

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Wessex Room - The Corn Exchange, Market Place, Devizes,
SN10 1HS
Date: Thursday 18 June 2015
Time: **2.30 pm**

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

Membership:

Cllr Abdul Amin, Swindon Borough Council
Cllr Glenis Ansell, Wiltshire Council
Cllr Andrew Bennett, Swindon Borough Council
Cllr Alan Bishop, Swindon Borough Council
Cllr Richard Britton, Wiltshire Council
Cllr Trevor Carbin, Wiltshire Council
Cllr Chris Caswill, Wiltshire Council
Cindy Creasy, Co-Opted Independent Member
Chris Henwood, Co-Opted Independent Member
Cllr Charles Howard, Wiltshire Council
Cllr Peter Hutton, Wiltshire Council
Cllr Julian Johnson, Wiltshire Council
Cllr Teresa Page, Swindon Borough Council

Substitutes:

Cllr Chuck Berry, Wiltshire 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 Ian Thorn, Wiltshire Council
Cllr Anthony Trotman, Wiltshire Council

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1 Appointment of Chairman and Vice-Chairman

Election of the Chairman

i. To elect a Chairman for the forthcoming year.

ii. Election of the Vice Chairman

To elect a Vice Chairman for the forthcoming year.

2 Apologies for Absence

3 Minutes and matters arising (Pages 7 - 18)

To confirm the minutes of the meeting held on Thursday 5th March 2015.

4 Declarations of interest

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

5 Chairman's Announcements

- Welcome to the new members of the panel.
- Note that Mike Veale has been appointed as the new Chief Constable for Wiltshire following the panel's confirmatory hearing on 11th May. He started in post on 1st June.

6 Public Participation

The Panel welcomes contributions from members of the public.

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm on Friday 12th June 2015**. 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.

7 Annual Report 2014 - 15 (Pages 19 - 30)

For the panel to receive formally and comment on the PCC's annual performance report for the year 2014-15.

8 Quarterly Data (Q4) - Risk/Performance/Finance/Complaints (Pages 31 - 76)

To receive quarterly performance data from the OPCC as follows:-

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

9 Revised Police and Crime Plan 2015 - 17 (Pages 77 - 100)

For the panel to receive formally and comment on the Commissioner's new Police and Crime Plan.

10 Report from Task Groups (covered under items 10 & 11 below)

11 Report from Task Groups (Pages 101 - 104)

Performance Review.

For the performance review working group to report back on their work and to put forward the new model for reporting performance to the panel. The first such report will be presented at the September panel meeting.

Update on Strategic Alliance.

Commissioner Angus Macpherson to give a verbal update on progress towards forming the Strategic Alliance with Avon & Somerset.

The Chairman to update the panel on the formation of a new task group to support the Strategic Alliance.

12 **Commissioner's diary** (*Pages 105 - 124*)

Angus Macpherson to present the PCC Diary report.

13 **Response to questions raised by Volunteer Task Group - Information only**

14 **Forward Work Plan** (*Pages 131 - 132*)

To note the forward work plan.

15 **Future meeting dates**

- Thursday 3 September 2015 – 10.30 am start – City Hall, Salisbury.
- Wednesday 2 December 2015 – 10.30 am start – Swindon Borough Council Offices.

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WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 5 MARCH 2015 AT COUNCIL CHAMBER - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER.

Present:

Cllr Abdul Amin, Cllr Glenis Ansell, 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 – Chief Executive, OPCC
Chris McMullen – Head of Business Improvement, OPCC
Naji Darwish – Commission & Programme Manager, OPCC
Sarah Kyte – Business Manager – OPCC
Carolyn Filmore, OPCC
Allan Johns – Independent Appeals Adjudicator

22 Apologies for Absence

There were no apologies.

23 Minutes

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 5 February 2015.

24 Declarations of interest

There were no declarations of interest made at the meeting.

25 Chairman's Announcements

There were no Chairman's announcements.

26 **Public Participation**

There were no members of the public present or councillors' questions.

27 **Horizon Victim & Witness Care**

A presentation on commissioning services for victims in Wiltshire was given by the Chief Executive, OPCC.

