me and the Mayor of Trowbridge Glyn Bridges at County Hall and a Wiltshire Police officer getting into the spirit of the tour) Pictures courtesy of Wiltshire Council*



I think with Obama going to Stonehenge and the Tour of Britain, our roads policing team have had some very high profile work to do recently, and have successfully risen to the challenge.



*(Above: Some of the cyclists taking part in the race and a police motorbike from the rolling road block)*

It was then back to Devizes Headquarters for a so called “hot debrief” from Her Majesty’s Inspectorate of Constabulary (HMIC) on their police efficiency, effectiveness and legitimacy (PEEL) inspection. There was positive initial verbal feedback, but no judgements at this stage. This national report will be out in October.

### **Saturday 13 September**

I went over to Wootton Bassett to support Mayor Sue Hughes in her charity cake sale that was fundraising for the Filling Station, which is a charity I am a trustee of that provides food and provisions to those in need on the streets of Swindon.

We then picked up the Archbishop of Canterbury and his wife to take them to Pinehurst. There was a brief opportunity to talk with the Archbishop in the car before showing him and his wife the BIOS van which I have sponsored with my Innovation Fund. The BIOS Van is a converted supermarket home delivery van, fully customised as a well equipped mobile youth club. Young people to get on board the vehicle, the sides fold up providing games consoles, internet access, information services, music, mobile seating, sports equipment and refreshment facilities. The van has been running now for about six months, the weather will be a challenge going forward into the colder months, but I look forward to the evaluation.



*(Above: The Archbishop of Canterbury and myself taking a look at the BIOS Van)*

An event running through the week has been the London 2014 Invictus games, which have included some inspirational stories. I think that they will have a wiser effect than just our support for the military, and have inspired many disabled people.

## **IPCC INVESTIGATION HITS THE HEADLINES**

Posted: Monday 22nd September 2014

### **Monday 15 September**

Every Monday morning I start the week by looking at performance with the team. We have also received the draft 2014 value for money profile from Her Majesty’s Inspectorate of Constabulary (HMIC) to check. The report will be published at the end of October. Essentially, today was an update and review ahead of the Strategic Improvement Board next Monday.

During the afternoon I put out a statement to staff and the media regarding an Independent Police Complaints Commission (IPCC) inquiry into the conduct of the Chief Constable, This is what the media statement said:

“I can confirm that, on 29 August 2014, I made a referral to the Independent Police Complaints Commission (IPCC) concerning the Chief Constable after considering a letter of complaint received by my office on 14 August 2014.

This letter was with regard to the way in which a previous complaint had been dealt with by the Force between 2008-10. That complaint was in relation to the way a case of historic sexual abuse had been managed.

Following an initial meeting with IPCC investigators, my office is now in consultation with the IPCC on the matter.

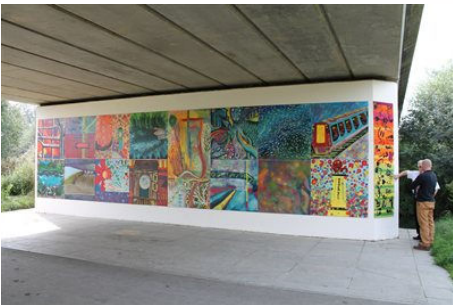
Deputy Chief Constable Mike Veale has made referrals to the IPCC in relation to the conduct of two other officers who were also involved in the handling of the 2008 complaint.”



## Tuesday 16 September

I gave a small amount from my Innovation Fund for the painting of murals to cover up graffiti in an underpass at Biss Meadows in Trowbridge. These were painted by students from [The Clarendon Academy](#) in the town. The request for funds came from the [Friends of Biss Meadows](#). The improvement to this part of Trowbridge has been marked and I hope that an area that has attracted bad behaviour will be improved by people taking "ownership". Today I attended the press day and met some of the talented young artists who painted the panels.

(Below: Me and some of the A Level art students from the Clarendon Academy and the Chair and Project Leader from the Friends of Biss Meadows, and a photograph of one side of the mural.)



I'm a non-voting member of the Wiltshire Cabinet Transformation Committee which met today in Trowbridge. We had an update on the progress of "system thinking" and of the disposals of property being undertaken. We also touched on police integration within the county. I'm looking forward to going to Corsham later this week

The Chief Inspector of Prisons gave [the Mercers' Lecture at Dauntsey's](#) school this evening. Interesting, I felt, but not that challenging. There was little solace for women prisoners from our county who are not kept in Wiltshire whilst serving their sentences.

## Wednesday 17 September

Up early to attend a briefing with the rural crime team and roads policing unit for a day of action around Marlborough. Then an opportunity to watch some road stops with partners from Customs and Excise.



(Above: Me at the rural crime day of action around Marlborough)

I then attended the Crime Beat Panel at Wiltshire Community Foundation. It distributes the Police Property Act monies. We looked at eight applications and I was able to pass the foundation a cheque for a further £36,000.

I issued a further statement to Wiltshire Police officers and staff and to the media about the IPCC inquiry with regard to the Chief Constable:

"On Monday (15 September 2014) the Independent Police Complaints Commission (IPCC) announced that it was investigating the Chief Constable of Wiltshire Police, Patrick Geenty, in relation to the way the Force dealt with complaints between 2008-10.

The investigation comes after I contacted the IPCC on 29 August 2014. I made this contact after considering complaints which were referred to my office by the Force earlier that month.

In line with process, yesterday afternoon (16 September 2014) Mr Geenty was served papers by the IPCC. As expected, these papers outlined allegations which, if proved, would amount to gross misconduct.

My role as Commissioner is to represent the people of Wiltshire and Swindon in police and crime matters.

After giving careful consideration to information I have received from the IPCC, together with independent legal advice which my office commissioned, I have decided that the public interest would be best served by Mr Geenty continuing in his role whilst the IPCC investigation is underway. I am required to consult the IPCC on this decision and I have done so.

The purpose of an investigation is to establish the facts behind a complaint and that is what I am waiting for.

Nothing has been placed before me at this stage which, in my judgment, would justify suspension. If new evidence is produced by the enquiry team, I will review my decision.

It would not be appropriate to make any further comment whilst the IPCC investigation is underway."

In the afternoon I attended the opening of the new Crime and Communications Centre at the Wiltshire Police HQ in Devizes. This is where all calls to Wiltshire Police on 999 and 101 are received and dealt with. We have carried out a full refurbishment of the building and the technology. It has been designed with a great deal of input by the staff. I think it is fair to say that our guests at the opening were greatly impressed.



*(Above: Me in the new Crime and Communication Centre at Devizes HQ)*

#### **Thursday 18 September**

First thing I went to see the new [Springfield Community Campus in Corsham](#). Our Neighbourhood Policing Team is based on the first floor. The campus is not yet complete, so it was difficult to fully appreciate the way in which it will work once the builders have packed up and left. Currently the sports centre seems to dominate, but I'm sure that the signposting to Wiltshire Police will be more akin to that at Bourne Hill in Salisbury or Monkton Park in Chippenham when the reception area is open. It is very much a work in progress at the moment.



**(Above: The Chief Constable, myself and SGT Nick Cooke at the new Springfield Campus in Corsham)**

In the afternoon I attended the independent Audit Committee. It is always pleasing when the accounts are approved by the auditor and I am pleased to report that we got a good value for money statement as well. The accounts have been posted on my website.

### **Friday 19 September**

I have to say I am pleased that Scotland will not be leaving the United Kingdom after yesterday's referendum. My Scottish roots did not entitle me to a vote, and nor should I, the Macpherson having been in Swindon for the whole of the last century. I do think that there is a great strength in Great Britain which is worth keeping, albeit with some regional variation.

## **EXPLORING THE LINK BETWEEN HEALTH, WELLBEING AND CRIME REDUCTION**

Posted: Thursday 2nd October 2014

### **Monday 22 September**

Bus journey to work in Devizes for a day dominated by meetings, the first being Performance Update, followed by a regular meeting with the officers and councillors who have responsibility for licensing in Wiltshire. On this occasion it was in preparation for the Police and Crime Panel to whom I will be reporting in November. In particular I am interested in the impact of the Late Night Levy on licensed premises within Business Improvement Districts (BIDs). Allow me to explain. The Late Night Levy is a method by which those who sell alcohol as part of the night time economy make a contribution to the policing and welfare of the town in which they trade. If the premises happen to be in a BID area, they will, in effect, be paying twice because they have to contribute to the costs of creating a BID area. Some of the businesses are complaining that they cannot afford to join the BID and pay the Late Night Levy.

I also attended the Strategic Improvement Board, which is chaired by Deputy Chief Constable Mike Veale, and the Programme Board.

### **Tuesday 23 September**

An early start for breakfast with the [Devizes Chamber of Commerce](#) at The Bear Hotel. It was followed by a meeting with [Her Majesty's Inspectorate of Constabulary \(HMIC\)](#) who are in force for a couple of days looking at the criminal justice system. I am very pleased that the Chief Constable has been made chairman of the local Criminal Justice Board and I hope that, at their next meeting, I will be invited to join them as a board member. The board is made up of magistrates, court officials, police, Crown Prosecution Service and probation. Its main function is to ensure the smooth running of the criminal justice system which depends on each agency doing things right the first time.

### **Wednesday 24 September**

Commissioner's Monitoring Board in the morning. A good briefing on predictive policing. It is about the sharing of data with local authorities and others to show the risk of harm within a particular community. This is something which both Swindon Borough Council and Wiltshire Council have been working on. For example they are looking at the resources which are put into an area and what effect they have on the residents. It is right that police data forms part of the picture and there is still more to be done to bring that about. We also discussed the next bidding round for the Home Office Innovation Fund (not to be confused with my own fund) in November. We will have to work up some ideas for Wiltshire and the regional forces. We then went on to talk about estates matters in respect of Salisbury, Chippenham and Corsham.

I then spent some time with Temporary Det Supt Ian Saunders, talking about restorative justice. The scrutiny panel, chaired by William Wyldebore-Smith, the former High Sheriff of Wiltshire, is looking at the suitability of the process of Neighbourhood Justice Panels and other initiatives. We now have an out-of-court disposals manager who has been in post for a few weeks which should give impetus to the use of restorative techniques by officers where appropriate.

I was pleased to visit the [Wiltshire Air Ambulance](#) team at Devizes HQ and to meet paramedic Jo Munday who responded quickly when I was taken ill in Trowbridge. The helicopter was temporarily grounded, so Jo travelled by road to look after me until the Great Western air ambulance arrived. I am looking forward to welcoming the new air ambulance (a [Bell 429](#)) to Devizes in October. Please remember the Wiltshire Air Ambulance slogan: "Funded by you, flying for you". The final event of the day was attending the Wiltshire Public Service Board meeting in Trowbridge.



#### **Thursday 25 September**

Today was dominated by health with two meetings at County Hall, including the Health and Wellbeing Board. I was asked by a colleague in the office why I was so keen on these boards. To my mind the answer is simple: most crime in Wiltshire is not sophisticated or planned but instead the outcome of circumstances. Those circumstances are often driven by choices made or by an individual's state of health. Something as simple as being able to cook a basic but nutritious meal can have great effects in the long term, whilst dependency on ready meals is both expensive and sometimes unhealthy. Of course the major issue is the use (or rather misuse) of drugs and here I would include legal highs and alcohol. So the efforts of those who attend the Health and Wellbeing Board can and do have a positive impact on crime reduction.

In the evening I attended [Corsham Area Board](#). It's the first time I have been to an area board since my illness in the summer. I chose Corsham for my return to try to get a sense of how residents there were feeling about the new [Springfield Community Campus](#) which I visited last week. I have to say that it was not one of the most well-attended area boards I have been to, perhaps because the last one was held at the campus and was apparently very busy.

Of particular interest to me at the meeting were the terms of reference for the new [Local Youth Network \(LYN\)](#). A LYN is defined as a sub group of the Area Board. It represents a wide range of community stakeholders who work in partnership to facilitate a range of positive activities across the area. Young people play a central role in all aspects of the LYN.

I note that the police are included in a list of likely representatives on the LYN. We need to ensure that there is consistent engagement by each Neighbourhood Policing Team with their LYN.

#### **Friday 26 September**

In the morning I attended a meeting of the Wiltshire Community Foundation where I am a trustee.

But the day really started at 6pm when I attended a briefing at Gablecross Police Station in Swindon for officers engaged in alcohol awareness. The idea of the exercise was that four volunteers, aged between 15 and 16, would visit licensed premises in Swindon and Highworth to try to buy alcoholic drinks. These test purchases are arranged between the police and the local authority licensing officers on a regular basis across Wiltshire and Swindon and are aimed at ensuring that licensees are acting responsibly with the licence they are given. Media publicity about the operation gave me an opportunity to promote PASS cards which are supported by the Home Office and trading standards. These new cards can be used as proof of age. Apparently many young people use their passport for ID purposes and over half of the passports which go missing are lost by young people on nights out. My evening finished at about midnight as I accompanied officers back to the custody unit at Gablecross with a man who had been arrested.

#### **Sunday 28 September**

It's party conference season and I am attending the Conservative conference in Birmingham on Monday. So I travelled up this evening. It turns out that there was quite a lot going on. I was invited to attend a meeting which was addressed by the party chairman and then I went on to a reception at which Robert Buckland, the Swindon MP, was speaking. Off to bed early as I am meeting the Home Secretary at 7am tomorrow.

## BREAKFAST WITH THE HOME SECRETARY

Posted: Monday 6th October 2014

### Monday 29 September

An early start to the day at the Conservative Party conference in Birmingham because I had to check out of my hotel to be with Theresa May, the Home Secretary, by 7am. The Conservative Police and Crime Commissioners met her for a breakfast briefing, which was useful. It is good to know that the office of PCC still has the support of the Home Secretary. I think we all agree that you cannot judge the success or otherwise of the office over such a short period. I'm sure there will be continued debate on the idea of voters being able to recall their Commissioner, something which has exercised for some years those who want to be rid of their MP.

I spent some time manning the PCC stand at the conference with colleagues before heading off to a round table discussion with the [Police Federation](#), the staff association for police constables, sergeants and inspectors. I must admit that I came away feeling quite refreshed, with - on the whole - many positive comments from the Federation. Again, Commissioners should not all be judged by the headlines about a tiny minority. I will be judged by Wiltshire and Swindon people at the election in 2016, and in the meanwhile my office and that of the Chief Constable are focused on providing a better service to our residents with reducing resources.

The commissioners published the Think Blue Line to tie in with the conference. I contributed a paper called [The Wiltshire Way](#) which sets out my approach as your Commissioner. Please have a read. I would welcome any feedback via the Contact Us link on the home page of my website.

### Tuesday 30 September

In the morning I visited [Mullane House](#) in Swindon. This is a home for six young people run by Threshold Housing Link. Through my Innovation Fund I am funding a positive activities worker to support them and other young people. Threshold are working with the [Duke of Edinburgh's Award](#) to encourage the residents to take part. I was pleased to meet (from left in picture below) Peter Singleton, of the Duke of Edinburgh's Award team, Georgia Randall and Dec Veitch, who are taking part in the award scheme, and Donna Harrison, the positive activity worker. I will now be encouraging our Volunteer Police Cadets (whose swearing-in ceremony I attended with the Chief) to get involved with Threshold and to take part in a fund raising "winter sleep out" to help the homeless on 5 December.



A trip to the hospital for a check-up in the afternoon and I am pleased to report that I passed. Back to normal working now, thank goodness! But still on public transport and scrounging lifts until Christmas when I will be allowed to drive again.

### Wednesday 1 October

The chairman of the Police and Crime Panel, Cllr Richard Britton, came this morning to look around our new Crime and Communications Centre which was opened in September. After welcoming Cllr Britton, I had to disappear to briefings on Lorry Watch schemes, the Crime Reduction and Community Safety Strategy Board, and the estate.

I also had a visit from the Chairman of the **Bobby Van Trust**. We would like to extend the excellent service offered by the Bobby Van and are looking at ways of achieving this goal. They currently visit people over 60 or those classed as vulnerable, but I would like to extend their service to properties close to an address that has been burgled. I think the Trust could also benefit from using the Police Cadets (pictured below) to distribute crime safety information.



#### **Thursday 2 October**

Just two topics worthy of report today. First a meeting about the proposed Late Night Levy. It seems that we are awaiting some information from Wiltshire and Swindon Borough councils, so I will be following up that request. Without this information we cannot form a view on the merit, or otherwise, of a Late Night Levy to be applied to certain pubs and clubs.

I also met a neighbourhood officer from Calne, Sgt Ben Huggins, who is promoting a Positive Ticket scheme. I rather liked this idea which is aimed at ten to 17 year olds and will recognise the positive things they have done for the community. Rewards will include a certificate and complimentary tickets to the popular Bluez n Zuz discos. I visited this event in January (see picture below) and it was clear that the young people were having a great night out.

It has the support of Calne Area Board, Calne Town Council and John Bentley School. It will be interesting to see how the trial scheme works and whether it is something that should be rolled out across Swindon and the county.



#### **Friday 3 October**

I attended the South West Regional Collaboration Programme Board held at Bridgwater in Somerset. It was the first meeting and generally quite successful, but it does need all Chief Constables and PCCs in the region to be heading the same way if it is to be a real success. Undoubtedly there are savings to be made, but gaining these does require a joint effort and not mere lip service to the idea.

## **PUTTING VICTIMS AND WITNESSES FIRST**

Posted: Monday 13th October 2014

#### **Monday 6 October**

As always, the week began with a look at the force's performance. Whilst I attend the Strategic Improvement Board, these weekly sessions enable me to follow a theme over time and challenge in private.

My rural crime survey is running until 14 November and I was pleased to be able to promote it on Jack FM and The Breeze. We live in a rural county and our approach to rural crime matters, so I'm keen to here from those who live – and make their living - in our villages. If that is you, please take a few minutes to let me know your views by completing [the survey](#).

I also had a review during the day of complaints and Freedom of Information requests. There are issues about the speed at which complaints are handled, but they are not insurmountable.

My final briefing of the day was on the provision of police estate in Salisbury, including the custody unit. Readers will be pleased to hear that I am still intent on building a custody unit at the old Engine Sheds site near the city's railway station. We will be discussing the matter formally next Monday at the Monitoring Board.

### **Tuesday 7 October**

The communications team have decided, rightly, that my website needs a refresh, so a photoshoot in the morning to provide new images, followed by the vastly more important matter of the proposed victims bureau. My excitement for the project was re-ignited by listening to the team. When it is up and running I believe it will make a real difference to the quality of service the system offers to victims and witnesses. One of the six strategic priorities in my Police and Crime Plan was "putting victims and witnesses first". This new centre will play a big part in delivering that ambition.

Off to London for an evening meal with some fellow commissioners, which was both enjoyable and instructive. There is no doubt in my mind that the office of PCC is too young at this stage to be fully assessed. Each area is in a different position and has embraced the legislation in differing ways. I have to say that the way in which we work in Wiltshire with the two local authorities is excellent, but that cannot be replicated across all force areas in England and Wales.

I believe that local policing should be delivered in close collaboration with the local authorities, whilst serious and organised crime should be tackled by specialist police teams at a regional level, an idea I set out in my recent article called [The Wiltshire Way](#). But could it be replicated nationally?

### **Wednesday 8 October**

I'm in Central London for a meeting of the Association of Police and Crime Commissioners (APCC) at the BT Tower. Rather disappointed that the conference room is on the ground floor. We heard from James Brokenshire, the Minister for Immigration and Security, and from a senior police officer about the security implications presented by international conflicts.