He explained that there had been considerable change to support services to victims. A revised Victims Code of Practice had come into force from October 2013 which gave victims a legal right to receive a minimum standard of service from the Criminal Justice System; this had been underpinned by the EU Directive on Victims of Crime from November 2015. The Ministry of Justice had transferred responsibility for commissioning services for victims of all but the most serious crimes to the Police & Crime Commissioners and this new approach would be starting in Wiltshire from 1 April 2015. The Commissioner's Police & Crime Plan included a commitment to put victims and witnesses at the heart of the Criminal Justice System.

The focus of these changes was to support victims who had suffered the most impact from crime including:

- Victims of serious crime.
- Those who felt intimidated
- Those who were persistently targeted.
- The most vulnerable.

This involved victim and stakeholder consultation to develop a commissioning model.

In response to the Victim Code of Practice and the EU Directive, a Horizon Victim & Witness Care Unit was being developed in Wiltshire which would enable a clear supported journey through the Criminal Justice System with direct referral to Victim Service specialist services.

This Victim Service would provide support to individual victims to help them cope with and recover from crime and would:

1. Deliver and manage the support service for a broad range of victims;
2. Work with the OPCC & Police to develop Horizon and develop voluntary capacity and capability, outreach and support for hard to reach groups; and
3. Work with people who did not wish to report a crime

Specialist Support would be provided by independent sexual violence advisors, independent domestic violence advisors, domestic violence outreach and others.

Horizon was a dedicated victim and witness care service, providing victims of Wiltshire and Swindon with:

- a single point of contact through the Criminal Justice System
- support and referral to additional services according to their individual needs.

Benefits of Horizon included:

- ✓ A single point of contact for victims
- ✓ Greater level of support for victims who needed it most
- ✓ Compliance with Victim Code of Practice & EU Directive
- ✓ Reduction in 'chase calls' to CCC and Parade Rooms
- ✓ Greater cohesion between Police and victim support services

The timeframe for the introduction of this new service was as follows:

- "Soft" Launch 2nd March – Salisbury area
- Witness care responsibility of the whole team
- Press Launch Tuesday 24th March – with Baroness Newlove the Victims' Commissioner
- 1st April – Salisbury and North Wiltshire
- 1st May – All areas
- Victim Care remains the responsibility of the entire workforce
- 1st April – 'Victim Support' service

Whilst fully supporting this new initiative, Panel members did question what could be done to help those victims who did not wish to report a crime. It was explained that an evaluation process was being built into this scheme at a cost of £250,000 and additionally quarterly performance reports would be provided by Victim Support. It was also recognised that consideration would need to be given to the needs of minority groups.

28 **PCC Diary report**

The PCC diary report which set out a summary of commitments the Commissioner had undertaken since the last meeting of the Police & Crime Panel on 5 February 2015 was received.

The Commissioner advised that:

- On 20 January, around 120 Community Speed Watch (CSW) volunteers and 50 Wiltshire Police officers carried out roadside speed checks at 40 locations across Wiltshire and Swindon, this exercise being called Operation Harness. He explained that Community Speed Watch was about local volunteers driving down speed and driving up safety. As a result of the operation, 208 vehicles were identified as speeding, 147 vehicles were stopped with 132 drivers being given warnings about their

speeds. It was envisaged that similar exercises would be carried out on a fairly regular basis. Concern was expressed at the number of young people killed or seriously injured in road accidents in Wiltshire during the past year. The Commissioner had discussed these tragedies with Inspector Steve Cox, Head of Road Policing Operations who considered that the main cause of these accidents was poor driving skills. However, it was noted that the number of accidents far outweighed the number of fatalities. There was a need for further speed watch campaigns and drive safe to stay alive events aimed particularly at young people. The panel noted that non curriculum presentations were being made in schools and work was also being carried out in conjunction with the Youth Parliament.

- He had signed certificates in Calne on 30 January for the positive ticketing scheme. He explained that this scheme was an initiative created by officers in Calne and supported by the Town Council and Calne Area Board, the certificates being awarded to young people who showed good behaviour and set good examples to others. The certificates were due to be presented to eight young people by himself at the meeting of the Calne Area Board the following week. The Commissioner explained that this scheme could be rolled out to other areas but it would require ownership by the local area board or team. Further information could be obtained from Police Sgt. Ben Huggins and the Commissioner stated that he would ask him to prepare a briefing note on how the scheme worked.

Resolved:

To note the Police & Crime Commissioner's report.

29 **Quarterly Data (Q3) - Risk/Performance/Finance/Complaints**

The Commissioner presented a report setting out his quarterly performance data for the third quarter of 2014 on the following:

Risk Register The Commissioner drew attention to the two red risk areas which were:

Collaboration arrangements (risk 7) – it was recognised that failure to maximise operational effectiveness could lead to a loss of opportunities to achieve financial savings and could result in a loss of public confidence in the Commissioner and also the sustainability of the Force. However, the Commissioner explained that the Police & Crime Commissioners in the South West met on a regular basis to maximise collaboration opportunities. A collaboration protocol had been signed by all PCCs and Forces in the South West Region and a Regional Programme Board was now in place. Locally, the Commissioner's membership of the Wiltshire Criminal Justice Board had been confirmed together with membership of other boards, including Public Service Board, Health & Wellbeing Board and the Community Safety & Reducing Offending Strategic Board.

Strategic Alliance with Avon & Somerset Force (risk 8) – failure of this Strategic Alliance could result in key delivery areas being compromised or the requirements of the Wiltshire PCC, the Force or the public and even risk the sustainability of the Wiltshire Police Force. However, the Commissioner explained that there were regular meetings with Avon & Somerset to maximise collaboration opportunities and a governance structure was being developed through which each programme would be monitored. The collaboration between Devon & Cornwall and Dorset would be used as a benchmark and would be aligned with where appropriate.

Other risks were referred to as follows:

Volunteers (risk 3) – Cllr Peter Hutton enquired as to whether a Volunteer Co-ordinator had been appointed. The Commissioner confirmed that Sarah Holden had been appointed to this post and news of her appointment was being communicated to area boards. He would check if this information had been passed to the area localities in Swindon.

Commissioning Arrangements (risk 6) – Cindy Creasy referred to this risk and enquired as to what commercial and commissioning arrangements were being made. Kieran Kilgallen, Chief Executive, OPCC, explained that a holistic approach was needed and that he would report further on agreed strategies which would be required to be worked out with both Swindon Borough Council and Wiltshire Council at the next meeting.

Inspection Programme (risk 26) – It was noted that this would be managed by a Continuous Improvement Team consisting of an Inspector/Sgt. by carrying out serious case reviews and then using the findings to look at potential risks or identify weaknesses.

Performance Report In introducing his report, the Commissioner explained certain differences in style which he had introduced which he thought would be more helpful to the Panel and more easily clarify his key priorities for the Force and how it measured against them. The report covered the period April to December 2015.

He confirmed that his key priorities had not changed and remained as follows:

- Reducing crime and anti-social behaviour
- Protecting the most vulnerable in society
- Putting victims and witnesses first
- Reducing offenders 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

The Panel was reminded that this performance report had been circulated to members prior to the meeting providing the opportunity to submit questions on its content in advance to enable responses to be prepared in time for the meeting. A series of questions had been submitted by Cindy Creasy and they are appended to these minutes together with the responses.

The Commissioner confirmed that the Force performance remained good and steady and any issues were addressed in his report before the Panel.

It was noted that Supt. Scott Bateman had been appointed as Supt. of Specials and was looking at the number of Specials required and what impact this would have on the training budget. A report was being prepared and was expected to be presented to the Commissioner shortly. It was acknowledged that there were currently 235 Specials employed, as confirmed by the Chief Constable, and the Commissioner had guesstimated that about 300 would be required by the end of May 2016.

Attention was again drawn to the number of prosecutions which failed at Crown Court (12.5%) and Magistrates Court (22.0%) due to the quality of police input, it being noted that the thresholds for these were 10.0% and 17.5% respectively. The Chief Executive, OPCC, stated that the figures were getting closer to the thresholds, but much did depend on the amount of police resources which could be allocated for preparing the cases. Furthermore, the Police were dependent on the Crown Prosecution Service (CPS) agreeing that there was sufficient evidence before a case could proceed to Crown Court. The CPS was also subject to cuts in budget which meant that there were fewer court sittings. It was noted that the Commissioner was pursuing this serious issue with the Criminal Justice Board. Furthermore, the Criminal Justice Board would not provide information explaining why Wiltshire's conviction statistics were below the national threshold.