I had to hotfoot it back to Wiltshire to the dentist and for a communications update in the office before attending a meeting of the trustees of [Big Breakfast +](#), a charity which gives a cooked breakfast and support each day to some 20 people in Swindon who are homeless or have no cooking facilities.

### **Thursday 9 October**

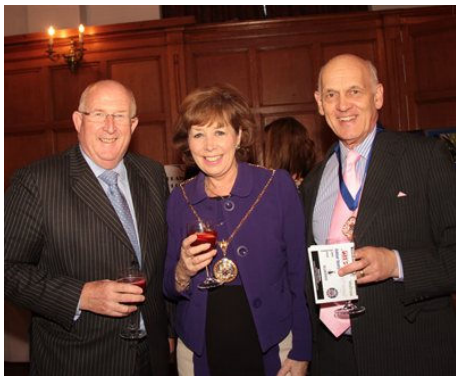
I'm very pleased to be able to attend area boards (in Wiltshire) and locality meetings (in Swindon) once again. I had to miss a few over the summer because of my health problems. This evening the meeting was at Churchfields Academy in Old Walcot. These meetings are run rather differently to those in Wiltshire. My concern was that the local police officers attended for the networking session after the meeting but no formal report on policing was given to the meeting. I know there is no right or wrong way of doing these things, but it does seem to me unfortunate that there is no formal record of the networking sessions which can be followed up at future meetings. The issues raised were those common to many parts of Swindon and in particular related to parking outside schools and colleges.

### **Friday 10 October**

I was disappointed that I was not able to be at the launch of the Safe Places scheme in Swindon. I contributed about £7,000 from my Innovation Fund to enable the scheme to be rolled out in a consistent manner across Swindon and towns in Wiltshire. Safe Places is designed to help people who find themselves in difficulty whilst out and about. Shops and other premises which have signed up to the scheme display an orange Safe Place sticker in their window. It was pleasing to see that the launch was covered prominently in the [Swindon Advertiser](#) the next day.

I did a pre-recorded interview about my rural crime survey from our useful, but cupboard-sized, studio at Devizes HQ for BBC Wiltshire's Sunday morning Wild About Wiltshire programme with Marie Lennon. Have a [listen online](#) if you can.

In the evening I was very pleased to have been invited to celebrate 25 years of SPLASH in Wiltshire and Swindon. SPLASH gives tremendous opportunities to young people who would otherwise not get the chance to enjoy adventure training. The event was held at Marlborough Town Hall, and guests were welcomed by Chief Constable Pat Geenty, Volunteers mingled with a wide range of supporters. The charity's patron, the adventurer Bear Grylls, was there, along with Justin Featherstone (who has been awarded the Military Cross). The catering was provided by SPLASH patron Peter Vaughan from the Bistro and music was provided by Miranda Sykes. TV's FLOG IT! auctioneer Paul Martin ran the auction and I gather the event raised about £6,000. The picture shows me with the Mayor of Marlborough, Marian Hannaford-Dobson, and Cllr Stewart Dobson. I have supported SPLASH with a £38,000 donation from my Innovation Fund. I enjoyed visiting some of the activities during the summer. Happy birthday to all concerned – and keep up the good work.



### **Saturday 11 October**

Sixteen Special Constables and one PC transferring to Wiltshire Police were sworn in at HQ in Devizes. They were joined by proud family members. The officers will be working out of stations across the county and Swindon. They looked very smart in their uniforms and are looking forward to getting out and serving the public. I was pleased to join them and Chief Constable Pat Geenty in the official photograph. Readers of my Police and Crime Plan will know that I set an objective of increasing the number of volunteer Specials to 300. We are well on course to achieving that target.



## **WHY WE NEED TO CRACK ON WITH OUR CUSTODY PROJECT**

Posted: Wednesday 5th November 2014

### **Monday 13 October**

As usual, the week starts with a look at performance. I have to say that we appear to be in line with our plans and expectations in most areas. Those areas which are not will be subject to detailed review at the Strategic Improvement Board (SIB) next Monday. This will be a good opportunity to feed in my concerns to the performance team in anticipation that they will be covered at the SIB.

One major item for debate at this week's Commissioner's Monitoring Board (CMB) is Salisbury Custody. The costs seem to go up and down almost on a daily basis. With building inflation beginning to accelerate we do need to get the project fixed very soon. Even then, I'm told, we may be in a queue for both steel and bricks.

Funds arising from the Police (Property) Act 1897, by which certain proceeds of lost property sold by the police are distributed to charity, are now distributed on my behalf by the [Wiltshire Community Foundation](#). Since the arrangement began 52 grants have been made, totalling £145,000. In this year £53,000 has been distributed. More than 26,000 people have benefited from the funds. In terms of priorities this works out as:



- Tackling youth crime: 6 per cent
- Reducing anti-social behaviour: 44 per cent
- Crime in local communities: 12 per cent
- Drug and Alcohol related crime: 6 per cent
- Reducing re-offending: 19 per cent
- Violence against women and children: 13 per cent

A full report was considered by CMB and we were pleased by the spread of projects. Grants are limited to £3,000 per year per application and we will consider whether this is the right level for the future.

### **Tuesday 14 October**

I have received an update on **Community Messaging** this morning. Messaging is already set up in four areas and a further six will be launching in November (Tidworth, Melksham, Swindon North East, Swindon North Central, Swindon North and Trowbridge). The whole county will be covered by the end of January, although there is nothing to stop people joining now wherever they live in Wiltshire.



I have been given an update on the numbers of people sadly killed and seriously injured on roads in the county. I was taken through the 17 fatal incidents that have happened in the year to date. Every one is a tragedy, but I was struck by the fact that alcohol was not a primary cause, whilst speed did feature as a factor in many.

Campuses are progressing. A lot is being learnt from the Corsham project, with Five Rivers at Salisbury and Melksham following behind. I'm not convinced that the mechanism is in place to take on board the experience gained in developing the first of the 18 locations.



*(Above is the Chief and I at Springfield Campus)*

On Thursday I am chairing the Crime Reduction and Community Safety Strategy Board, so some time set aside this afternoon to prepare.

### **Wednesday 15 October**

Had a very good meeting with the Intercom Trust this morning. The Trust, which supports lesbian, gay, bisexual and transgender communities, has received support from a Ministry of Justice fund for a hate crime advisor to be based in Salisbury.

*(Below is a picture of me with some of the Intercom Trust team when I caught up with them at the Swindon Pride event this August)*



I was interested to find out more about our Automatic Number Plate Recognition capability, and received a briefing today. With the introduction of Tri-Force roads policing and the need to have a robust regional strategy, this is an area for regular review. I'm wondering whether the Home Office Innovation Fund might be used to make improvements?

Thinking about the Innovation Fund was timely because the next briefing was about cyber crime. I believe that my office should have a role in encouraging education on this issue. It seems to me that there are at least three distinct groups who need to receive information: young people in school and further education; those of working age and those who have retired. I want to see a plan to educate each group.

### **Thursday 16 October**

The first meeting of the Crime Reduction and Community Safety Board that I have chaired, having been ill for the first meeting. The agenda included a look at serious and organised crime, hate crime, restorative justice, integrated offender management and victim services.

It seems to me to be a useful meeting especially as both Wiltshire Council and Swindon Borough Council were present. We did mention the late night levy, and I also had a separate meeting with councillors from both Wiltshire and Swindon to talk about the information required to evaluate the potential benefits and down sides of a late night levy on pubs and clubs.

### **Friday 17 October**

Poorly attended regional phone-in, but we did have a useful conversation about the Government's Innovation Fund.

I met the new boss of Zephyr. Launched in 2010 Zephyr is the regional initiative against serious and organised crime. It seems to work well and will shortly be embracing two further strands of work for the region. Based just outside Bristol, it is in a good position to work with other regional operations. I'm meeting the regional team after the weekend to discuss the way forward

### **Sunday 19 October**

I attended the Mayoral Service at Royal Wootton Bassett. The Mayor, Sue Hughes, has made her charity [The Filling Station](#) which provides food and other provisions for those in need on the streets of Swindon. I am a trustee and so I was pleased to have been invited. It was also good to hear during the service (although I already knew) about the vast amount of volunteering which happens in the town

## **GOOD NEWS: CRIME AND ANTI-SOCIAL BEHAVIOUR ARE DOWN**

Posted: Friday 7th November 2014

### **Monday 20 October**

The Strategic Improvement Board met this morning. It looks at the performance of the force. At the highest level, crime continues to fall with 910 fewer crimes or a 5.3 per cent reduction in the year to date with an 88.3 per cent overall victim satisfaction level in the service provided by Wiltshire Police. Perhaps that should be expressed as 910 fewer victims? Anti-social behaviour (ASB) has fallen by 10.6 per cent in the year to the end of September. The falling trend in crime is in line with our peers and similar forces.

The tenth wave of our public opinion survey shows very positive trends as well. Concerns about young people hanging around have been reversed and the survey also demonstrates a 3.9 per cent reduction in concern about ASB across the county. Wiltshire has a significantly lower incidence of robbery, dwelling burglary, homicide and other crimes against society than our peers. This is something to celebrate but there is no cause for complacency.

We also had a report on the Strategic Policing Requirement inspection by Her Majesty's Inspectorate of Constabulary (HMIC) due to be published by the end of the month, and noted the recommendations for improvement which will be actioned.

In the afternoon the Chief Constable and I gave evidence to a peer review of the newly-created Wiltshire Health and Wellbeing Board. I think we were both in open and honest mood. But I hope we left the impression that we are very committed to membership of the board and recognise its developing and important role.

My day ended with a train journey to London to be ready for the morning at the Ministry of Justice.

### **Tuesday 21 October**

Attended a conference hosted by the National Criminal Justice Board (NCJB). Robert Buckland, the Swindon South MP, is a member of the NCJB, so I have invited him to address the Wiltshire Criminal Justice Board. I attended breakout sessions on Local Partnerships, Transforming Rehabilitation and Victims and Witness Policy. As I have only just been invited to join the Local Criminal Justice Board (LCJB) I can't comment on how it measures up to the minimum expectation published in July. However it will be good to test it.

What was apparent is that all LCJBs are at a different place, not necessarily a bad thing, meeting local problems with local solutions. Pity our boundaries are not the same. At the round-up session we heard of a

national helpline being put in place for victims. I have to say this seemed to me, and most of those present, rather in conflict with what we are doing locally. More work needed.

### **Wednesday 22 October**

The second conference day in London. This time the Association of Police and Crime Commissioners (APCC) victims workshops. This was a workshop for practitioners so I was pleased to be joined by Yvonne Maunder from my office. We had a follow-up from the day before by the Ministry of Justice. I was able to share what we are doing in Wiltshire with the setting up of Horizon Victim and Witness Care. This goes live in the spring and from what I heard at this conference puts us in Wiltshire in an excellent position with our care of both victims and witnesses. As for today's session, I might have been better off coming home last night and working locally.

### **Thursday 23 October**

Had my regular meeting with the two council leaders (Swindon Borough Council and Wiltshire Council). On this occasion we met at County Hall. In the event it was just with Jane Scott and we were able to update each other on various topics including safeguarding and estates.

I then had a meeting with members of the Wiltshire Police and Crime Panel who are looking at licensing. We had given written answers so much of the meeting was clarification. The next Police and Crime Panel is on Wednesday 19 November at 10am in Committee Room V1, Civic Office, Euclid Street, Swindon SN1 2JH.

### **Friday 24 October**

I attend most of the area boards and locality meetings, but have now decided to get back into the market places. Today was the first of these visits and I went to Chippenham. I have to say we were busy almost from the word go, meeting people with a variety of problems, observations, complaints and compliments. We were joined by some of the local Police Community Support Officers and the whole three hours was very engaging and worthwhile. The people you meet on market days are from a wider group than those who attend area boards and locality meetings and I think it is well worth the time spent. Next Friday we will be in Calne.

In the afternoon I went to Trafalgar Park in Salisbury to welcome the new air ambulance to Wiltshire. This was an exciting event, tinged with sadness that the police's working partnership with the air ambulance will soon end. The new aircraft will be operational from the New Year after which date police requirements will be met from Filton, Bournemouth and Oxfordshire. I'm keen that we will see no reduction in service and we will monitor the service closely.

### **Saturday 25 October**

The Swindon Tamil Association was set up about ten years ago. For the last eight years Sara Jane and I have been invited to the Deepavali Festival. Held in the Phoenix Theatre at New College, it is an exhibition of South Asian dance and music. The purpose of the association is to promote knowledge of traditional Tamil customs among those young people who have grown up in Britain. It always reminds me that my great grandfather was a founding member of the Swindon Caledonian Society which still exists today and which has a similar purpose of maintaining a cultural link between the mother country and those of us who have our home in England. As ever, there was an excellent curry supper at the end of the evening when we were able to mix with the performers.

### **Sunday 26 October**

No Sunday morning lie-in for me, or indeed Sara Jane, as I am on a Question Time panel with Wiltshire Council leader Jane Scott, John Glen MP, Coun Ricky Rogers and King Arthur Pendragon.

This has been arranged by young people in Salisbury and it coincided with the third Salisbury youth market being held in the Market Square. I am sure the organisers were very pleased with the numbers as a lot of chairs were being sought out from other rooms in the Guildhall. The principal questions were around the changes being made by Wiltshire Council to youth services.

I was slightly disappointed that we did not get on to talking about the relationship between young people and police, though I did get a chance to promote the Volunteer Police Cadets who will be starting shortly in Amesbury. I am sure that, if enough young people come forward, we can have a group in Salisbury too.

## **ROYAL GUEST AND FLUTTERING POPPIES HONOUR WAR DEAD**

Posted: Thursday 6th November 2014

### Monday 27 October

HRH Duke of Kent is visiting Marlborough and Swindon today. So I went to Marlborough first to greet him with the Deputy Chief Constable Mike Veale.

The royal visitor attended the re-dedication of the war memorial which has been refurbished and presented good service medals to serving army people.

The Duke was given lunch by the Mayor of Marlborough, but I had to head off to the next event in Swindon. Here he was visiting the community radio station [Swindon 105.5](#) which recently received a grant from my office. The station supports people with a variety of challenges, including those who have been in trouble with the police. The grant has been used for outside broadcast equipment. HRH awarded the station's Shirley Ludford with the Queen's Award for Volunteering which is the equivalent of an MBE. Well deserved,

Back to the office in Devizes for the Commissioner's Monitoring Board meeting.

### Tuesday 28 October

An office morning, getting ready for the Police and Crime Panel amongst other things before going to Portsmouth with Temporary Assistant Chief Constable Gavin Williams. We have been invited to a regional meeting with Alison Saunders, the Director of Public Prosecutions. It is part of a series of meetings being held all over the country. We were able to share our plans for a victim and witness bureau and to discuss some administrative issues. It was interesting to hear that one Police and Crime Commissioner is using former Crown Prosecution Service staff to review files to ensure that they are of correct quality for a prosecution to be made. I think this is something we can look at locally too.

### Wednesday 29 October

Today I'm addressing more than 500 members of the Wiltshire Federation of Women's Institutes in Salisbury. We set up an exhibition stand for the delegates and it was good to meet so many before my speech. I was given the last slot before lunch and the day was running late which meant I wasn't able to take questions. I was talking about some of the initiatives that I have introduced to support women and girls. [Read the full speech here](#). Afterwards we were invited to join the executive members of the Federation for lunch where I chatted to Mike Dilger, the wildlife expert from BBC's The One Show, who addressed the meeting later.

### Thursday 30 October

I had a useful briefing on counter terrorism measures in the morning. It was provided by two specialist police advisors. The presentation confirmed to me that we all have our part to play in keeping Wiltshire safe. .

### Friday 31 October

The second of our consultation mornings in the markets of Wiltshire. Today we were in Calne, and I was particularly pleased that BBC Wiltshire's Mel Kimmer gave me a "shout out" in her "Pinboard Wizard" slot on the Breakfast show. I was pleased to be joined by PCSO Sarah Moth (see picture below).



Whilst Calne is not the largest market in the county, we had a steady stream of conversations outside the exhibition vehicle during the morning and I was very pleased to meet members of the Neighbourhood Watch. One complaint about people urinating in an alley and the police's approach to dealing with it, but many more positive than negative stories.

I think that today's visit to Calne and last Friday's to Chippenham Market have been very worthwhile. I hope to be attending markets across the county over the coming months.

By the way, while mentioning Calne I must add that the town's Neighbourhood Policing Team have a very active engagement with young people. Bluz n Zuz discos thrive here and Neighbourhood Policing Team Sergeant Ben Huggins is about to introduce a Positive Ticket scheme

This is how it works: If a police officer or police community support officer witness a positive act being carried out they will serve the young person with an on-the-spot 'Positive Ticket.' A young person can also be nominated by a member of the public or by one of our partner agencies.

Every young person with a ticket will be entered into a draw to receive a free entry VIP ticket to the next Bluez n Zuz disco and an invite to the next Calne Area Board to receive a certificate.

### **Sunday 2 November**

Sara Jane and I were invited to the Swindon branch of the Royal British Legion Festival of Remembrance at the Wyvern Theatre. I was especially pleased to find that the Wiltshire Police Band, under the baton of Paul Holland formed the backbone of the programme. We also enjoyed the Military Wives Choir from the Defence Academy at Shrivenham, Goddard Park Community Primary School Glee Club, Commonweal School Performing Arts and the Western Players giving an excerpt from Journey's End. Finally the Wessex Male Voice Choir performed.

The entertainment was followed by a short service of remembrance with a two minute silence during which poppies fell on the audience. The whole event was broadcast live on 105.5 and hosted by Shirley Ludford. Very enjoyable and moving.

## **WISHING KIER SUCCESS ON SENIOR OFFICERS' COURSE**

Posted: Monday 10th November 2014

### **Monday 3 November**

Regular blog readers will be aware that Mondays are very often taken up with briefing meetings on a whole range of topics which a Commissioner needs to know about.

One of our senior police officers, Temporary Assistant Chief Constable, Kier Pritchard (pictured below), is off to the Senior Police National Assessment Centre (Senior PNAC) run by the College of Policing. The Senior PNAC seeks to identify those officers capable of being an effective chief officer. Officers who are successful at Senior PNAC are eligible to attend the Strategic Command Course (SCC). Success on the SCC allows candidates to apply for chief officer roles.



I was pleased that Kier came to see me before going on the course to check his understanding both of the relationship between the Constabulary and the PCC and what I as PCC expect from the senior command team in Wiltshire. I wish him every success at the board next week.

The Chief Constable and I have a joint audit committee whose job it is to support and challenge us over matters financial and administrative. This committee is made up of people who bring a range of professional skills to the task. It comments on audit reports from both our external and internal auditors. Among other aspects the audit committee reviews our register of risks to ensure that my office is concentrating on those aspects of the business which matter.

I met the audit committee chairman in advance of the committee meetings to ensure that the agenda is properly prepared. At the next meeting I will be sharing with the committee the Medium Term Financial Strategy which sets out how much money we think will be available over the coming years and our plans to

operate within those constraints. I will also be talking about our regional work with other forces and our local integration with Wiltshire and Swindon councils.

Following my session with the audit committee chairman I had my regular meeting with Clive Barker, the Chief Finance Officer, at which we looked at the budget monitoring statement for the period from April to September.

The largest figure in this monitoring statement relates to salaries for police officers, Police Community Support Officers (PCSOs) and civilian staff. Part of our monitoring is to ensure that we are recruiting sufficiently well in advance to maintain the budgeted staff numbers. We are slightly behind in respect of PCSOs but, through recruitment, I hope we will be at the establishment number at the year end (March 2015). In September ten PCSOs transferred to train as regular officers and they need to be replaced.

#### **Tuesday 4 November**

The Chief Executive and I met the chairman of the Police and Crime Panel to discuss the agenda for the next meeting on Wednesday 19 November in Committee Room VI, Civic Office, Euclid Street, Swindon SN1 2JH.

Over the past quarter, panel members have been looking at the detail of the delivery of my Police and Crime Plan in respect of the enforcement of licensing of pubs and clubs. It seems that the panel's report on licensing might not be completed by the time of the meeting. I will be providing risk, performance, finance and complaints data for the second quarter of the year.

The panel reviews and, if necessary, challenges the risk register for my office so I spent time with colleagues reviewing our analysis of the steps we have in place to deal with those risks.

#### **Wednesday 5 November**

I attended a meeting of the [Wiltshire Public Service Board](#) at the new Springfield Community Campus in Corsham. It was good to have another look around the campus (at which the Neighbourhood Policing Team is now based), but I have to say it's a shame the site is not yet fully open.

The Public Service Board is made up of representatives of the various public bodies which serve the people of Wiltshire.

Of particular interest at the meeting was a presentation by the [Corsham Institute](#) highlighting the skills in the Corsham area in respect of IT and the internet. I hope to meet the leading figures in the institute in the coming weeks and share with them some of the challenges that the Constabulary and my office have in respect of new technology.

All the public services are using networks to run our organisations and I would like to be sure that we are not unnecessarily duplicating our efforts. I believe there are potential savings to be made and other benefits for all public services if we keep abreast of what each of us is doing.

#### **Thursday 6 November**

It was a pleasure to visit [Wiltshire People First](#) at Semington. It's probably a year since I have been to see them and it was an opportunity to hear from some of the users of the service and those who run it about their experiences of being disabled in Wiltshire. The meeting wasn't that well attended by users but, that said, it did give me an opportunity to talk in greater depth.

I have to say that I was a bit disappointed that there had been little progress in joining up Wiltshire People First and [Swindon Advocacy Movement](#). I still feel their shared objectives could be better met by working together.

I had a visit from the [Independent Police Complaints Commission](#) (IPCC) deputy chairman Sarah Green and Tom Milsom, the Associate Commissioner for Wiltshire, Devon and Cornwall. There was no agenda, so it was more of a "meet and greet" than dealing with some of the substantive matters in the IPCC's "in tray". As we move towards a greater degree of regional working it's perhaps important that I keep the IPCC apprised of our direction of travel with partners in the South West.

The day finished with a live interview with Lee Stone on [BBC Wiltshire's Drive show](#). It marked the second anniversary of my election to office and we covered quite a lot of ground. I was able to provide some Wiltshire context to some of the comments made by Her Majesty's Inspectorate of Constabulary in recent reports. I also took the opportunity to promote my rural crime survey which closes on 14 November and Community Messaging which I will be helping to launch when it is rolled out to more areas next week.

**Friday 7 November**

In the morning I attended the Royal British Legion **Field of Remembrance** at Lydiard Park. This is billed as being in Royal Wootton Bassett, although my wife was keen to point out that Lydiard Park is firmly in Swindon. It was a moving ceremony and it was a privilege to be able to lay a wreath in remembrance of members of Wiltshire Constabulary who lost their lives whilst serving in the two world wars.

Later I travelled to Salisbury for a meeting at Bourne Hill to look at a local Lorry Watch scheme.

Then it was on to the White Hart Hotel in the city for a presentation about the good work done by **Girlguiding in South West England** ahead of a celebration of Guiding in Salisbury Cathedral the next day.

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



Cllr Richard Britton  
Chair, Police and Crime Panel  
Wiltshire Council  
Bythesea Road  
County Hall  
Trowbridge  
BA 14 8JN

27 August 2014

Dear Richard

At the meeting on Tuesday 26<sup>th</sup> August 2014, reference was made to there being greater alignment between the PCC's priorities and the PCP's forward work programme. Having provided a list of 10 items that were on the Commissioner's immediate work plan, you asked on behalf of the panel that we identify the top four and provide you with a very brief synopsis on the work involved in each:

1. The strategic integration with Wiltshire Council and Swindon Borough Council

The PCC, Chief Constable and Wiltshire Council have agreed a strategic integration programme covering both co-located front line delivery of service and back office integration. This is backed by a legal agreement and is based on a project initiation document that was approved in July 2013. To date, programme management, IT services and estates and facilities management functions have been transferred. A review of fleet, finance and human resources is underway. The main item currently out of scope is corporate communications as the Chief Constable and PCC believe they need to retain an independent voice. Work to create an integrated town centre team is underway with Swindon and the Plus One building on the civic offices campus is now being redeveloped. Accommodation will be shared with SBC departments such as community safety, licensing, trading standards, environmental enforcement and street protection.

2. Regional Vision for Collaboration

On 16<sup>th</sup> July 2014 the five PCCs for the South West agreed a vision statement for the region. This commits to the maintenance of the identity of separate forces with democratically derived local priorities. Within this context interoperability is a key enabler. Bilateral and trilateral programmes will move forward provided they have regard to the wider geographic five way collaboration opportunities. The PCCs have agreed the establishment of a regional five way project team to develop the candidate projects and an interoperability study to

highlight action required to achieve effective interoperability, ranging from full collaboration to systems alignment.

3. The Performance Culture Review

The potential dangers of a target driven culture have become as clear recently in policing as formerly in health. We are now reviewing the force performance culture to ensure that officers are operating ethically and in the best interests of the community. A rigorous performance culture creates a perverse incentive to manipulate statistics. Developing an effective management system that recognises and encourages good practice is the key outcome for this review. Implementation and embedding of the new structure and culture will take time and clear communication with the public will be required to ensure clarity and understanding.

4. Systems Thinking Review of Service Delivery

This review will potentially affect all areas of business. The process involved in reporting, investigating and prosecuting to conclusion a simple crime has been reviewed. The current process involves different parts of the organisation handling discreet elements of a single case. This results in multiple hand-offs incurring cost and time delay and resulting in a lack of ownership of the final outcome. Trials of the new process are underway in two areas; retaining responsibility within a geographical team structure so as to cut cost, delay and increase accountability. The trial process will require refinement and retesting. Ultimately, the new process will be rolled out across the whole force if the trial is successful. This is ground breaking work by Wiltshire Constabulary implementing the Commissioner's strategy in the Police and Crime Plan.

The Commissioner will be happy to provide more detail at the forthcoming Police and Crime Panel meeting.

Yours sincerely



**Kieran Kilgallen**  
Chief Executive  
Office of the Police and Crime Commissioner

cc: Henry Powell, Senior Scrutiny Officer, Wiltshire Council  
Sarah Kyte, OPCC Business Manager



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

Quarter Two 2014/15 (1<sup>st</sup> April to 30<sup>th</sup> September 2014)

For Police and Crime Panel meeting 19<sup>th</sup> November 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. My role requires me to review the performance of Wiltshire Police and the other services which I commission.

This paper provides a report on the progress made to deliver the priorities set out in my Police and Crime Plan. An update to these was issued in August 2014.

My key priorities remain as:

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

A handwritten signature in black ink, appearing to read 'Angus Macpherson'. The signature is written in a cursive style with a large, stylized initial 'A'.

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

## **Police and Crime Plan – how I assess the Constabulary’s performance**

1. I use the measures set out in the Police and Crime Plan to assess the progress on each priority.
2. Throughout the report, I talk about ‘thresholds’. These indicate a desired position rather than a strict target which needs to be achieved at all costs, and which can sometimes have negative side effects.
3. The way in which I assess the Force’s performance and the Police and Crime Panel assess my performance is currently under review. This follows increasing amounts of national research which suggests targets used within policing are causing significant adverse effects. It is widely agreed that target-driven organisations can leave themselves open to perverse behaviour as managers seek to deliver the desired targets, almost at any cost. It is clear that my concern is shared by a number of well respected national professional bodies, including the UK Statistics Authority.
4. A paper written by the House of Commons Public Affairs Select Committee entitled ‘Caught red-handed: why we can’t count on police crime statistics’ quite clearly sets out a view on the use of targets within policing:
  - The Police and Crime Commissioner (PCC) role, and the political and electoral pressures that PCCs are subject to, has the potential to foster target cultures within forces, with consequent perverse incentives and detrimental impact on data quality.
  - Some PCCs consider the perverse incentives created by targets to be so serious that they have dropped all targets. Others believe the risk is manageable. As part of its annual audit programme, Her Majesty’s Inspectorate of Constabulary (HMIC) should examine the effect of PCC target-setting on crime recording practices and culture, and should in due course look back at the first PCC period in office to assess the impact on data integrity of locally-set targets.
  - We deprecate the use of targets in the strongest possible terms. The Home Office, which claims credit for abolishing national numerical targets, should also be discouraging the use of such targets.
5. As I reported in my previous report, the Force had independently set up a review of its performance culture to ensure that officers were operating ethically and with the best interests of the people of Wiltshire and Swindon at the forefront of their minds.
6. I have been kept informed about the progress of the review and am satisfied that the senior management within the Force understand the negative impact of a perverse performance culture. The Chief Constable and his team will be helped in this by the College of Policing’s recent publication of the first Code of Ethics for police officers and staff.
7. My office has been working closely with a working group established by the Police and Crime Panel so that the outcomes of the performance culture review can be shared with them, in order to ensure that this piece of work is understood at all levels of scrutiny, and to identify how we can work together to establish an effective monitoring process.
8. Since I came into office I have reported to the public and the Police and Crime Panel on the performance of Wiltshire Police against a wide set of measures as set out within my Police and Crime Plan. Although we express these measures using desired

thresholds rather than strict targets, they can appear to be one and the same thing. In truth, this is a change of a word rather than a change of behaviour.

9. The current review will mean that my performance report to the public and the Panel will have a different look to it. The work on this will begin shortly with the new style of reporting taking effect as from 1 April 2015.
10. In the meantime, this report will still make references to thresholds and performance status as detailed in the table below. As a reminder, each measure is given a colour and status based on how it differs – in percentage terms – from the desired threshold.

Status	Percentage difference
<b>EXCELLENT</b>	<b>Over 10 per cent better than threshold</b>
<b>GOOD</b>	<b>Up to 10 per cent better than threshold</b>
<b>FAIR</b>	<b>Up to 10 per cent worse than threshold</b>
<b>POOR</b>	<b>Over 10 per cent worse than threshold</b>

#### **Her Majesty's Inspectorate of Constabulary (HMIC)**

11. HMIC's core role is to inspect and monitor police forces and provide advice in promoting improvements in the efficiency and effectiveness of police. This fits in with Wiltshire Police's commitment to ensuring continual review and improvement of its business areas to maximise effectiveness.
12. HMIC has statutory powers to inspect and report on the efficiency and effectiveness of police forces, as set out in the Police Act 1996. A schedule of regular annual inspections is published and includes assessments, such as PEEL (Police Efficiency, Effectiveness and Legitimacy) and other focused areas of policing which, through consultation, have been identified as potentially being of concern.
13. HMIC can also be commissioned by the Home Secretary, and local policing bodies (Police and Crime Commissioners, the Mayor's Office for Policing and Crime) to inspect any, or all, police forces on a particular subject.
14. The public want the police to succeed in their mission to keep people safe and secure. It is in the public interest that the quality of policing keeps improving. By providing accessible information on the performance of forces, HMIC allow the public, and peers, to see how each force is doing.
15. There have been a number of inspections which have taken place within the first two quarters of this financial year, and in total there will be approximately 17 inspections over the full year, which is a marked increase on the previous year. The majority of inspections have shown Wiltshire Police in a positive light. All inspections and identified areas for improvement through the inspections are managed locally with clear owners and specific plans in place. They are reported through the Force's Strategic Improvement Board of which I am a member.

16. All reports into inspections completed by the HMIC are made public and are available through their website ([www.justiceinspectrates.gov.uk/hmic](http://www.justiceinspectrates.gov.uk/hmic)).

### Police and Crime Commissioner (PCC) Priority Scorecard 2014/15

17. During this transition period to a new reporting style, I will continue to use the scorecard previously developed which attempts to cover all the elements of the Police and Crime Plan which can be measured. This was developed at the beginning of the last financial year and 2014/15 is the second year of its implementation.

18. The table below at Figure 1 shows the final position on the Force's performance for the second quarter of 2014/15.

PCC PRIORITY SCORECARD 2014/15																		
<b>Reducing crime and ASB</b>				<b>Protecting the most vulnerable in society</b>				<b>Putting victims and witnesses first</b>										
<b>Measure</b>		<b>YTD</b>	<b>Threshold</b>	<b>Difference</b>	<b>Measure</b>		<b>YTD</b>	<b>Threshold</b>	<b>Difference</b>	<b>Measure</b>		<b>YTD</b>	<b>Threshold</b>	<b>Difference</b>				
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	16162	16879	-4.2%	To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reduce serious harm crime	545	368	48.0%	To make criminal justice processes shorter		49	44	11.4%				
	ASB	12213	13372	-8.7%			Number of days from report to disposal		84.3%	84.4%	-0.2%							
People feeling safe during the day		94.8%	93.3%	1.6%			Satisfaction with follow up		82.4%	82.1%	0.4%	Satisfaction with investigation		26.9%	32.5%	-17.2%		
People feeling safe during the night		60.4%	58.4%	3.4%			Resolved rate		89.6%	80.0%	12.0%	Victims referred to Victim Support		98%	95.0%	2.9%		
To make watch schemes fundamental to intelligence gathering and crime prevention in communities		Will be reported on in future report					Victims satisfied with victim support		39.9%	48.8%	-18.2%	Proportion of cases dealt with out of court						
Volunteering numbers taking part in various watch schemes		4617	6840	-32.5%			Number of allegations of incivility, impoliteness and intolerance		17.37%	17.00%	2.2%							
Number of Specials		204	235	-13.2%			Victim satisfaction		90.1%	86.7%	3.9%							
Hours contributed by Specials		8	16	-50.0%			Number of days to finalise a locally resolved complaint		66	54	22.2%							
% of people thinking that young people hanging around is a key issue		16.2%	16.0%	1.3%			Prosecutions that fail due to quality of police input Crown Court		11.3%	10.0%	13.2%							
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-23.5%	-12.50%	88.0%			Prosecutions that fail due to quality of police input Magistrates Court		20.9%	17.5%	19.6%							
	Organised crime group impact assessment	-15.5%	-12.50%	16.2%			Data quality		0.96%	0.90%	6.7%							
% of people saying that ASB is a concern in their local area		29.4%	33.4%	-12.0%														
<b>Reducing offending and re-offending</b>				<b>Ensuring unfailing and timely response to calls for assistance</b>				<b>Unlocking the resources to deliver</b>										
<b>Measure</b>		<b>YTD</b>	<b>Threshold</b>	<b>Difference</b>	<b>Measure</b>		<b>YTD</b>	<b>Threshold</b>	<b>Difference</b>	<b>Measure</b>		<b>YTD</b>	<b>Threshold</b>	<b>Difference</b>				
Tackle irresponsible licensed premises		1882	3247	-42.0%	Immediate response rate		92.6%	90%	2.9%	Public satisfaction with police visibility		59.4%	62%	-4.2%				
Reduce Re-offending		25.1%	29.1%	-13.7%	999 calls answered within 10 seconds		89.2%	90.0%	-0.9%	Number of police officers		1021	1021	0.0%				
Re-offending rate of SWITCH Cohort		26.3%	35.4%	-25.6%	101 to report crime - calls answered within 30 seconds		73.3%	75.0%	-2.3%	Number of PCSOs		129	138	-6.7%				

Figure 1: PCC Priority Scorecard April 2014 – September 2014

19. Overall, the scorecard is graded as 'Fair'. This assessment is arrived at by combining the scores of each priority. This report highlights the exceptional areas of performance within the scorecard.

## 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	16162	16879	-4.2%
	ASB	12213	13372	-8.7%
People feeling safe during the day		94.8%	93.3%	1.6%
People feeling safe during the night		60.4%	58.4%	3.4%
To make watch schemes fundamental to intelligence gathering and crime prevention in communities		Will be reported on in future report		
Volunteering numbers taking part in various watch schemes		4617	6840	-32.5%
Number of Specials		204	235	-13.2%
Hours contributed by Specials		8	16	-50.0%
% of people thinking that young people hanging around is a key issue		16.2%	16.0%	1.3%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-23.5%	-12.50%	88.0%
	Organised crime group impact assessment	-15.5%	-12.50%	16.2%
% of people saying that ASB is a concern in their local area		29.4%	33.4%	-12.0%

Figure 2: Reducing Crime and ASB

20. The scoring for this priority for the second quarter of 2014/15 is graded as 'Good'.

21. 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. The first two quarters of this financial year, 16,162 crimes were recorded against a threshold of 16,879.
22. Total crime within Wiltshire has continued to fall steadily over the six months since the start of the financial year, and I am content that this measure will succeed my ambitions by the end of my term in office.
23. Wiltshire is a low crime area, as shown by the recent statistics released by the Office for National Statistics. These showed Wiltshire having the sixth lowest crime rate in the country, and performing lower than any other force within the 'most similar group' of peer forces. A 'most similar group' is a group of forces put together based on similar demographics, geography, and society factors, and used to identify when forces are significantly different from each other. I regularly use this as a factor when understanding the Force's performance.
24. The below graph demonstrates the continued level of reduction in crime seen in Wiltshire.

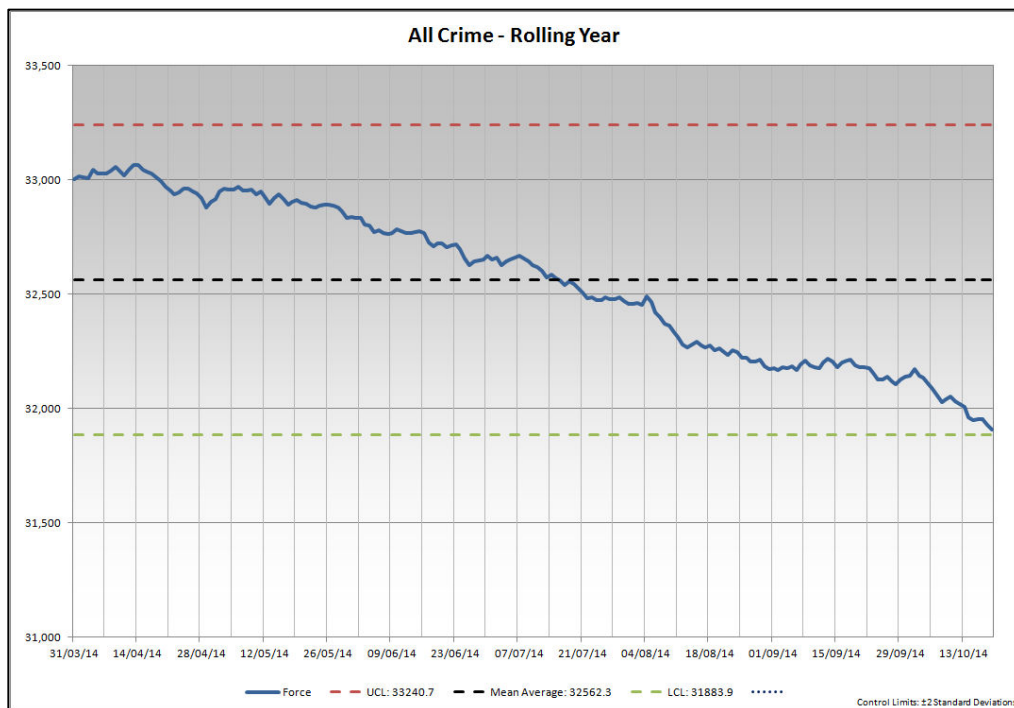


Figure 3: All crime – rolling year

25. Although the county area as a whole is reducing well, I continue to monitor local issues and crime trends and will not be complacent about the levels of crime. Different crime types can show varying trends which are regularly analysed within the Force and by me through my regular performance monitoring meetings with the force.
26. Theft offences (which mainly include Dwelling Burglary, Non Dwelling Burglary, and Vehicle Crime) makes up about 50 per cent of the police's recorded crime, and has shown a large reduction throughout the last year, and also strong performance compared to other forces. Reductions have been as strong as 7.8 per cent since the start of this financial year, equating to 1,267 victims of crime in six months. The graph below demonstrates the level of reduction seen within this crime group.