The Commissioner drew attention to the withdrawal of the custody suite at Salisbury which was a consequence of the closure of the Divisional Police Headquarters. At present on a temporary basis, those arrested in the south of the County were taken to the detention suite at Melksham but the Commissioner hoped to be able to report at the next meeting on new proposals for the custody of offenders in the south of Wiltshire.

The Chairman drew attention to the redesigning of the restorative justice system in Wiltshire and noted that the Out of Court Disposals Manager (OOCDM) had now completed her review of the Force community resolution procedures and had presented a paper to the Head of Justice with recommendations. The progress of this project was now being considered in light of the recent

conclusion of the Neighbourhood Justice Panel pilot. It was noted that the OOCMD and the Force Crime Registrar had met with neighbouring forces who had adopted a different approach to the restorative justice issue and these approaches were now being considered following which a decision would be made on how restorative justice would be revised. It was noted that a superintendent had been appointed to oversee the restorative justice training of an inspector and cohort.

The Chairman also drew attention to the number of licensed premises checks since April 2014, currently 2,816, a significant number of which had not been fully reported in the system. It was explained that licensing officers were 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 was most important that checks were conducted to a high quality and not just completed ineffectively to keep the numbers high. The Panel considered it important that the three hub-based licensing officers worked to a similar process failure of which led to confusion and problems especially to the Force.

Budget Monitoring Statement The Commissioner presented a Wiltshire Police monitoring statement for the period April to December 2014.

The Panel noted that the Force was currently running with a significant number of staff vacancies. The exact number was difficult to identify due to time delays in processing data in the HR system but it was considered that the figure could well be in excess of 50. Work was ongoing with HR to recruit posts but the current level of vacancies would lead to a significant underspend. The revised pay settlement had a positive impact in 2014-15 of £75,000 but it was likely to cost a further £148,000 in 2015-16.

Complaints Allan Johns, Independent Appeals Advisor, presented his report which covered the period April 2014 to January 2015, together with quarterly performance figures up to 31 December 2014.

It was noted that Wiltshire appeared to be relatively poor at recording complaints, the Independent Police Complaints Commission (IPCC) reporting a change of 23% against a national average of 15% for the period 2012/13 – 2013/14. However, it was pointed out that a number of complaints had been withdrawn.

With regard to appeals, it was noted that whilst appeals against investigation were significantly lower than the national average (41% against 52%), the appeal numbers against local resolution were significantly above the national average (48% against 36%). It was explained that these differences were most likely a simple reflection of the fact that Wiltshire settled many more complaints by local resolution than most other forces.

Resolved:

- (1) To receive and note the contents of the Commissioner's report setting out his quarterly performance data for the third quarter of 2014.**
- (2) To request the Commissioner to provide a report to the next meeting of the Panel setting out a coherent strategy for the role of the Special Constables agreed by the Commissioner and the Chief Constable.**

30 Strategic Alliance with Avon & Somerset Constabulary

The Commissioner, assisted by the Chief Executive, OPCC, provided a verbal update on developments since the last meeting.

It was reported that the Commissioner, together with his counterpart for Avon & Somerset, Ms Sue Mountstevens, had met in early February to start the process of developing workstreams. They were due to meet again on 18 March to start discussing head of terms and ways of working.

There was much work to undertake including the development of a set of strategic principles and a design brief based on the national government system with two Police & Crime Commissioners, two Chief Constables together with a board to include Heads of Operations, two Chief Executives and two Chief Finance Officers. A timetable would need to be worked out for the undertaking and completion of all this work. It was not expected that there would be more to report until the early Summer when it was to be hoped that the design briefs and communications strategy would have been completed.

It was explained that the cost of the Strategic Alliance exercise was not yet known but it was anticipated that at least some information would be available within the next couple of months. Costs would be apportioned equally between the two Forces. The Panel was informed that a bid for funding for this exercise would be made to the National Innovation Board later in the year.

The Chairman referred to the list of collaborative arrangements that had been set up with other Forces in the South West and enquired as to what extent these existing arrangements would be expected to continue once the Strategic alliance with the Avon & Somerset Force had been finalised. The Chief Executive, OPCC, explained that the Devon & Cornwall and the Dorset Forces were also developing a Strategic Alliance which left only the Gloucestershire Force which was not considering such a partnership at the present time. He went on to explain that existing collaborations should not be affected by these strategic partnerships and would be simplified with the revised working arrangements.

31 **Chief Constable Recruitment**

A verbal update was provided by the Commissioner and the Chief Executive, OPCC.

The Commissioner reported that an advert for a new Chief Constable was due to appear in Police Professional on 19 March 2015 with a closing date for applications being 14 April. It was planned to shortlist on 20 April and to hold interviews hopefully on 5 May. The Commissioner hoped that the Leaders of both Wiltshire Council and Swindon Borough Council would be involved in the interview process.

The Chairman reminded Members that the appointment would be subject to scrutiny and confirmation by this Panel and it was customary for this process to take place within a period of two days. However, in view of the General Election being held on 7 May, some thought would need to be given as to when the Panel would meet.

32 **Interim report of the Police Performance Review Working Party**

Consideration was given to a report by the Senior Scrutiny Officer which presented the findings and recommendations of the Police Performance Review Working Group.

The Panel was asked to:

- (1) consider the Working Group's initial findings and recommendations so far, and
- (2) discuss which performance information and indicators should be included in every quarterly performance report provided by the Commissioner.

Resolved:

- (1) **To endorse the recommendations of the Working Group and to request the Commissioner to make the following amendments to the quarterly performance report he provided to the Panel:**
 - (a) **To remove the performance thresholds and RAG-ratings, with the aim of:**
 - **reflecting the shift away from performance targets locally and nationally, with performance targets having been shown to create perverse incentives and reduce data quality; and**
 - **helping the Panel to focus on supporting delivery of the Police and Crime Plan rather than the achievement of numerical targets.**

- (b) To continue to include a range of performance data, with the emphasis on enabling comparisons with historic data and data from other forces and force areas, particularly Wiltshire's Most Similar Forces (MSFs).
 - (c) To include information where appropriate from the force inspection reports produced by Her Majesty's Inspectorate of Constabularies (HMIC).
 - (d) To address any areas of performance that, for that period,
 - (i) Have shown a significant change;
 - (ii) Are of particular concern to the Commissioner;
 - (iii) Are an area of excellent work or progress; or
 - (iv) Are prominent in the local or national media.
 - (e) Each performance report to focus on a group of objectives in the Police and Crime Plan including updates on relevant projects and initiatives, with the grouping of objectives to be agreed by the working group in its final meeting and referred to the Commissioner.
 - (f) To adopt the following structure for reporting progress with each Police and Crime Plan objective:

Police and Crime Plan Objective X

 - (i) Latest performance information
 - (ii) Commentary and context
 - (iii) What the Commissioner is doing, or will do, in relation to this area, including any relevant recent decisions taken.
- (2) To request the Working Group to meet once more to agree what performance information and which performance indicators should be included in quarterly performance reports from June 2015 onwards.

33 Commissioner's response to the Final Report of the Licensing Task Group

The Panel received a report by the Commissioner which set out his response to the Licensing Task Group's final report.

During discussion, reference was made to the Task Group's tenth recommendation which stated "Continues to encourage Swindon Borough Council to consider the creation of a Licensing Tasking Group along the lines of the model adopted by Wiltshire Council." The Commissioner had agreed with

this recommendation and considered that it would be helpful if the Swindon members of this Panel were to take on this responsibility.

It was noted that Wiltshire Council had adopted a Licensing Policy Statement in November 2014 and the Chairman suggested that Swindon Borough Council might consider adopting the Wiltshire model. Cllr Andrew Bennett stated that Swindon Borough Council did have a licensing policy but he agreed to arrange for the Swindon policy to be re-examined as he recognised that it would be unhelpful for the Police to work to two different sets of arrangements.

Resolved

To note the contents of the Commissioner's report.

34 Task Group Update

The Panel received an update on the activity of the following task groups:

- Volunteer and Special Constables Task Group – It was noted that the Chairman had submitted a series of questions to the Commissioner requesting updates in certain areas. A response was awaited.
- Regional Collaborations Task Group – Some proposed terms of reference for the Task Group were submitted to the Commissioner for comment on 21 January 2015 and a response was awaited in light of the announced Strategic alliance with the Avon & Somerset Force.