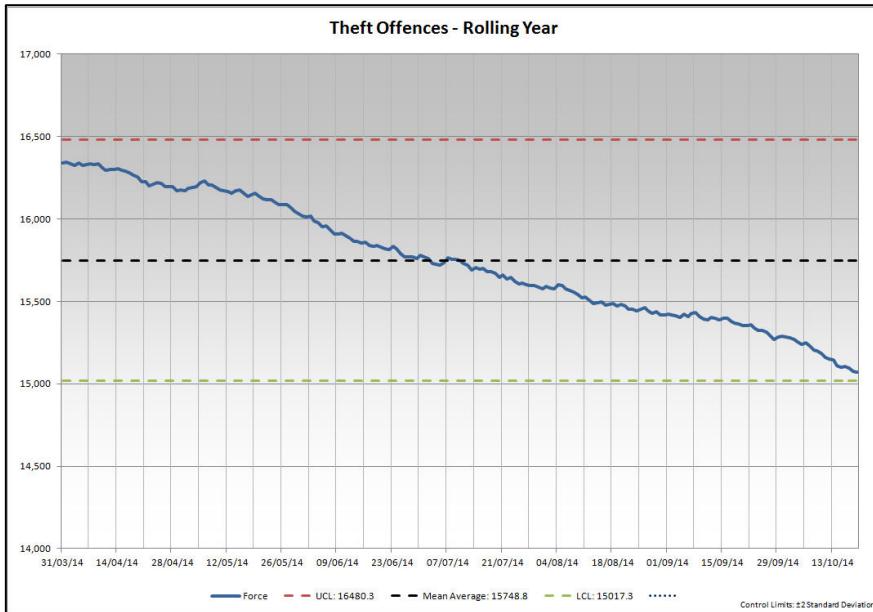


Figure 4: Theft offences – rolling year

- 27. Within the most recent Home Office crime release reporting on the year up to June 2014, Wiltshire is positioned third lowest nationally for Dwelling Burglary, 9<sup>th</sup> for Vehicle Crime and 19<sup>th</sup> for Non Dwelling Burglary. The latter two crime groups have improved in their position nationally, and all of these areas continue to show significant reductions in Wiltshire and Swindon as a whole.
- 28. Violent Crime has been an area of consistent review and analysis over the past 12 months. Trends within this crime type have been increasing within Wiltshire, and nationally since September 2013.
- 29. For 2013/14, Violence had seen an increase nationally of 5.6per cent, which the national lead on police crime statistics, Chief Constable Jeff Farrar, cited as being ‘indicative of an increased compliance with the National Crime Recording Standards’. This process has continued and as can be seen from the trend below (Figure 5), has stabilised following 12 months of this increase, indicating a process change.

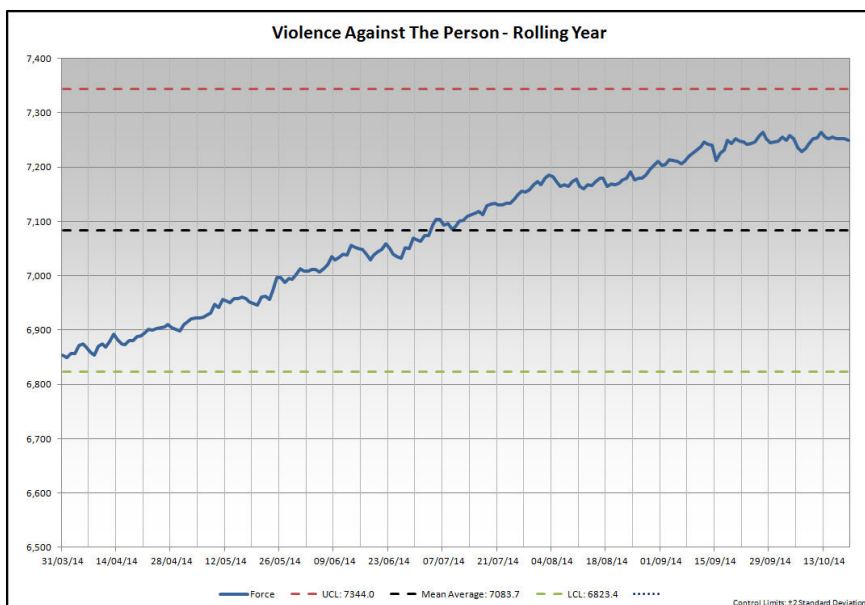


Figure 5: Violence Against the Person – rolling year

30. In relation to Violent Crime, Wiltshire’s performance is in line with the national and regional trend, where Wiltshire is positioned 20<sup>th</sup> out of 42 forces up to the most recent data of June 2014.
31. From previous performance reports, I have shown a stable volume of violent incidents coming into the force, but a higher proportion of those that go on to become crimes (as they are initially recorded as an incident and then as a crime following investigation). This analysis supports the national police views on increased Violent Crime.
32. Violence within specific areas continues to be monitored closely and is identified and analysed at a local level. For instance recently the level of public space violence within Swindon West was identified by the Business Intelligence Team as being above expected ‘normal’ levels. This was then passed to the Criminal Intelligence Team to carry out some more in-depth analysis focusing on smaller locations, hot spots, themes within the offences, repeat addresses and victim/offender relationships. Issues are identified effectively and analysis is used to inform local tasking.
33. An assessment of crime volume is only one of a handful of measures that can be used in determining the success of my Police and Crime Plan, which is why using a balanced scorecard, is so important to get an overall view. There are some crimes where an increase in reporting may be seen as a success. Where this represents an increase in confidence of victims resulting in an early reporting to the police, it is to be welcomed.
34. As far as anti-social behaviour (ASB) is concerned, I continue to be pleased with the level of reported incidents to the Force. There has been a four per cent reduction compared to the start of the year, and a 10.6 per cent reduction compared to the same period last year. This has equated to 2,576 fewer incidents.

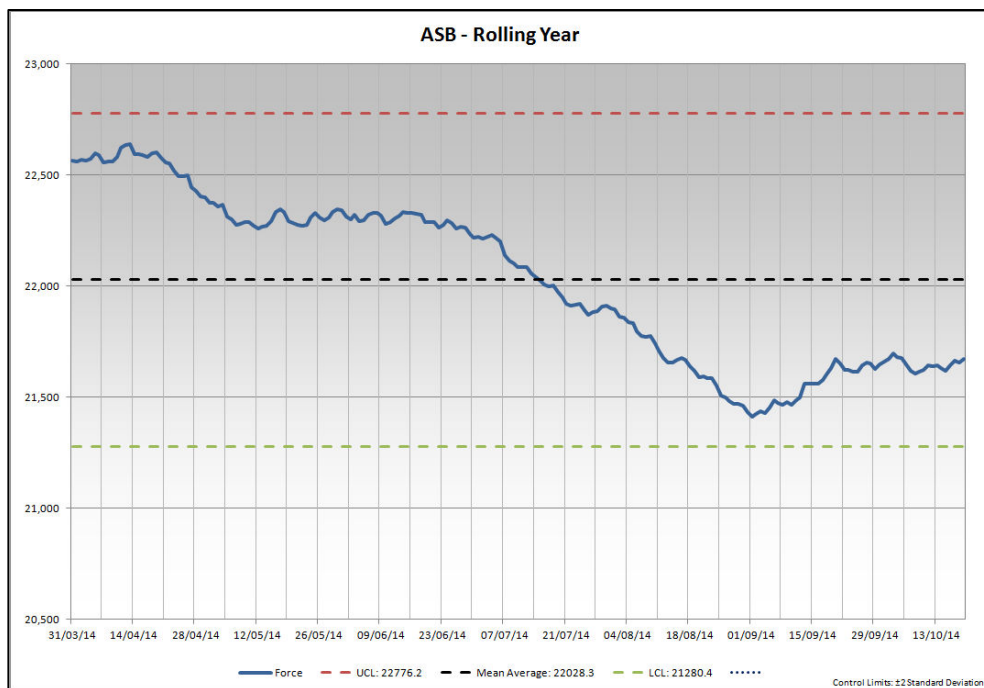


Figure 6: Anti-Social Behaviour – rolling year

## Public Opinion Survey

35. My office commissions a public opinion survey twice a year. More than four thousand Wiltshire and Swindon residents complete the survey each year. I use the results to understand how policing influences people's sense of security and wellbeing. The independent company which carries out this survey is conducting work now on the next round of results.
36. Results have been analysed for the most recent wave which was conducted in early 2014. In addition to the key measures listed within this scorecard, I also view all questions put to members of the public, and take particular interest in differences between perception of crime and reality in order to test engagement in local areas.
37. Since the publication of the results, there has been much work conducted internally, with local information being provided to Sector Inspectors to inform their local plans. In addition, the results for the survey have supported communication strategies to target different locations in different ways according to their needs.
38. The majority of measures which are included within this scorecard have remained stable or improved compared to previous surveys.

Measure	Autumn/Winter 2012	Spring/Summer 2013	Autumn/Winter 2013	Spring/Summer 2014
Proportion of people who feel <b>safe during the day</b>	92.5%	93.7%	94.9%	94.8%
Proportion of people who feel <b>safe during the night</b>	61.9%	59.6%	58.8%	60.4%
Proportion of people who think <b>young people hanging around is an issue</b> (unprompted response)	16.4%	16.5%	19.4%	16.2%
Proportion of people who are <b>satisfied with Police visibility</b>	59.9%	55.3%	57.2%	59.4%
Proportion of people who think that the <b>Police deal with crime &amp; ASB in their area</b>	58.4%	56.5%	54.1%	56.8%
Proportion of people who have <b>confidence in the Police</b>	85.3%	85.3%	83.9%	83.9%
Proportion of people who think that <b>ASB is an issue in their area</b> (prompted question, yes/no response)	32.8%	32.8%	33.3%	29.4%

Figure 7: Public Opinion Survey results

## People feeling safe during the day/night

39. The percentage of people feeling safe during the day remains very high at close to 95 per cent. This is encouraging to see and reflects the low rate of crime which takes place in Wiltshire.
40. The feeling of safety at night has always been much lower than safety during the day, and this is likely to remain the case. This indicator has remained relatively stable over the last four surveys conducted. Responses from the public relate to perception of danger, general apprehension of the dark, or a lack of street lighting.

### **Percentage of people thinking young people hanging around is a key issue**

41. Within more recent surveys an increase was seen in the proportion of people saying young people hanging around was an issue. The most recent set of results indicate a move back to just above 16 per cent, in line with previous surveys.
42. This statement is important as it is unprompted by the interviewers and is a statement that the public may choose. Officers are provided with this information to inform their local plans and understand what the local community are saying is their key issue.

### **Percentage of people who think that ASB is an issue in their area**

43. This is a prompted question where the respondents are asked to answer yes or no. It is positive to see the perception that ASB is a local problem has reduced compared to previous surveys. This ties in with the volume of ASB incidents reducing as mentioned previously in this report.

### **Number of volunteers taking part in various 'watch' schemes**

44. The support of volunteers is extremely important as they help the Force to engage and interact more effectively with local communities. Volunteering can be fun and rewarding, and it gives a unique opportunity to develop skills and life experiences. The support given by all volunteers is invaluable and assists the Force in concentrating on core policing duties. As a result there are more officers on the streets and improved community support.
45. To ensure consistency and clarity in approach, the Force is producing and embedding a volunteer strategy which will be used to:
- a. Provide a flexible approach to meet the needs of the public
  - b. Establish sustainable recruitment of volunteers
  - c. Retain volunteers through volunteer co-ordinator
  - d. Reduce demand of police services through support of volunteers
46. The new Community Messaging tool allows those who have signed up to it to receive messages about policing and crime matters in their area ( such as community policing news and events. The initial roll out was two months ago in four areas; Malmesbury, Pewsey, Swindon West and Warminster. Interest in this tool is high. Community Messaging is to be rolled out to an additional six areas in the second week of November: Trowbridge, Swindon North, Swindon North East, Swindon Central, Tidworth and Melksham.
47. Users will be able to receive appeals for information and crime prevention advice, as well as reply to messages, feeding back information to their local neighbourhood officers, to help them in policing their local area. At the time of writing this report, 3,117 people have joined Community Messaging. It is anticipated this will increase further following the next roll out stage. The Force is anticipating a full roll out to all areas by the end of January 2015. In addition to this, there are 75 Community Speedwatch Schemes with approximately 20 members each, equating to an additional 1,500 people involved in volunteering in their community.
48. As stated within my Police and Crime Plan, involving communities in the prevention and reduction of crime and anti-social behaviour is a key objective of mine and this Community Messaging tool is a considerable step towards this goal. The Community

Messaging system will allow the Neighbourhood Watch Association to maintain a central database of their co-ordinators and members.

### **Number of Specials and the hours they contribute**

49. There is a large review and redevelopment of the Special Constabulary being conducted by a police lead, and an individual who assisted the ambulance service in the setting up of their first responders volunteer scheme for which he was awarded an MBE. He is currently volunteering with the force and working to establish what infrastructure would be required to promote a good and effective use of Specials.
50. The number of Specials supporting the Force currently stands at 204, and the hours they contribute are recorded on the system as eight per month. This is against the requirement of 16 hours. Specials have not been given a straightforward system to input hours on to the Force time sheet. As this area is under development by the force to get a better understanding of role, structures and establishment, I will not report on this inaccurate figure.
51. A change in procedure and technology will allow the police to have absolute knowledge of how many Specials are available and where they currently are posted to, therefore easily identifying gaps within ranks, shifts and locations. New technology will also allow Specials to log on from home, and the new volunteer strategy previously mentioned will help effectively recruit a sustainable number of Special Constables. The force will also provide reading material essential to the role whilst the individuals undertake the vetting process. Currently the vetting process is completed first. This change is likely to reduce recruitment time by up to three months.
52. The implementation of recommendations from the review is ongoing currently, and it is anticipated that the improvements will embed into the new calendar year. The changes are dependent on internal processes such as vetting and recruitment, however I will keep the panel updated on progress.
53. My ambition was to see a minimum of 300 active Special Constables working across Wiltshire and Swindon and attached to local communities. Currently for sector level use, 235 roles have been identified, however, this is before we look at other areas of police activities in which Specials could make a valuable contribution.
54. Twenty Specials joined the Constabulary in January 2014, with another 17 in May 2014, and 12 in September 2014. Future intakes are planned in January 2015 (12), May (20) and September (20).
55. Wiltshire's proportion of Special Police Officers to the whole Police Officer establishment sits at just under 20 per cent, which is an average rate when comparing to other regional forces.

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

56. Organised Crime Groups (OCGs) are defined as those groups that use planning, sophisticated methods or specialist resources to commit serious crime.
57. There are now 13 active OCGs on Wiltshire's OCG map. A number of OCGs have recently been reviewed and re-assessed as either 'disrupted' or 'dismantled' and, in accordance with the national procedures for OCG mapping, these have been archived

and removed from the map. The overall threat score from the active OCGs has remained relatively static since the last report, and all active OCGs are now owned by the Serious Crime Directorate and intelligence is collected on each one to move to a more proactive stage with those OCGs where the threat is highest. They continue to be scored against Criminality, and Intent and Capability.

58. Note: Nationally there is work ongoing to develop a more robust performance management tool for OCGs which will include the threat score used here but will also consider the resources put into each OCG by forces and regions and a greater understanding of the impact of any disruption on OCGs. Once developed this will be used by the Force.

### Dangerous Drug Networks (DDNs)

59. DDNs are dynamic and fluid and they can appear in the locality and be removed very quickly through disruption activity. However these are invariably replaced by new networks. This makes counting the number present at any one time problematic. Wiltshire Police produces a monthly DDN Network Analysis which gives an understanding of the potential number of networks present in our communities at any one time and an assessment of the threat they pose.

60. At the end of quarter two, there are 15 active DDNs on the network; this is a reduction from 20 which appeared over the last few months. There are three networks considered high risk, with three of the low or medium risk networks being no longer active due to successful arrests and disruption by the Dedicated Crime Team.

61. Because the DDNs are so fluid, it is not possible to continue to measure the threat from a static cohort – the cohort identified in 2013 have almost all been removed and replaced by other networks. To illustrate this, a new static cohort identified in April had a total threat score of 482 which has now reduced to 252, a reduction of 58 per cent. However these networks have been replaced by new networks. Work is ongoing to understand more effective performance measures for this element of criminality.

### 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	Reduce serious harm crime	545	368	48.0%

Figure 8: Protecting the most vulnerable in society

## Reduce harm from serious crime

62. We seek to protect the most vulnerable people in our society by 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)

63. As reported within previous reports, this area continues to be above the threshold set which was based on maintaining the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities.

64. This is predominantly as a result of an increase in serious sexual offences which make up 70 per cent of the grouping. Reports on this area have been included in previous reports to the Panel, and nationally this area continues to see a large increase.

65. As was shown in the most recent crime figures from the Office for National Statistics (ONS) sexual offences are showing an increase of 21.3 per cent nationally, compared to the 17.9 per cent increase seen in Wiltshire. Wiltshire is not what statisticians call an outlier in this regard.

66. This area is under consistent monitoring to ensure there is no increase in risk presented to the public. This has correlated to previous analysis which showed an increase in the crimes reported within the force, but not an increase in the reports of incidents of this nature. There is no noted increase in offences where the victim/offender relationship is 'stranger', and the majority of crimes are between familiar individuals. The graph below shows the increase in sexual offences recorded by Wiltshire Police.

67. I have previously reported on the increase which started in October 2014, and the below graph shows a stabilisation towards the end of September which further demonstrates that this is process related. The two dotted lines represent the boundary of significant variation.

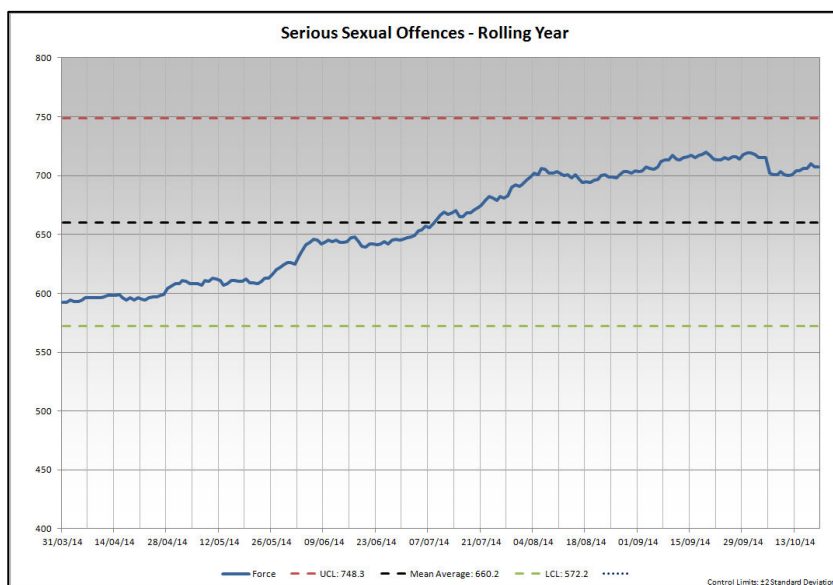


Figure 9: Sexual Offences – rolling 12 months

## Most Serious Violence

68. Most Serious Violence (which includes Homicide and Assault with Intent to Cause Serious Harm) is a small part of Most Serious Harm and Wiltshire is fortunate not to record many offences of this type. Currently Wiltshire records approximately 100 offences a year and is positioned within the lowest quartile nationally. There has been a recent increasing trend across all sectors which is mirrored by the national trend, and shown within the graph below. This trend is being closely monitored and analysed locally.

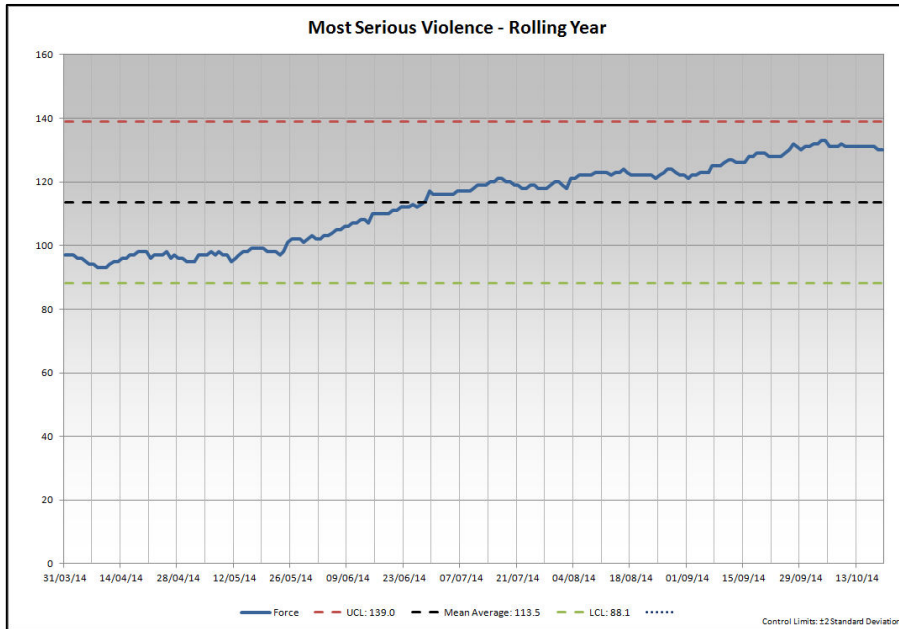


Figure 10: Most Serious Violence – rolling 12 months



## 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	49	44	11.4%
Satisfaction with follow up	84.3%	84.4%	-0.2%
Satisfaction with investigation	82.4%	82.1%	0.4%
Resolved rate	26.9%	32.5%	-17.2%
Victims referred to Victim Support	89.6%	80.0%	12.0%
Victims satisfied with Victim Support	98%	95.0%	2.9%
Proportion of cases dealt with out of court	39.9%	48.8%	-18.2%

Figure 11: Putting victims and witnesses first

69. I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

70. The survey asks a number of questions but the three shown below are of particular interest in terms of overall satisfaction with the service provided by Wiltshire Police:

- (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

71. 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 latest survey results for September 2014 show that the Force is exceeding the threshold in all areas above.

- (i) How well the victim has been kept up to date with developments: 84.4 per cent (threshold of 84.4 per cent)
- (ii) How well they thought the crime was investigated: 82.7 per cent (threshold of 82.1 per cent)
- (iii) How satisfied they were in general with Wiltshire Police: 90.2 per cent (threshold of 87 per cent). *(Please see Priority 6 (Driving up the standards of customer service) further on in my report)*

72. Looking at the most recent publishable data from the Home Office comparison website, iQuanta (up to June 2014), Wiltshire is top of the group of most similar forces for how satisfied the victim was in general with the police. Nationally, Wiltshire is rated second out of 43 forces.

73. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire was second and performing significantly better than those in its group. Nationally, Wiltshire is rated sixth out of 43 forces for the same measure.

74. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a question mandated by the Home Office. It does, however, sit under the theme of 'actions taken'. For this theme, the Force is performing better than the average of its similar forces.

75. In summary, I am pleased with the level of victim satisfaction that is published by the Home Office for the Force, and place a high weighting on the experiences and opinions of victims of crime.

76. The performance of the number of days to dispose of crimes is directly linked to the increased volume of complex natured crimes, previously mentioned within this report.

### **Victim Support**

77. Over the last year, I have also used 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.

78. The proportion of victims referred by an automated process to Victim Support for the first two quarters of 2014/15 was 89.6 per cent against a threshold of 80 per cent. This has seen significant improvement over the last 12 months, rising from 67.3 per cent for the first quarter of 2013/14.

79. Satisfaction with Victim Support remains strong at 97.8%.

### **Resolved rate**

80. The resolution rate at the end of the second quarter of 2014/15 was 26.9 per cent. This is against a threshold set at 32.5 per cent, which was the level required to keep Wiltshire above the average of its most similar forces. This remains significantly below the required position.

81. As reported previously, it continues to be the case that this drop within the resolution rate is a result of out of court disposals dropping significantly from the summer of 2013. This is demonstrated by the below graph which shows the red line dropping (out of court disposals), and the green line stable (in court disposals), resulting in the overall

rate dropping (blue line). The black dotted line represents the performance of the group of forces similar to Wiltshire.

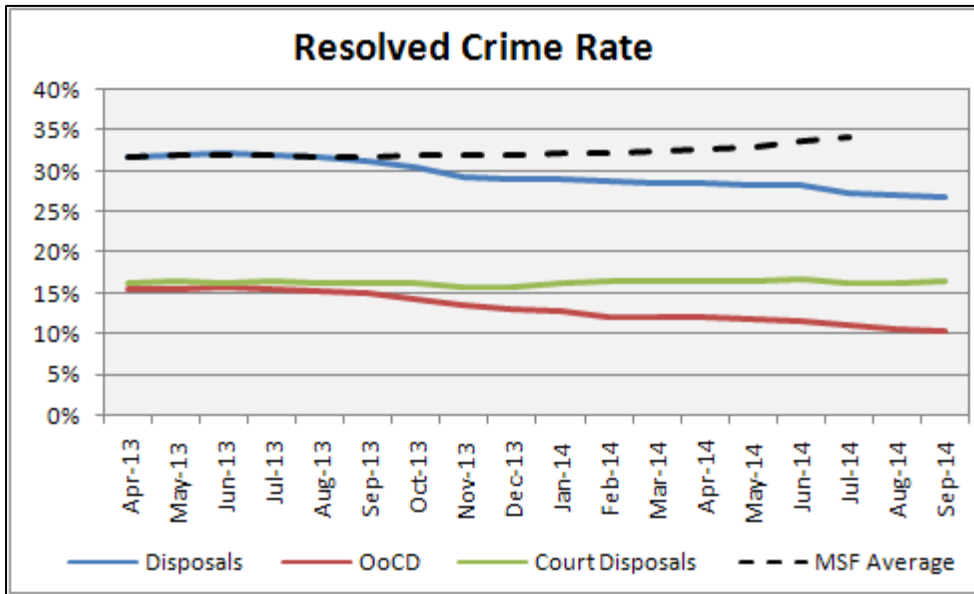


Figure 12: Resolved Crime Rate – In and out of court

82. The new Out of Court Disposals Manager has now settled in to the organisation and has carried out a number of visits with a range of internal and external policing stakeholders. During this process of consultation and engagement she has developed an excellent understanding of the issues to be addressed. The new post has commenced a process of re-writing operational guidance and a review and refresh of supporting processes. It is evident that the force has allowed an inconsistent approach to the use of Community Resolutions to develop over the last two years, where a significant drop in the use of these across the force has taken place.

83. The proportion of out of court disposals has now returned to a previous position before the introduction of community resolutions, and can be seen from the below graph.

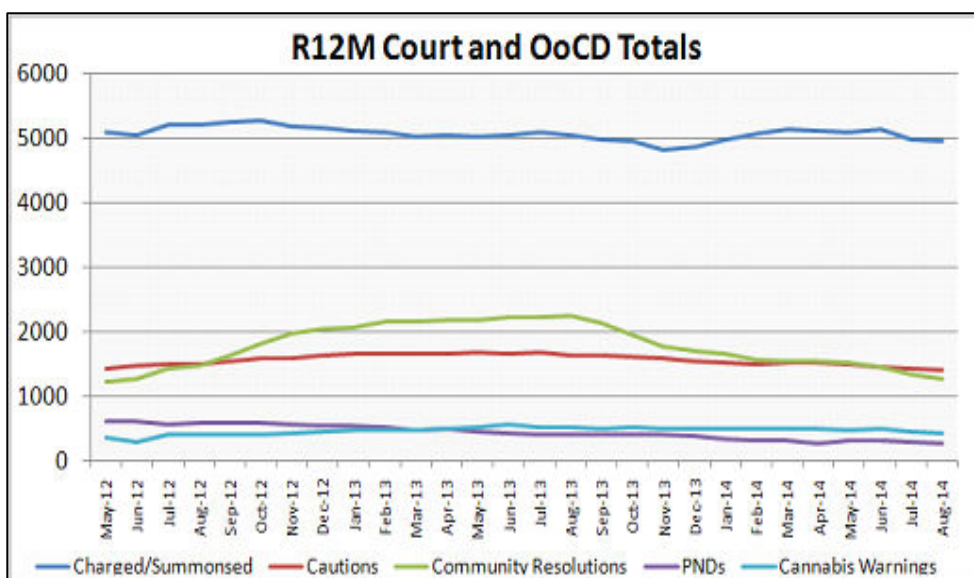


Figure 13: Disposal volumes broken down by type – Rolling 12 months

84. The Out of Court Disposals Manager held a meeting of the first pan-Wiltshire multi-agency delivery group recently. This group has, for the first time, provided the force with a means of monitoring activity in this area and identifying where corrective action can and should be taking place. The Out of Court Disposals Manager and the Crime and Justice Strategic Support Officer are developing an awareness-raising package to assess and improve the ethical recording of disposal methods, to promote the correct use of out of court disposals, and improve the resolved rate of both in and out of court disposals.

85. For the first two quarters of this year, the Force recorded 39.9 per cent against a threshold of 48.8 per cent which I set in my Police and Crime Plan.

86. Wiltshire Police regularly reviews out of court disposals involving higher risk offences to ensure they are being dealt with appropriately. In the most recent review, it was clear that this was the case and that higher risk cases had been dealt with appropriately.

### Neighbourhood Justice Panels (NJP)

87. A separate report on Restorative Justice is included on the agenda.

### Reducing offending and re-offending

Reducing offending and re-offending			
Measure	YTD	Threshold	Difference
Tackle irresponsible licensed premises	1882	3247	-42.0%
Reduce Re-offending	25.1%	29.1%	-13.7%
Re-offending rate of SWITCH Cohort	26.3%	35.4%	-25.6%

Figure 14: Reducing offending and re-offending

88. 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

89. As far as reducing re-offending is concerned, I 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 that I awarded. The commissioning contract was signed in early January 2014 and the sums have now been released. Representatives will be attending the Meet the Commissioner event on 11 November to talk further about the scheme.

### **Tackling Irresponsible Licensed Premises**

90. 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.

91. For the first two quarters of 2014/15, there have been 31 interventions which involve 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. This volume shows the amount of activity that the licensing department is committing to tackling those premises which act irresponsibly.

92. The last quarter has seen a number of significant premises being challenged by the Force, such as withdrawing applications for new licences in problematic locations, closing premises following objecting hearings, enforcing stringent new conditions and earlier closing times following serious assaults linked to a premises, and new conditions being applied following repeated problems.

93. In addition to this, the Licensing Team have also conducted 14 prevention activities to reduce the likelihood of inappropriate licensing behaviour, and two hearings to discuss licensing applications and ensuring they are complied with.

94. The Licensing Team is aligned to the three geographic hubs of policing in the Force, and has an extensive delivery plan which is operating effectively. A licensing working group to support the alcohol harm reduction strategy has been formed, resulting in a draft edition, and public consultation to provide a completed plan towards the end of 2014.

95. The number of licensed premises checks currently stands at 1,882 and has been reported on within previous reports as significantly lower than expected. The reason for this significant reduction in the number of checks being conducted is considered to be checks being completed, but not recorded within the system. Licensing officers are now supporting local officers to refresh the process of carrying out checks to a high standard and how to record them effectively within the system. It is important that checks are conducted to a high quality and not just completed ineffectively to keep the numbers high.

### **SWITCH**

96. 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.

97. 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).
98. The principal purpose of SWITCH is to manage repeat offenders who commit 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.
99. Within the second quarter of this financial year, SWITCH has seen a reoffending rate of 25 per cent against an expected rate of 34.9 per cent. Within the previous quarter the rate was 27.7 per cent against an expected rate of 35.4 per cent.

### Driving up the standards of customer service

Measure	YTD	Threshold	Difference
Number of allegations of incivility, impoliteness and intolerance	17.37%	17.00%	2.2%
Victim satisfaction	90.1%	86.7%	3.9%
Number of days to finalise a locally resolved complaint	66	54	22.2%
Prosecutions that fail due to quality of police input Crown Court	11.3%	10.0%	13.2%
Prosecutions that fail due to quality of police input Magistrates Court	20.9%	17.5%	19.6%
Data quality	0.96%	0.90%	6.7%

Figure 15: Driving up the standards of customer service

100. I made clear in my Police and Crime Plan the importance of exceeding the public's expectations by providing the highest levels of public service.
101. 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."
102. The number of occasions where officers are alleged to have been lacking in civility, or have been impolite or intolerant, is 74 for the first two quarters of the year out of a total of 426 allegations. This represents 17.4 per cent of the total, against the desired position of 17 per cent as stated by the Independent Police Complaints Commission.
103. The total volume of complaints has been increasing considerably within Wiltshire and other forces nationally. A review has taken place to understand the reasons for this increase and the efficiency of the current working model. Benchmarking and scoping

with other forces has taken place and the Force is beginning to implement new resources and processes to resolve the fluctuating performance in relation to recording complaints, as seen below.

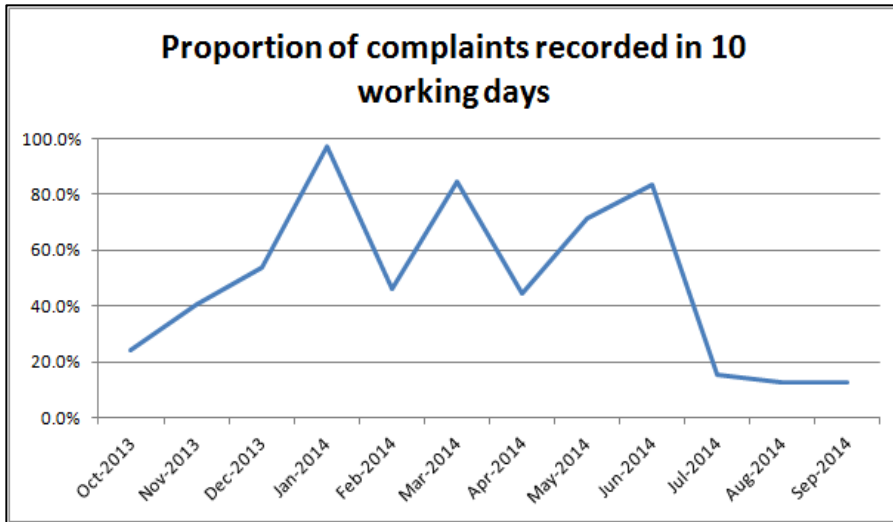


Figure 16: Complaints recorded within 10 working days

104. This performance of recording the complaint within ten working days has been influenced by a lack of resilience at the position of signing complaints off (one person of a specific rank is required by law to authorise complaints), an absence of the assessment officer role, and internal systems not operating effectively. This initial recording process has impacted upon the days to locally resolve a complaint as this is calculated from the initial receipt of the complaint.

105. The delay in recording complaints can be seen through the below graph which shows the volume of complaints received and recorded within each month.

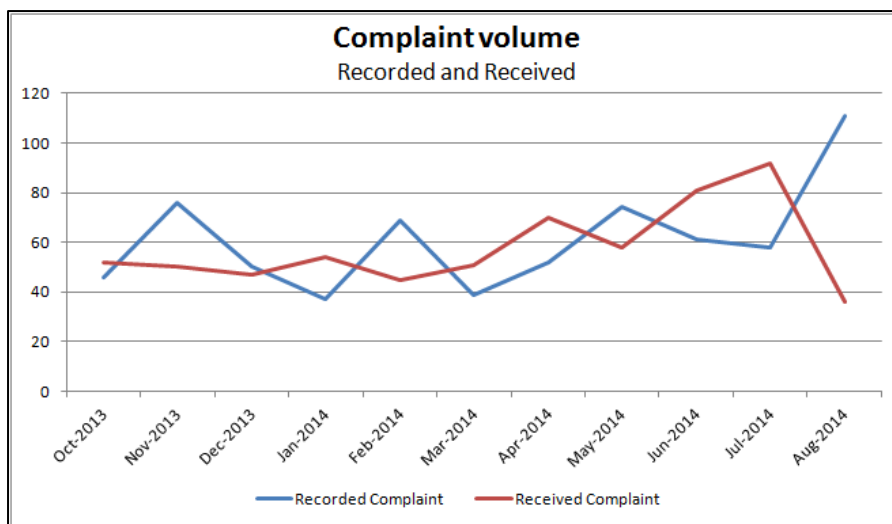


Figure 17: Complaint volume received and recorded by month

106. I have been kept updated during the progress of this review and am now confident that the management of complaints will see improvements following implementation of the review's recommendations.

107. Members will recall that at the June meeting, the Chief Executive referred to the complaints recording process adopted by Northumbria. The OPCC has been to visit Northumbria and see for itself how this operates. This is subject to a separate report at the Panel meeting.

**Prosecutions that fail due to quality of police input**

108. This measure relates to the proportion of prosecutions which fail because of the quality of the police input (ie incorrect information, insufficient detail, witness absent). Such cases can cause upset to victims and witnesses, and can prove highly expensive in terms of court costs. These are defined as ‘Cracked and Ineffective trials’, and essentially mean that the trial has resulted in waste in the system, whether that is time or resources. The thresholds are set by the Crown Prosecution Service (CPS) at ten per cent for crown courts and 17.5 per cent for magistrate courts.