Resolved:

(1) To note the update on task group activity provided.

(2) To suspend the work of the Regional Collaborations Task Group pending further information regarding the work that will be undertaken to progress the Strategic Alliance with the Avon & Somerset Constabulary.

35 Forward Work Plan

A document was received showing the Panel's Forward Work Plan.

Resolved:

To note the contents of the Forward Work Plan for this Panel.

36 Future meeting dates

Resolved:

- (1) To note that the next meeting of the Panel was due to be held on Thursday 18 June 2015 at the Corn Exchange, Devizes, to start if possible at 2.00pm rather than 2.30pm as currently arranged.**
- (2) To request that in future meetings of this Panel start at 10.30am wherever possible.**
- (3) To note that future meetings of the Panel would be held as follows:**
 - Thursday 3 September 2015 – 10.30am start – City Hall, Salisbury**
 - Wednesday 2 December 2015 – 10.30am start – Swindon Borough Council Offices**

(Duration of meeting: 2.30 - 5.10 pm)

The Officer who has produced these minutes is Roger Bishton, of Democratic Services, direct line 01225 7180523035, e-mail roger.bishton@wiltshire.gov.uk

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



Police and Crime Panel 18 June 2015

Wiltshire and Swindon Annual Report 2014-15 – Consideration of the draft Annual Report

1. Purpose of Report

- 1.1. To provide the Police and Crime Panel (PCP) with the draft Annual Report 2014-15
- 1.2. To seek comment on the draft annual report

2. Background and Main Considerations for the Board

- 2.1. As required by the Police Reform and Responsibility Act 2011 the PCC is required to produce an annual report on the performance against his Police and Crime Plan. This includes annual financial information and aspects of his statutory functions
- 2.2. This annual report brings together the police performance report, Chief Constables delivery report, OPCC delivery, end of year accounts, progress of work with partners.
- 2.3. Panel members should be aware that publication of this draft report will require the closure of 2014-15 accounts and the national publication of 2014-15 crime figures from the Office of National Statistics. As such some statistics and figures will be amended accordingly.
- 2.4. The PCP is asked to note this draft annual report and to provide comments on the annual report

3. Structure

- 3.1. This annual report is aimed for public audience and captures the highlights of the year and the commissioner's assessment of progress against his plan. References to the detailed reports will be made within the final report.
- 3.2. The annual report is structured around the original Police and Crime Plan six priorities.
- 3.3. The document aims to be concise and provide an overview of achievements on 2014-15 and areas for improvement. Other strategies and reports will provide the detail.

3.4. The annual report provides the commissioners assessment of the achievements and areas to improve in subsequent years.

4. Next steps

4.1. Below are the high level milestones that provide a summary of the project plan.

- 18 June – Draft annual report to PCP.
- From 18/05/15 – Comments from PCP considered and response returned
- Await final information from finance and performance
- End of June / early July - publish Annual Report to the public

5. Recommendations

5.1. To provide the Police and Crime Panel (PCP) with the draft Annual Report 2014-15

5.2. To seek comment on the draft annual report

Kieran Kilgallen, Wiltshire and Swindon OPCC, Chief Executive



DOCUMENT CONTROL SHEET

Name of document:	Annual Report 2014-15
Version:	1.3
Status:	DRAFT
Classification:	Protect - Policy
Owner:	Angus Macpherson
Date of this version:	13/05/15
Produced by:	Naji Darwish
Synopsis and outcomes of consultation undertaken:	Annual report covering 2014/15 including assessment of OPCC work, police performance and delivery
Approved by:	CMB 08/06/15
Date ratified:	
Copyholders:	
Next review due:	CMB 08/06/15
Enquiries to:	Naji.darwish@wiltshire.pcc.pnn.gov.uk

The Commissioner's Annual Report 2014/15

It gives me great pleasure to present my third annual report as Police and Crime Commissioner (PCC) for Wiltshire and Swindon. This report sets out the achievements for this year and my assessment of how Wiltshire police are progressing towards meeting the objectives in my Police and Crime Plan 2013-2017.