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Total
Wilshire Total Trials Listed - Crown	18	14	16	20	20	18	106
Cracked and Ineffective due to prosecution - Crown	2	2	3	2	1	2	12
Proportion due to Prosecution - Crown	11.1%	14.3%	18.8%	10.0%	5.0%	11.1%	11.3%
Wilshire Total Trials Listed - Magistrates	110	109	142	106	80	103	650
Cracked and Ineffective due to prosecution - Magistrates	31	21	36	22	14	12	136
Proportion due to Prosecution - Magistrates	28.2%	19.3%	25.4%	20.8%	17.5%	11.7%	20.9%
<b>Proportion due to Prosecution - Total</b>	<b>25.8%</b>	<b>18.7%</b>	<b>24.7%</b>	<b>19.0%</b>	<b>15.0%</b>	<b>11.6%</b>	<b>19.6%</b>

*Figure 18: Volumes of trials listed and ‘Cracked or Ineffective’*

109. Over the last few months, the proportion of cracked and ineffective trials has returned to an acceptable level, and a considerable amount of work has taken place between the Force and CPS to provide complete clarity of the case journey, i.e. if the trial has failed due to insufficient evidence, at what point exactly did this take place, what was the reason, and who was the officer involved. This information is now being fed back to ensure these issues are addressed, and form part of a more general training and awareness programme.



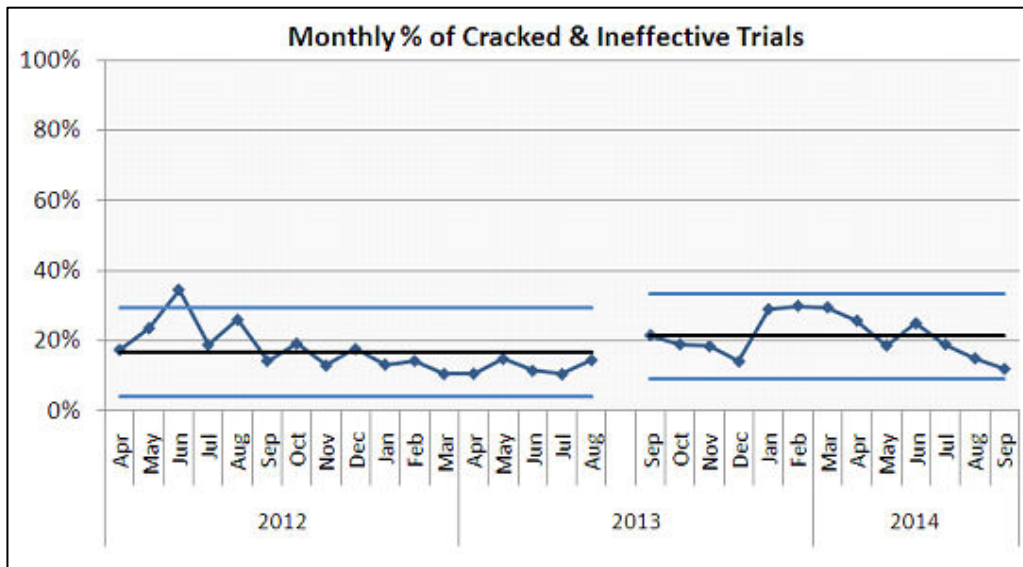


Figure 19: Proportion of prosecutions which fail because of the quality of police input

110. The Force has also established a new Criminal Justice Delivery Group which includes partners from the CPS and representatives from across the force, who will consider required local actions and allocate them to improve the situation where police have a role to play. This meeting will be evidence-led and informed by a dataset obtained from both CPS and police data. Issues around file quality and timeliness will be discussed with the intention to improve the journey for victims of crime.
111. Conviction rates are measured within the Wessex region (proportion of guilty verdicts per defendant), and Wiltshire consistently records a higher rate than Hampshire and Dorset which is a positive position. I am also satisfied that Wiltshire is currently sixth for the conviction rate within crown court, and 17<sup>th</sup> for magistrate courts, out of 42 forces nationally.

## Tracking the 'customer journey'

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

Customer Journey	Group	Measure	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	YTD	YTD Threshold	% off Threshold	
	Visibility	Proportion of the public that are satisfied with police visibility	57.2%			59.4%			59.4%	62%	-3.6%	
	Contacting us	999 calls answered within 10 seconds		94.0%	93.6%	93.5%	74.0%	81.6%	89.2%	90%	-0.9%	
		101 to report crime - calls answered within 30 seconds	79.4%	75.4%	73.5%	68.0%	74.8%	70.9%	73.3%	75%	-2.2%	
	Dealing with an incident	Immediate response to emergencies	93.1%	94.0%	94.5%	92.0%	92.5%	89.6%	93.9%	90%	4.3%	
		Satisfaction of victims with being kept informed after reporting an incident	84.0%	85.3%	84.6%	84.4%	84.6%	84.1%	84.3%	84.2%	0.1%	
		Satisfaction of victims with how an incident is investigated	80.8%	82.6%	82.9%	83.8%	84.0%	82.9%	82.4%	81.0%	1.8%	
	Making a complaint	Proportion of allegations of incivility, impoliteness and intolerance	14.5%	19.1%	13.7%	16.2%	22.0%	8.7%	17.4%	17%	2.4%	
		Number of allegations of incivility, impoliteness and intolerance	8	17	10	11	26	2	74	62	20.3%	
		Average number of days to finalise a complaint made to wiltshire police by local resolution	55	61	64	68	61	85	66	52	26.3%	
	Outcomes for victims	Failed prosecutions due to quality of police actions	25.8%	18.7%	24.7%	19.0%	15.0%	11.6%	20.9%	16.7%	25.1%	
		% of victims referred to victim support	89.6%	88.4%	87.8%	90.6%	90.6%	90.6%	89.6%	80%	12.0%	
		% victim satisfaction with victim support service	95.5%	95.5%	95.5%	100%	100%	100%	97.8%	95%	2.9%	
Satisfaction of victims with the whole experience after reporting an incident to wiltshire police		89.9%	90.4%	90.3%	90.4%	90.5%	89.7%	90.1%	90.0%	0.1%		

Figure 20: Tracking the customer journey

113. All the measures within this customer journey scorecard are included in the priority scorecard at Figure 1 which appears at the beginning of this report. Commentary about the measures with exceptional performance can be found within the relevant sections of this report.

## 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	92.6%	90%	2.9%
999 calls answered within 10 seconds	89.2%	90.0%	-0.9%
101 to report crime - calls answered within 30 seconds	73.3%	75.0%	-2.3%

Figure 21: Ensuring unfailing and timely response to calls for assistance

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

**Immediate response rate to emergencies** (15 minutes in urban areas, 20 minutes in rural areas)

- For the first three months was 92.6 per cent against a national standard of 90 per cent.
- There can be incidents where the Force fails to meet the required response times but, from my scrutiny, these incidents are rare. Where this does happen, the management of these incidents is looked at locally through tasking meetings.

### Answering a 999 call within ten seconds

- 89.2 per cent of all 999 calls in the first quarter were answered within ten seconds against a national standard of 90 per cent. This rate continues to be within the acceptable standard; however the call answer rate has dropped within recent months. This is mainly attributed to new ways of working when answering 999 calls, resolving technical issues in the new phone system, and abstraction of supervisors' time to resolve these issues. I am monitoring this information to ensure the public continue to receive the best possible service.
- It is really important to ensure calls to 999 are answered promptly, but the quality of the phone call is also important as is the data quality, record management and the support given to the caller.

### Answering 101 non-emergency calls within 30 seconds

- 73.3 per cent of all calls to 101 were answered within 30 seconds against the threshold I set of 75 per cent. August saw an exceptional drop against the required standard which was attributed to a number of members of staff on sick leave, and leaving the department. Staffing the Crime and Communication Centre remains a

challenging task. However projections and recruitment plans continue to be rigorous and in operation. The answer rate is being monitored regularly, and shows signs of improving through the beginning of quarter 3.

115. Wiltshire remains in a strong position for victim satisfaction with ease of contact, being the best in the group of forces with similar size and demographics, and being positioned sixth nationally.

**Unlocking the resources to deliver**

Unlocking the resources to deliver			
Measure	YTD	Threshold	Difference
Public satisfaction with police visibility	59.4%	62%	-4.2%
Number of police officers	1021	1021	0.0%
Number of PCSOs	129	138	-6.7%

Figure 22: Unlocking the resources to deliver

116. My wish to see police officers maximising their engagement with the public can be measured through the findings of the public opinion survey I commission. The survey takes place twice a year in spring and autumn and in total surveys over 4,000 members of the public.

117. The most recent research carried out in spring 2014 showed that the level of public satisfaction with police visibility rose again to 59.4 per cent. This is a continual rise over the last three quarters, and it is moving in a positive direction.

118. As at the end of September 2014, police officer numbers stood at 1,044. Looking forward and considering the medium term financial strategy, and the view of the Chief Constable, it is considered that the requirement will be for 1,021 officers. Whilst this is a reduction compared to the previous figure, I am pleased to say that frontline and Neighbourhood Policing Team officers still remain unaffected.

119. The Force has future recruitment taking place to balance natural wastage which includes an intake of 16 police officers in December 2014, and March 2015. There is also an additional PCSO intake of 15 in January 2015.

120. 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. Full details of the strategic approach to the Comprehensive Spending Review can be found in the Medium Term Financial Strategy which is on the OPCC website.

A handwritten signature in black ink, appearing to read 'Angus Macpherson', with a long horizontal flourish extending to the right.

**Angus Macpherson**

Police and Crime Commissioner for Wiltshire and Swindon

November 2014

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## WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2014-15

Last reviewed : 4th November 2014  
Risk Appetite is : 30

			Initial Risk Score (Mar-14)				Residual Risk Score				Date reviewed		
ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
<b>PUBLIC ENGAGEMENT</b>													
1	01/04/13	<p><b>PUBLIC EXPECTATION &amp; PUBLIC ENGAGEMENT</b></p> <p><b>EVENT:</b> 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><b>CONSEQUENCES:</b> 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><b>OUTCOME:</b> 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	1	1	4	4	<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>Attendance at local markets</p> <p>Meet the Commissioner Performance meetings</p> <p>Business and Victims Forum established</p> <p>Attendance at shows (4 times a year)</p> <p>Now on Facebook and Twitter</p> <p>Visits and public engagement as invited</p> <p>Community Messaging being rolled out</p>	1	1	4	4	04-Nov-14
2	01/04/13	<p><b>TRANSPARENCY</b></p> <p><b>EVENT:</b> Failure to publish performance and other relevant information (e.g. FOIs) to the public in a timely manner</p> <p><b>CONSEQUENCES:</b> 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 &amp; Crime Plan. Public cannot hold the PCC to account effectively. Public expectations are not satisfied</p> <p><b>OUTCOME:</b> Loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Performance Reputation	2	2	3	12	<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) – contract and tender information difficult to source from Force given existing systems – work ongoing</p> <p>FOI procedures in place</p> <p>Monthly FOI review by Commissioner</p> <p>Police and Crime Panel protocol agreed</p> <p>Meet the Commissioner public meetings (see Risk 1 – Public Expectation and Public Engagement)</p>	1	2	3	6	04-Nov-14
3	01/04/13	<p><b>VOLUNTEERS</b></p> <p><b>EVENT:</b> Failure to make best use of volunteers and Watch Schemes</p> <p><b>CONSEQUENCES:</b> 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><b>OUTCOME:</b> potential escalation of community problems and increased risk of vulnerability amongst certain groups / locations. Loss of public confidence</p>	Performance Reputation	3	2	4	24	<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 Messaging to be rolled out across Wiltshire and Swindon by January 2015</p> <p>Cadet Scheme – launched in Swindon</p> <p>Community Foundation supporting voluntary and community sector organisations</p> <p>OPCC Plan Update produced</p> <p>Close engagement with new Force lead for volunteering</p>	3	2	4	24	04-Nov-14
4	01/04/13	<p><b>RESILIENCE</b></p> <p><b>EVENT:</b> Lack of staffing resilience and relevant capability leading to low morale (PCC and OPCC)</p> <p><b>CONSEQUENCES:</b> 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><b>OUTCOME:</b> 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	2	4	16	<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>Recruitment of Policy Lead</p> <p>Proposed recruitment of Programme / Commissioning Manager</p>	2	2	4	16	04-Nov-14
<b>VALUE FOR MONEY</b>													
5	02/04/13	<p><b>VALUE FOR MONEY</b></p> <p><b>EVENT:</b> 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><b>CONSEQUENCES:</b> 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><b>OUTCOME:</b> Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt, PCP and media. Risk of legal challenge.</p>	Financial Reputation	2	2	3	12	<p>Budgets monitored through Commissioner's Monitoring Management Board (PCC, C Exec, CC, DCC, T/ACC, CFO, BDCO)</p> <p>Performance and Force risk monitored through SIB</p> <p>Internal Audit programme</p> <p>Police &amp; Crime Plan takes account of Wiltshire &amp; 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 is contractual requirement</p> <p>HMIC Value for Money profiles reviewed and assessed</p>	2	2	3	12	04-Nov-14
6	01/04/13	<p><b>COMMISSIONING ARRANGEMENTS</b></p> <p><b>EVENT:</b> Failure to have effective commercial and commissioning arrangements in place for all commissioned services</p> <p><b>CONSEQUENCES:</b> Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance and inability to deliver Policing &amp; Crime Plan outcomes</p> <p><b>OUTCOME:</b> 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 is contractual requirement</p> <p>Recruitment of Programme / Commissioning Manager post</p>	3	3	3	27	04-Nov-14

ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
7	01/04/13	<p><b>COLLABORATION ARRANGEMENTS</b></p> <p><b>EVENT:</b> Failure to maximise opportunities for collaboration with other PCCs / OPCCs / forces and /or partner agencies (statutory duty)</p> <p><b>CONSEQUENCES:</b> Opportunities to maximise operational effectiveness in the Protective Services arena are compromised (eg Strategic Policing Requirement). Opportunities to achieve financial savings are lost. Opportunities to maximise Partnership working (eg multi agency teams, shared campuses) are compromised. Home Office intervention likely</p> <p><b>OUTCOME:</b> loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies</p>	Financial Operational delivery Performance	3	2	4	24	<p>Linked to Risk 15 (Efficient and Effective Police Force)</p> <p>PCCs in South West region meet on a regular basis to maximise collaboration opportunities</p> <p>Governance meeting structure and agenda in place</p> <p>Collaboration protocol agreed by all regional PCCs and Forces</p> <p>National APCC Membership</p> <p>PCC member of APCC Reference Group</p> <p>Project team commissioned to implement regional strategy</p> <p>PCC membership of Wiltshire Criminal Justice Board confirmed</p> <p>Membership of Public Service Board, One Swindon, and Health and Wellbeing Boards</p> <p>Established Community Safety and Reducing Offending Strategic Board</p>	3	2	4	24	04-Nov-14
8	01/04/13	<p><b>COLLABORATION (BENEFITS)</b></p> <p><b>EVENT:</b> Collaborations fail to deliver expected benefits</p> <p><b>CONSEQUENCES:</b> Key delivery areas are compromised or do not address the requirements of OPCC or the Force eg Transformation programme, Strategic Policing Requirement. Duty to secure effective and efficient police force is compromised.</p> <p><b>OUTCOME:</b> 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	3	3	4	36	<p>Linked to Risk 7 (Collaboration Arrangements)</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>Concerns over real drive in Region being assessed</p> <p>Devon and Cornwall and Dorset collaboration not considered problematic</p>	2	3	4	24	04-Nov-14
9	01/04/13	<p><b>STRATEGIC POLICING REQUIREMENT</b></p> <p><b>EVENT:</b> Insufficient resources to deliver the Strategic Policing Requirement (SPR) (statutory duty)</p> <p><b>CONSEQUENCES:</b> Failure to deliver statutory duty. Operational effectiveness in the Protective Services arena is compromised. Increased risk in areas such as Organised Crime</p> <p><b>OUTCOME:</b> loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC</p>	Operational delivery Performance	2	2	3	12	<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> <p>HMIC report considered at CMB on 23rd May - Chief Constable reported satisfactory progress</p>	2	2	3	12	04-Nov-14
10	01/04/13	<p><b>LOCAL AUTHORITY PARTNERSHIPS</b></p> <p><b>EVENT:</b> Failure to develop and maintain effective partnerships with Council partners</p> <p><b>CONSEQUENCES:</b> Crime &amp; ASB processes become inefficient and not joined up. Compromising ability to tackle areas such as ASB, domestic violence, safeguarding</p> <p><b>OUTCOME:</b> Loss of public confidence in PCC which is likely to extend to Wiltshire Police and partners.</p>	Reputation Operational delivery Performance	3	2	3	18	<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> <p>Community Safety and Reducing Offending Strategy Board established – first meeting in July 2014</p>	3	2	3	18	04-Nov-14
11	01/04/13	<p><b>JUSTICE PARTNERSHIPS (improving service for victims &amp; witnesses)</b></p> <p><b>EVENT:</b> Failure to maintain effective partnerships with criminal justice agencies</p> <p><b>CONSEQUENCES:</b> Justice processes become inefficient and not joined up. Justice outcomes and victim pathways may be adversely effected.</p> <p><b>OUTCOME:</b> 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	3	18	<p>CJS Efficiency Programme will integrate justice services</p> <p>Horizons (Victim and Witness support unit) opens 1st April 2015</p> <p>Membership of Reducing Offending Strategic Board</p> <p>Liaison with Judiciary</p> <p>Wiltshire Criminal Justice Board member</p> <p>Performance matrix in place</p> <p>Neighbourhood Justice Panels established – review mechanism in place</p> <p>Victims Forums being planned 2015-16</p>	3	2	3	18	04-Nov-14
12	01/04/13	<p><b>BUDGETS &amp; FUNDING</b></p> <p><b>EVENT:</b> OPCC holding inappropriate level of capital and reserves</p> <p><b>CONSEQUENCES:</b> OPCC failure in statutory obligations. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB</p> <p><b>OUTCOME:</b> 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 Chief Finance Officer</p> <p>Redevelopment of Wiltshire Police estate in partnership with Wiltshire Council and Swindon Borough Council, to maximise use of assets</p> <p>Innovation Fund in place – monitoring of outcomes to be conducted independently of OPCC by Wiltshire and Swindon Community Foundation</p> <p>Precept consultation taking place January 2015</p> <p>MTFS considered and agreed at CMB</p>	3	2	3	18	04-Nov-14
13	27/08/13	<p><b>FINANCIAL CONTROL</b></p> <p><b>EVENT:</b> Failure to ensure effective control and financial planning</p> <p><b>CONSEQUENCES:</b> Uncontrolled spending, failure to comply with statutory requirements, impact on delivery of Police and Crime Plan, increased exposure to fraud</p> <p><b>OUTCOME:</b> 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	2	4	16	<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	1	3	6	04-Nov-14



ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
14	01/04/13	<b>ANNUAL BUDGET PROCESS</b> EVENT: Failure to achieve a budget and precept agreed in a timely manner CONSEQUENCES: OPCC budgets are misaligned to policing and crime delivery requirements. Outcomes of Policing & Crime Plan are compromised. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies	Financial Reputation Operational delivery Performance	2	2	2	8	Established budget build process Monthly review of accounts Section 151 Officer joined Use of reserves Consultation of precept (with public, businesses, Chief Constable, partners, PCP)	2	2	2	8	04-Nov-14
15	01/04/13	<b>ASSETS</b> 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	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 – list of proposed assets to be disposed of to be published shortly Limited assurance report received from Internal Auditors (previously no assurance)	3	3	3	27	04-Nov-14
16	01/04/13	<b>MAINTENANCE OF AN EFFICIENT &amp; EFFECTIVE POLICE FORCE</b> 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	Reputation Performance Legal	3	2	5	30	Managed through Commissioner's Monitoring Board, Chief Executive, and S151 Officer Stage 2 transfers complete Revised Scheme of Governance for twin corporations sole in place	2	2	4	16	04-Nov-14
17	01/04/13	<b>FORCE RISK REGISTER</b> EVENT: Failure to have effective oversight of the Force Risk Register (owned by the Chief Constable) CONSEQUENCES: PCC is unaware of key risks to the Force which could ultimately compromise operational effectiveness. Chief Constable is unsupported by the PCC in mitigating these risks, leading to increased risk of harm to the public. Impact on effective delivery of the Policing & Crime Plan OUTCOME: loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention	Reputation Performance Operational delivery	2	1	4	8	Linked to Risk 15 (Efficient and Effective Police Force) Reviewed monthly at Strategic Improvement Board - PCC / Chief Executive in attendance	2	2	4	16	04-Nov-14
18	01/04/13	<b>COMPLAINTS</b> 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	Reputation Performance	2	3	4	24	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 will take some resource without a reduction in demand for the Constabulary Complaints dip sampling now in place	2	2	4	16	04-Nov-14
19	01/04/13	<b>INTEGRITY</b> (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	Reputation Performance	2	2	4	16	Enhanced Professional Standards regime Standards and Behaviours PCC Register of Interests and Gifts and Hospitality (published on website) HMIC reports Ethics and Standards Board established (PCC and CC attend – may include independent element)	2	2	5	20	04-Nov-14
20	01/04/13	<b>AUDIT</b> 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	Financial Reputation Performance	1	1	3	3	Audit Committee in place. Audit programme is established as 'business as usual'.	1	1	3	3	04-Nov-14

ID	Date identified	Risk Description	Main impact area(s)	L	C	I	Score	Mitigation update	L	C	I	Score	Date reviewed
21	02/04/13	<b>WHISTLEBLOWING</b> 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	Financial Reputation Performance	2	3	3	18	OPCC and Constabulary Whistleblowing Policy will be produced for June Audit Committee Force guidance is published on OPCC website	2	3	3	18	04-Nov-14
22	01/04/13	<b>EQUALITY ACT 2010: Public Sector Equality Duty</b> EVENT : Failure to fully implement the duties within the Act (including commissioned services) and failure to appoint a lead to support this CONSEQUENCES : inability to deliver services that effectively address diversity needs and requirements within the organisation (staff) and within the community (public) leading to increased risk of HR tribunals or other litigation, criticism by auditors or government intervention OUTCOME : damage to reputation, loss of confidence in OPCC within Swindon and Wiltshire communities	Reputation Performance	3	3	3	27	Also contained within Force Risk Register Equality and Diversity Charter to be launched Signed up to Wiltshire Compact Swindon Compact being reviewed Stop and search policy review following HMIC thematic report and Home Secretary letter of 30th April	3	3	3	27	04-Nov-14
23	01/04/13	<b>ENVIRONMENTAL SCANNING</b> EVENT: Failure to have effective environmental scanning arrangements in place (to identify emerging legal, political or media related emerging issues) CONSEQUENCES: Political, environmental, legislative changes / developments in policing at a national level are missed, compromising the effectiveness of the OPCC. The Policing & Crime Plan does not reflect these changes leading to the OPCC failing to carry out statutory duties and failing to support effective operational policing. Poor oversight on social media commentary topics affecting the PCC or police OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government / HMIC.	Reputation Performance	2	2	3	12	Linked to Risk 4 (Resilience) APCC Google Alerts College of Policing Communications Officers (x2) Liaison with Councils and partners Home Office seminars	2	2	3	12	04-Nov-14
24	01/04/13	<b>STRATEGIC INTEGRATION</b> EVENT: Failure to deliver Police and Crime Plan objective CONSEQUENCES: Failure to achieve cost efficiencies and integrated service delivery OUTCOME: Loss of staff confidence, potential performance gains lost, budget pressure	Reputation Legal	3	3	3	27	Consultation with Staff Associations Agreed position reached with Chief Constable and Wiltshire Council and Swindon Borough Council Governance in place (Member and Officer Transformation Board) and reviewed at CMB internally Memorandum of Understanding prepared	3	3	3	27	04-Nov-14
<b>PERFORMANCE</b>													
25	01/04/13	<b>PERFORMANCE</b> EVENT: Failure to put in place adequate process to effectively hold the Chief Constable and other commissioned services to account for performance and use of resources CONSEQUENCES: PCC is unaware of how the Force is performing in areas such as crime/ASB, victim satisfaction, response times, staffing. Leading to lack of oversight of effective delivery of the PCCs Policing & Crime Plan. OUTCOME: loss of public confidence in PCC and Wiltshire Police. Criticism from government / HMIC, adverse PCP and media comment	Reputation Performance Operational delivery	2	2	3	12	Linked to Risk 15 (Efficient and Effective Police Force) Managed monthly through SIB and CMB by exception Fortnightly briefings from performance team Public performance meetings Contractual reporting of key performance indicators by commissioned services (quarterly) Informal weekly performance monitoring Performance culture review underway	2	2	3	12	04-Nov-14
26	02/04/13	<b>INSPECTION PROGRAMME</b> EVENT: Failure to be conversant with HMIC / HMP / criminal justice inspection programme and have oversight of Constabulary response to reports, coupled with risk of poor inspection outcomes locally CONSEQUENCES: Failure of PCC duty to secure efficient and effective police force. Public confidence in PCC is adversely affected. OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government	Reputation Performance	2	1	4	8	Linked to Risk 4 (Resilience) Managed by Continuous Improvement Team Insp/Sgt HMIC Publication on website and Commissioner's response Reports considered at SIB / CMB	2	1	4	8	04-Nov-14

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

Scoring Colour  
1-7 - green  
8-17 - yellow  
18-29 - orange  
30+ - red

Wiltshire Police Budget Monitoring			Period: April 2014 - Sept 2014						
	Original Budget £000's	Revised Budget £000's	% GRE	Actual Spend £000's	Profiled Budget £000's	Variance '-' = under spend £000's	Projected Variance £000's	% Revised Budget	Traffic Light System
Police Officer Basic Pay	38,226	37,497	35%	18,608	18,745	-138	-114	-0.3%	Note 1
Police Officer Overtime	1,170	1,265	1%	954	746	208	100	7.9%	
Police Officer Pensions - Direct	9,123	8,951	8%	4,417	4,475	-59	-102	-1.1%	Note 1
Police Officer Other Pay Costs	6,080	6,018	6%	2,781	2,961	-180	-201	-3.3%	Note 1
Community Support Officers	3,787	3,775	3%	1,726	1,888	-162	-300	-7.9%	Note 2
Support Staff Costs	27,534	27,450	25%	12,715	13,478	-764	-921	-3.4%	Note 3
Agency Staff	35	111	0%	123	85	38	200	0.0%	Note 3
Other Employee Costs	170	177	0%	135	123	11	0	0.0%	
Training	413	408	0%	155	204	-49	-23	-5.6%	
Premises Costs	6,839	6,855	6%	2,815	2,829	-14	-36	-0.5%	
Transport Costs	3,494	3,519	3%	1,682	1,667	15	9	0.3%	
Other Costs	10,601	10,568	10%	4,524	4,773	-249	-88	-0.8%	
Contracted Services	1,646	1,764	2%	146	126	21	31	1.8%	
<b>Main Force Expenditure</b>	<b>109,119</b>	<b>108,358</b>	<b>100%</b>	<b>50,778</b>	<b>52,099</b>	<b>-1,321</b>	<b>-1,445</b>	<b>-1.3%</b>	
General Income	-3,043	-2,165		-1,219	-1,017	-202	-150	6.9%	Note 4
Grant Income	-3,844	-3,845		-2,810	-2,811	0	0	0.0%	
<b>Main Force Net Position</b>	<b>102,232</b>	<b>102,348</b>		<b>46,749</b>	<b>48,272</b>	<b>-1,523</b>	<b>-1,595</b>	<b>-1.6%</b>	
Police Pensions- Inj/III Health	715	715		276	399	-123	-15	-2.1%	
Office of the PCC	2,452	2,337		342	360	-19	0	0.0%	
Investment Income	-300	-300		-58	-91	33	111	-37.0%	
<b>Total</b>	<b>105,099</b>	<b>105,099</b>		<b>47,309</b>	<b>48,940</b>	<b>-1,632</b>	<b>-1,499</b>	<b>-1.4%</b>	<b>Under</b>

Staffing Numbers	Original Budget	Reduction for Vision	Year End Req.	Current Month	Previous Month	Change
Police Officers	1,019	-1	1,018	1,036	1,027	9
PCSO (includes 1 Schools Partnerships)	138		138	123	130	-7
Police Staff	907	-37	870	801	803	-2

## Traffic Light System

### Note 1

Police Officer Pay and Other Officer Pay costs

1,036 Police Officers were paid in September, this is against a budget of 1,020. A number of in-takes are planned in the remainder of the year and we currently forecast a March 2015 figure of circa 1,050. This is dependent on the number of officers who decide to retire or leave during the year which is hard to estimate. Whilst having numbers above budget would normally result in an overspend the impact of the reduced starting pay grade is resulting in a small forecast underspend. On other costs an overspend on shift and other allowances is occurring, it is forecast that this will result in a £190k underspend, this will be in addition to pay variances.

### Note 2

PCSO's

123 PCSO's were paid in September this is against a budget of 138. 16 have been recruited in July and a further 15 planned for January 2015. 10 transferred to officers in September. This results in a forecast at March 2015 of 132. All year we will have been under budget with significant variances occurring in some months leading to underspends,

### Note 3

Police Staff Costs

The Force are currently running with a significant number of police staff vacancies. The exact number is difficult to identify due to time delays in processing data in the HR system however a figure in excess of 50 fte is likely. Work is going on with HR to recruit posts but this level of vacancies will lead to a significant underspend.

### Note 4

General Income

This level of net excess income is forecast due to the number of policing services requested this year. The NATO summit is the largest of these and will probable result in a £150k variance.

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## **POLICE AND CRIME PANEL MEETING**

**19<sup>th</sup> November 2014**

### **RESTORATIVE JUSTICE UPDATE (RJ)**

#### **1 Introduction**

The purpose of this report is to provide The Police and Crime Panel with an update regarding RJ, the development of Neighbourhood Justice Panels (NJPs) and the commissioning of RJ services by the PCC.

#### **2 Current Position**

A report was submitted to the Police and Crime Panel in January 2014 outlining the benefits of Restorative Justice practices. The report was produced by the Centre for Justice Innovation (CJI) who were leading on a pilot to develop Neighbourhood Justice Panels in Swindon. The PCC also outlined the intention to extend the Restorative Justice Panel pilot from Swindon through to the rest of Wiltshire.

#### **3 NJP Performance**

In the year September 2013-14 there were:  
30 referrals made to NJPs,  
26 cases heard,  
24 contracts completed.

Overall the numbers of referrals and Panels held have been disappointing compared with predicted numbers, particularly in Wiltshire. CJI training in RJ has been continuing including the overall training of 135 professionals and 53 Volunteers.

Due to lack of referrals the CJI programme was underspent and will now run until December 2014. A study has been carried out to review low numbers of ASB referrals across Wiltshire, and processes are now in place to encourage more referrals from the Police and other partners, this is showing early signs of improvement.

#### **4 The Way Forward**

The Commissioner will continue to review the work of the Centre For Justice Innovation in providing NJPs. In addition to the development of NJPs the Commissioner has been considering the most effective way of using the available funding to enhance and extend the RJ capability. Part of the process has involved consultation with partner agencies, many of whom are already using restorative practices including the Police, Courts, CRC, Probation and Wiltshire and Swindon Youth Offending Teams, in order to gather their views on how best to maximise the use of RJ. There are many

examples of where RJ is being used. A table showing the current RJ structure, provision and aims in Wiltshire and Swindon is attached.

In addition to the above, the Commissioner is currently consulting with the community on the use of 'Community Remedies' for low level crime and ASB, as required under the Anti Social Behaviour, Crime and Policing Act 2014. The aim of this is to engage with the public about the use of different restorative practices for some low level offences, where the victim agrees. The consultation will remain open until 21<sup>st</sup> November.

## **5 Conclusion**

The Commissioner will adopt a multi-agency partnership approach to delivering restorative justice across Wiltshire and Swindon. The Commissioner will appoint a co-ordinator to:

- Bring statutory, non-statutory and voluntary sector partners together to create a Restorative Justice Board
- Develop the use of Restorative Practices across services operating in Wiltshire and Swindon and in communities.
- Build on existing work where Restorative Practices impact positively on outcomes
- Support and Provide training, advice and guidance to ensure consistency of practice through partners and volunteers.
- Offer a Restorative Interventions service using qualified, experienced volunteer facilitators
- Promoting and support the use of restorative practice across the County

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

## RESTORATIVE JUSTICE IN SWINDON AND WILTSHIRE

	Primary	Secondary		Tertiary	
	Community based	Local resolution	Neighbourhood Justice Panels	Post-conviction pre-sentence	Post-conviction post-sentence
<b>Delivery</b>	Schools and local community	Police	CSP		CRC/NPS/YOTS
<b>Current position</b>	<ul style="list-style-type: none"> <li>Limited RJ in some schools</li> <li>Community RJ being developed eg Calne</li> </ul>	<ul style="list-style-type: none"> <li>Local resolution used in some cases.</li> <li>Member of police staff appointed to monitor and develop the use of out of court disposals.</li> </ul>	<ul style="list-style-type: none"> <li>NJP introduced in Swindon as part of national initiative.</li> <li>Cohort of volunteers trained.</li> <li>26 panels held to date (08/14).</li> <li>PCC funded expansion of scheme to Wiltshire.</li> <li>Police training given.</li> </ul>	<ul style="list-style-type: none"> <li>None being delivered</li> </ul>	<ul style="list-style-type: none"> <li>YOT RJ process well established.</li> <li>NPS has 3 trained facilitators who have not yet progressed on to delivery.</li> <li>CRC has 1 trained facilitator and a further 2 identified. Training due to take place in Sept/Oct.</li> <li>CRC have admin processes in place for delivery of RJ.</li> </ul>
<b>Aims – common to</b> Page 73	<ul style="list-style-type: none"> <li>Effective governance structure</li> <li>RJ embedded across the CJS.</li> <li>Sufficient numbers of trained and accredited facilitators to sustain delivery requirements.</li> <li>RJ used in all appropriate cases and in a consistent way.</li> <li>Victims have access to RJ at any stage of the process.</li> <li>Independent Scrutiny Panel to monitor quality of RJ delivery.</li> <li>Effective internal and external marketing of RJ – celebrate success.</li> <li>Robust referral process in place.</li> <li>Reduce re-offending.</li> <li>High victim satisfaction.</li> <li>Evaluation of processes to identify effective practice and benefits.</li> </ul>				
<b>Aims – specific to strand</b>	Communities understand & support RJ	Dealing effectively with low level offences with the consent of the victim  Reducing re-offending	Embed NJP process in Wiltshire, increasing referrals		
<b>Action needed to achieve aims</b>	<ul style="list-style-type: none"> <li>Build on good practice eg BA13 project.</li> <li>Promote RJ via community networks eg Area Boards.</li> </ul>	<ul style="list-style-type: none"> <li>Front line officers receive training and guidance on the use of RJ.</li> <li>Internal monitoring of process</li> </ul>	<ul style="list-style-type: none"> <li>Re-launch of Wiltshire scheme.</li> <li>Consistent practice established.</li> </ul>	<ul style="list-style-type: none"> <li>Trained facilitators in place</li> <li>Support from HMCTS/Judiciary</li> <li>Effective &amp; timely processes ensure adjournments are kept to a minimum.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitators to be released to undertake RJ.</li> <li>Effective targeting of relevant cases</li> </ul>

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## WILTSHIRE COUNCIL

### POLICE AND CRIME PANEL

19<sup>th</sup> November 2014

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#### **Complaints and Conduct Matters for the period 1 May 2014 to 31 October 2014**

#### **Purpose of Report**

1. The Elected Local Policing Bodies (Specified Information) Order 2011 requires Police and Crime Panels (PCP) to publish the number of complaints or conduct matters that have been brought to the attention of a relevant office holder (i.e. the Police and Crime Commissioner or his Deputy) by the Police and Crime Panel.
2. This report provides information in respect of the number of complaints and conduct matters that have been received by the Monitoring Officer of Wiltshire Council for the period 1 May 2014 to 31 October 2014.

#### **Background**

3. PCPs have statutory responsibilities under the Elected Policing Bodies (Complaints and misconduct) Regulations 2012 relating to the handling and recording of complaints about the Police and Crime Commissioner or his Deputy.
4. The Wiltshire PCP has delegated the implementation of its complaints process to the Monitoring Officer of Wiltshire Council.
5. This report provides the PCP with details of those complaints and conduct matters that have been received by the Monitoring Officer and either subjected to informal resolution or referred to the Independent Police Complaints Commission, as appropriate.
6. The PCP is required by the Regulations to publish this information in respect of each financial year, as soon as practicable after the end of the financial year to which it relates.
7. Those complaints and conduct matters that have been received by the Monitoring Officer for the period 1 May 2014 to 31 October 2014 are detailed below.

### **Main issues for consideration by the Committee**

8. During the period 1 May 2014 to 31 October 2014 the Monitoring Officer received one potential complaint (ref 02/14).
9. However, upon consideration by the Monitoring Officer, the complaint did not arise from the personal conduct of the PCC or the DPCC and therefore did not fall within the framework of the Elected Policing Bodies (Complaints and Misconduct) Regulations 2012. The complaint related to an operational consultation process and a copy of the complaint was forwarded to the Police and Crime Commissioner's Office to consider how to respond to the issues raised.
10. Should members of the Police and Crime Panel require any additional information about these complaints, this can be requested from the Monitoring Officer through the clerk to the Panel.

IAN GIBBONS – ASSOCIATE DIRECTOR LEGAL AND GOVERNANCE AND  
MONITORING OFFICER

Report Author: MARIE LINDSAY – ETHICAL GOVERNANCE OFFICER

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

None

## POLICE AND CRIME PANEL MEETING 19<sup>th</sup> November 2014

### COMPLAINTS PROCESS

#### Introduction and Purpose

1. Members will recall discussions at previous Police and Crime Panel meetings relating to the complaints process. This report seeks to consolidate those discussions and answer subsequent questions raised by Members.

#### Complaint Guidance

2. Statutory guidance on the recording of complaints has been issued by the Independent Police Complaints Commission (IPCC) and can be found by following this link:  
[http://www.ipcc.gov.uk/sites/default/files/Documents/statutoryguidance/2013\\_statutory\\_guidance\\_english.PDF](http://www.ipcc.gov.uk/sites/default/files/Documents/statutoryguidance/2013_statutory_guidance_english.PDF)
3. Guidance on the recording of complaints under the Police Reform Act (PRA) 2002 is available via this link:  
[http://www.ipcc.gov.uk/sites/default/files/Documents/statutoryguidance/guidance\\_on\\_recording\\_of\\_complaints\\_under\\_PRA\\_2002.pdf](http://www.ipcc.gov.uk/sites/default/files/Documents/statutoryguidance/guidance_on_recording_of_complaints_under_PRA_2002.pdf)
4. Members may wish to read through these documents as background reading to this report.