The key successes this year have been:

- Maintaining local, visible and accessible policing, despite considerable reductions in funding from central government.
- Wiltshire Police achieving a 'Good' rating across all areas by Her Majesty's Inspectorate of Constabulary (HMIC) under the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection regime
- Significant reductions in overall crime with 885 fewer crimes, a reduction of 2.7 percent and a 4.2 percent decrease in anti-social behaviour incidents
- People feeling safe during the day is extremely high, hitting 95 percent in 2014-15, reflecting the low crime in Wiltshire and Swindon
- Confidence in Wiltshire Police is high with 83% percent being satisfied with Wiltshire Police
- Completing the commissioning of Horizon Victim and Witness Care, to provide a single point of contact for victims, guiding them to appropriate support services from April 2015
- Delivering savings of £5m by increasing efficiency and collaborations
- Opening a fully refurbished Emergency Communication Centre
- Completing the roll-out of Community Messaging that provides free updates from the police and other agencies
- Completing the sharing of office space and receptions at Monkton Park, Chippenham and Bourne Hill, Salisbury
- Commissioning £1m of services from police, partners, voluntary and community sector bodies from my Commissioning Fund to meet my Police and Crime Plan objectives
- Working with both Swindon Borough Council and Wiltshire Council to set up a dedicated team of police officers and social workers to protect vulnerable young people and to tackle child sexual exploitation
- Corsham Neighbourhood Policing team moving into the Springfield Community Campus in Corsham, alongside our Wiltshire Council partners

This has been a challenging year that has seen the completion of many aspects of my plan. These achievements have made people safer and improved the effectiveness, accessibility and efficiency of Wiltshire Police. I want to thank all those who have worked tirelessly to deliver my plan and my priorities of:

1. Reducing crime and anti-social behaviour
2. protecting the most vulnerable in society
3. putting victims and witnesses first
4. Reducing offending and re-offending
5. Drive up standards of customer service
6. Ensure unfailing and timely response to calls for assistance

Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
May 2015

Progress in meeting my Police and Crime Plan objectives

As your PCC I have a range of statutory duties including the publication of a Police and Crime plan. This plan sets the strategic direction for policing. I hold the Chief Constable to account for delivery and work with partners and communities to keep Wiltshire and Swindon as one of the safest places in the country.

Statutory duties I have fulfilled:

- I set a balanced budget for 2014-15 that was delivered on budget in line with central government grant reductions
- I have held the Chief Constable to account for his leadership of Wiltshire Police, and the delivery of an efficient, effective police force by scrutinising performance and the progress made towards my the Police and Crime plan.
- I have considered Wiltshire's strategic policing requirements and obligations and held the Chief Constable to account in implementing the HMIC inspection report on Wiltshire Police's fulfilment of this requirement.
- I have reviewed and responded to all relevant HMIC reports on Wiltshire Police and held the Chief Constable to account for the findings in those reports.
- I have administered the independent custody visiting scheme provide independent scrutiny of the conditions in police custody

Delivering the Police and Crime Plan 2013-17

Overall I deem the performance of Wiltshire Police to be good. There are areas for improvement and I am holding the Chief Constable to account to deliver these changes. Much of my policing plan is delivered with other organisations and local communities and there are a range of progress to deliver my priorities.

Priority One: Working with communities to reduce crime and anti-social behaviour

My first priority is to reduce crime in Wiltshire and Swindon, keeping it one of the safest places in the country. As PCC I am committed to engaging and working with the community to support this work. Maintaining local policing team that can be part of local communities is fundamental to this approach. During 2014-15:

- Wiltshire Police achieved a 'Good' rating across all areas by Her Majesty's Inspectorate of Constabulary (HMIC) under the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection regime
- Crime has continued to fall in line with my target of achieving fewer than 32,000 crimes. Wiltshire and Swindon continues to be one of the safest places in the country. Significant reductions occurred in overall crime with 885 fewer crimes, a reduction of 2.7 percent and a 4.2 percent decrease in anti-social behaviour with 939 fewer incidents