#### Complaints Process

5. As presented at the June Panel meeting, the complaints process can be presented visually as per Appendix A. The numbered steps are listed below for ease of reference:
  - (1) Complaint made to control centre, by telephone, or received by email or letter.
  - (2) Complaint passed to Professional Standards Department (PSD) and *registered* on PSD database known as Centurion. The expectation is that this will be done within 2 days.
  - (3) An initial assessment is carried out by PSD. This process must be done in accordance with the provisions of the PRA 2002 and IPCC statutory guidance.
  - (4) If further information is required the complainant is contacted and asked to assist with more detail if necessary. It is important to note that the PRA 2002 requires police to assist people 'disadvantaged' in making / articulating complaints.
  - (5) The *recording* of a complaint is a formal process and must be performed by a Chief Inspector or staff equivalent. This is regulated by the PRA 2002 and IPCC statutory guidance. It can only be done when stages 1-4 above have been completed. The IPCC expects all Forces to complete this process wherever possible within 10 working days.

- (6) A complaint can be disappplied or not recorded – this is regulated by the PRA 2002 and IPCC. Further details on when a complaint is disappplied or not recorded can be found in the publications detailed above in Paragraphs 2 and 3.
- (7) The complainant can appeal against a decision for their complaint to be disappplied or not recorded. Appeals against disapplication are made to the Commissioner (determined by the Appeals Adjudicator) and non-recording appeals are to the IPCC. If the appeal is upheld, the Force must consider the complaint.
- (8) Certain complaints carry mandatory referral or can be voluntarily referred to the IPCC. Further details on this can be found in the IPCC statutory guidance.
- (9) Complaints that remain in Force are investigated by PSD – this is through either approved Local Resolution (approx 60%) or full investigation by PSD.
- (10) All investigation outcomes carry a right of appeal to the Commissioner or IPCC except for those investigations which are independently supervised or managed investigations by IPCC and organisational complaints. For those appeals which are upheld, the complaint must be reinvestigated and / or further explanation given to the complainant.

### **Registering and Recording of Complaints**

6. As detailed above, it is important to recognise that the *registering* of a complaint should not be confused with the *recording* of a complaint. They are different processes.
7. *Registration* means that the details of a complaint are entered on the PSD Centurion database. This is a national system that can be accessed by the IPCC. The Appeals Adjudicator and Head of PSD have top level (totally unrestricted) access to Centurion which includes detail on the most sensitive conduct cases and intelligence.
8. The only complaints that are not registered are those that have been settled then and there to the satisfaction of the “complainant”. The IPCC encourages Forces to adopt this approach wherever possible so as not to force people down the route of making a formal complaint.
9. Examples of complaints being resolved then and there are:
  - Someone rings up annoyed because they have not received an update regarding a crime that they reported. An enquiry is made of the officer handling the case and they are called back and informed of a delay in the questioning and charging of a suspect. The officer will make contact with the individual with a further update when the matter ceases to be sub-judice. The person is satisfied and does not wish to make a formal complaint and no formal registration is necessary.
  - Someone goes to a police officer to say that they are unhappy because a road has been closed and they cannot get to their house and officers are blocking his / her way. An officer gives an explanation which the person accepts and formal registration as a complaint is unnecessary.

10. As detailed in the complaints process at paragraph 5 above, it is expected that complaints will be *registered* by the Force within 2 working days of them being received.
11. Thereafter they are assessed by an officer or staff equivalent of at least the rank of Chief Inspector. That individual will then makes a *recording* decision.

### **Northumbria Approach**

12. Members will recall that at the June meeting the Chief Executive spoke about the process adopted by the Northumbria Commissioner. A visit has now taken place to their office to observe this approach and the notes of the visit are attached at Appendix B.

### **Panel Questions**

13. The office has received some further questions from Panel members on the complaints process. These are detailed below along with the response:

- **Are all complaints recorded?**

All complaints registered are recorded unless they fall within the following exemptions:

- i. the subject matter of the complaint has been, or is being, dealt with by criminal or disciplinary proceedings against the person whose conduct it was;
- ii. the complaint has been withdrawn; or
- iii. the complaint falls within a description of complaints specified by the Police (Complaints and Misconduct) Regulations 2012

The complaints that are specified by the Police (Complaints and Misconduct) Regulations 2012 are those where the appropriate authority considers that:

- i. the matter is already the subject of a complaint made by or on behalf of the same complainant;
- ii. the complaint discloses neither the name and address of the complainant nor that of any other interested person and it is not reasonably practicable to ascertain such a name or address;
- iii. the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints;
- iv. the complaint is repetitious; or
- v. the complaint is fanciful.

*Paragraph 2, Schedule 3, Police Reform Act 2002*

*Regulation 3, Police (Complaints and Misconduct) Regulations 2012*

Please refer to section 3.19 IPCC Statutory Guidance to the police service on the handling of complaints (2013).

- **What criteria is used to decide if a complaint should be registered and who makes the decision that a complaint should not be registered?**

As detailed in step 2 of the complaints process in appendix A, complaints are registered on the PSD database (Centurion). Please also see Paragraphs 6-11 above for further information.

- **What actions are taken where a complaint is not registered?**

As detailed in step 2 of the complaints process in Appendix A, all complaints that are not settled then and there are registered on the PSD database (Centurion). Please also see Paragraphs 6-11 above for further information.

Please note that where a decision is made not to *record* a complaint by a Chief Inspector or staff equivalent, the complainant is informed in writing of:

- the decision to take no action and, where applicable, to what part of the complaint this decision relates;
- the grounds for that decision;
- the complainant's right of appeal, and;
- that the right of appeal is to the IPCC; and
- the time limit for making an appeal

*(IPCC Statutory Guidance Page 24)*

- **What is the process for registering a complaint?**

PSD Administration *register* on Centurion database all complaints from wherever they may be received; FCC, direct Email / phone to PSD, enquiry offices, OPCC, IPCC

- **How is the time scale from the receipt of the complaint monitored?**

By management within PSD and at the PSD monthly Daily Management Tasking meeting when the 10 day recording is discussed. This is also monitored by the OPCC as part of PCC's oversight of complaints and conduct handling.

- **What actions are taken if the 10 day time span is exceeded?**

Raised as an exception at senior management level.

- **How are complainants informed about the progress of their complaint?**

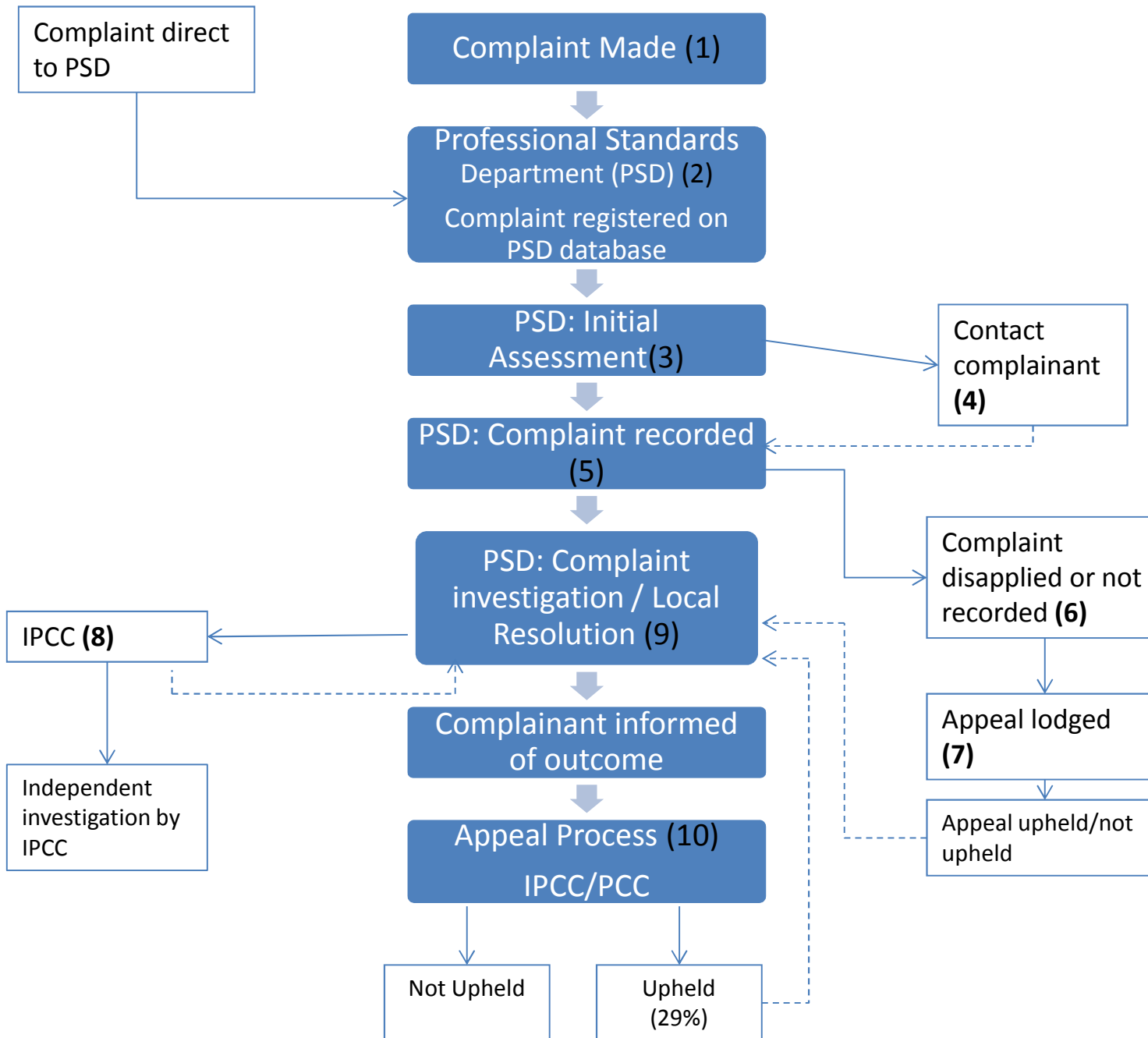
Every investigation, no matter how small or quick, requires some level of file recording to show what was done and why, together with the collation and preservation of any documents or other evidence seen or created as part of the inquiry and as such Investigating Officers record such actions on the progress log of each case on Centurion. Complainants are updated of the progress of their complaint by the Investigating Officer who keeps in regular contact with them and is required to update them at least every 28 days.

- **Would it be possible to see the IPCC guidelines?**

The IPCC statutory guidelines can be viewed here:

[http://www.ipcc.gov.uk/sites/default/files/Documents/statutoryguidance/guidance\\_on\\_recording\\_of\\_complaints\\_under\\_PRA\\_2002.pdf](http://www.ipcc.gov.uk/sites/default/files/Documents/statutoryguidance/guidance_on_recording_of_complaints_under_PRA_2002.pdf)

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



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**AGENDA ITEM NO: 8**

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**NORTHUMBRIA'S TRIAGE OF COMPLAINTS**

**Background**

1. In 2011/12 Northumbria Police had the highest percentage of appeals upheld by the IPCC nationally (53% compared to an average of 38%). For the same year Wiltshire's figure was 31%.
2. The OPCC reviewed the 78 upheld appeals and found the following reasons people appealed the outcome of a complaint:
  - Complaints were not dealt with in a timely manner
  - Communication was frequently poor and, in general, letters were unclear and difficult to understand
  - Complainants had not agreed to the Local Resolutions which had been finalised
  - Complaints had been classified as direction and control, therefore were not recorded or were 'miscellaneous'
3. Additionally it was found that:
  - There was little organisational learning
  - The force tended to react defensively to complaints
4. The PCC wanted a system that would:
  - Ensure complaints were dealt with quickly and efficiently
  - Be simple for staff and complainants to understand and engage with
  - Provide an outcome and ensure lessons are learnt
  - Change the complainants' view of Northumbria police and restore confidence

**Structure**

5. Three members of police staff have been seconded to triage complaints. They have no prior experience of PSD and none of the old culture and habits. Internal appointments were made as the staff are known and trusted by the officers, and have the policing knowledge to explain to members of the public why decisions have been taken.
6. The staff are line managed by the force and the OPCC, though the force manage personnel matters and pay.
7. They are police staff under the direction and control of the Chief Constable and they only handle operational complaints.
8. The staff had extensive training in complaints processes and classification from PSD staff and a newly appointed PSD Inspector was with the team for the first 3 months.
9. A user friendly work flow system was developed by the IT team that record contact and actions. This feeds into Centurion, removing duplication. It incorporates an extensive search function for analysis of complaints. This was being rolled out force wide as part of mobile and remote working so was incorporated into triage.

## **Process**

10. All operational complaints received by the force are sent to triage. The triage team do not take incoming calls. Details of calls are taken by force call handlers or PSD and logged onto the workflow system for forwarding to triage.
11. Each complaint is assigned to a single point of contact.
12. Complainants are contacted within 24 hours (more frequently within 2-3 hours) with an aim of resolution within 48 hours.
13. The triage team clarify the exact details of the complaint (they have access to police logs of incidents), explain what can be done and establish exactly what outcome the complainant wants.
14. Most complaints dealt with by triage are those involving incivility, lack of updates or mishandling of property.
15. The subject of the complaint, or their supervisor, is contacted to seek a resolution and the complainant is updated. In many cases they are happy that the matter has been brought to the supervisor's attention. If they are not happy with the outcome, the complaint can be forwarded to PSD.
16. Complaints are passed to PSD if they cannot be solved by triage due to:
  - The severity of the complaint (there is a fast track to PSD assessment)
  - It is apparent that the complainant will not be satisfied by triage
  - It has not been possible to contact the complainant and the 10 day recording deadline is approaching
17. 36% of complaints (830 between January 8<sup>th</sup> and 25<sup>th</sup> July) received are now resolved through the triage process with 92% of complainants happy with the outcome.

## **Costs**

18. The main costs are staffing. 3 staff have been seconded from the force call handling team. The force continues to bear the cost.
19. Three additional computers with access to police systems (inc. Centurion, Niche etc.)
20. There are various hidden costs. The Work flow system was being implemented force wide but was accelerated for this project. Training was done in house, including a PSD Inspector spending 3 months with the team.

## **Risks / Issues**

21. IPCC have not commented on this yet. Nor have they been approached. Northumbria do not consider this a problem as all complaints are recorded on Centurion regardless.
22. The separation from PSD limits sharing of knowledge and experience. There is little, if any, experience of operational complaints within the OPCC which isolates the Triage team; however they are also insulated from the cultural issues in PSD.
23. There is potentially an illusion of independence from the force. When asked, the staff are honest and state that they are police staff that are currently sitting within the OPCC

but work for the Chief Constable. This could be confusing to the public and blur the lines between scrutiny and operational independence.

24. It should be noted that the Northumbria OPCC is located on an entirely separate site from the Constabulary.
25. The Home Office are currently undertaking a review of the entire police complaints system which may include comment on this system. The review is due to finish in the autumn.

### **Wiltshire**

26. PSD are currently the focus of a systems thinking review to address existing issues around 10 day recording. This has included a review of the complaint recording process, removing redundant steps and duplication. In particular, it was found that both administration team and investigators were researching complaints. Administrators are no longer doing this, freeing resource.
27. A new team leader is due to start shortly. He is an internal appointment, currently working as a call handling supervisor, who will bring in the customer service skills which are the key to triage.
28. It is hoped that this extra resource, as well as improved processes, will free up time to incorporate triage into the PSD admin team. This will require training and continued assessment but has the advantage of existing complaints knowledge and minimal additional resourcing.
29. One of the keys to the success of the project is the use of the work flow system. It provides continuity of recording and classification and reduces errors and duplication of work. Possible use of existing IT within force will need to be addressed.
30. This work is ongoing and is being continually assessed to establish the most efficient way to improve customer satisfaction.

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

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## Wiltshire Police and Crime Panel

19 November 2014

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### Task Group update

#### Purpose

1. To provide an update on recent task group activity and propose any decisions requiring Panel approval.

#### Licensing Task Group

2. On 6 March 2014 the Police and Crime Panel discussed which topic would be most appropriate for consideration by its next dedicated task group. Licensing was agreed as the next topic and the Licensing Task Group was established.

#### Membership

3. Cllr Richard Britton (chairman)  
Cllr Chris Caswill  
Mr Chris Henwood  
Cllr Linda Packard

#### Terms of Reference

- 1 To investigate how Wiltshire Police, working with partners as appropriate,
  - ensures that only responsible applicants are licensed by local authority licensing committees;
  - encourages and supports the responsible management of licensed premises;
  - identifies licensed premises that are being managed irresponsibly;
  - takes a “firm approach” with licensed premises identified as being managed irresponsibly.
- 2 If it is identified that these measures could be improved, to make recommendations regarding how this can be achieved to support the objective in the Police and Crime Plan 2013-17 of reducing the harm caused by irresponsible licensed premises.

#### Recent activity

4. On 30 September the task group met with members of Wiltshire Council’s licensing team to discuss the licensing process and the information sharing and joint working that takes place between Police’s and the Council’s respective licensing teams. Attempts have been made to arrange an equivalent meeting

with licensing officers from Swindon Borough Council but unfortunately this had not been possible within the timescale.

5. On 23 October the task group met with the Police and Crime Commissioner and the Chief Executive of the OPCC. This provided an opportunity to discuss the task group's emerging key themes and discuss in more detail the written responses already provided by the Commissioner to the task group's questions.
6. On 12 November the task group will meet to discuss their draft final report. Despite best efforts, it has not been possible to bring the task group's final report to this meeting of the Police and Crime Panel. However, it will be completed and circulated as soon as possible and a response requested from the Commissioner.

### **Proposal**

7. **The Police and Crime Panel are asked to note the update provided.**

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# Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
15th January 2015	Committee Room VI, Civic Office Swindon	<ul style="list-style-type: none"> <li>• PCC Diary report</li> <li>• Draft Medium Term Financial Strategy (MTFS) report</li> <li>• PCC response to the Final Report of the Licensing Task Group</li> <li>• PCP Annual Report 2014</li> </ul>
5th February 2015	County Hall, Trowbridge	<ul style="list-style-type: none"> <li>• PCC Diary report</li> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints / Innovation Fund update</li> <li>• Formal consideration of the PCC's proposed precept for 2015-16</li> </ul>
5th March 2015	Monkton Park Offices, Chippenham	<ul style="list-style-type: none"> <li>• PCC Diary report</li> </ul>
18th June 2015	Corn Exchange, Devizes	<ul style="list-style-type: none"> <li>• PCC Diary report</li> <li>• PCC Annual report (including Quarterly data (Q4) - Risk / Performance / Finance / Complaints)</li> </ul>

3rd September 2015	City Hall, Salisbury	<ul style="list-style-type: none"><li>• Quarterly data (Q1)– Risk / Performance / Finance / Complaints / Innovation Fund update</li><li>• Innovation Fund Evaluation</li></ul>
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**Forthcoming items (dates TBC) :** Speedwatch – a review on performance (Author: OPCC)