- Burglary dwelling, non dwelling and vehicle crime has seen a 10.4 percent reduction. This equates to 1,703 fewer victims of crime in the last 12 months.
- Violence against the person has continued to rise in line with national trends, but at a slower rate than national levels. Initial national work suggests that work to improve the accuracy of violent crime figures may be a factor. Further analysis at a national and local level is required to understand this.
- People feeling safe during the day is high, hitting 95 percent in 2014-15, reflecting the low crime in Wiltshire and Swindon. The percentage of people who feel safe after dark is at a 59 percent average. Responses to this have indicated a perception of danger, general apprehension of the dark or a lack of lighting.
- We worked with Wiltshire and Swindon local authorities and other partners to implement the new tools and powers to tackle anti-social behaviour (ASB). This included maximising the use of new powers to tackle ASB swiftly and to prevent escalation
- With our partners we have established the 'community trigger' to ensure that community concerns are being addressed by police and other agencies and that people receive an appropriate response
- We have increased the numbers of volunteers to 7,200 who take part in the numerous neighbourhood watch and community messaging schemes.
- My ambition to have a minimum of 300 active special police officers has been challenging. The current figure stands at 172, below where I wanted to be. This focus has provided an opportunity to examine the way Wiltshire Police can get the best from its special police officers. Whilst the proportion of Special Police Officers is average with other regional forces, I want to do more. I am working with the Chief Constable to highlight the important role they have alongside their regular police constables colleagues. I want improvements in the stature of the role, the support received and the deployments and duties special officers are used for. I believe this strategy will help to deliver increases in the overall numbers and satisfaction in the roles.
- We have embedded the 120 Community Speed Watch schemes with 668 active participants helping to make the roads of Wiltshire and Swindon safer and encouraging motorists to slow down
- Information and updates have been provided about local police through Community Messaging services to all of Wiltshire and Swindon. Currently the scheme has 6,486 signed up and I want to see this increase further

Priority Two: Protecting the most vulnerable

I want to ensure that the people who are the most vulnerable to becoming a victim and its impact receive the right protection and get the support they need. The most vulnerable in society are often the ones who have the quietest voices and public services have a duty to make sure they are heard. During 2014-15:

- With Swindon Borough Council and Wiltshire Council we have implemented a multi-agency safeguarding hub, where children services work alongside police to share information and protect vulnerable children.
- We established a multi agency team integrated with the missing people team to identify and protect children at risk of child sexual exploitation. This team has social workers and police officers working together to protect those at risk of becoming victims of child sexual abuse.
- Increasing confidence and trust that for victims to report incidents of issues of violence, domestic abuse and sexual offences is vital to protecting the most vulnerable. Serious crimes (most serious violence, serious sexual offences and robbery) have been rising substantially across the country. This has been predominately the result of a 46 percent increase in the reporting of sexual offences. Nationally this has been rising due to efforts to improve accuracy and ethnicity of crime recording, increased training for officers and increased public awareness and confidence to report sexual offences. The rises in Wiltshire are comparable to the national picture and our relative position has remained stable.
- We supported an Independent Domestic Violence advocate initiative in Swindon working at the Great Western Hospital and at GP surgeries to support victims of domestic abuse
- We have signed up to the Mental Health Concordat for Wiltshire and Swindon which will improve the care of people with mental health crises and the way they are supported by the police, including mental health practitioners assisting custody staff.
- Commissioning Wiltshire Mind to develop a new project offering counselling to offenders with mental health problems on their release from prison
- 'Safe Places' scheme to offer support to those in need has been expanding across the county

Priority Three: Putting victims and witnesses first

This priority places the victim and witness at the centre of the criminal justice journey. Having the confidence in the police will listen to being supported through an often traumatic and complex process. During 2014-15:

- I took on the responsibility for commissioning services for victims and witnesses in Wiltshire and Swindon from the Ministry of Justice. I have listened to victims and witnesses to help design and commission the new Horizon Victim and Witness Care service starting in April 2015. This service provides a single point of contact for victims, supporting victims through their journey through the criminal justice process. Horizon will provide advice and explain things clearly and direct victims and witnesses to more specialist support services.
- 83 percent of victims felt that they have been kept up to date with developments, with 88 percent satisfied with the investigation. There is still more work to do and I want this to increase and I believe Horizon Victim and Witness Care will help to achieve this improvement..
- We established Virtual Court links from Melksham Police station to courts in Swindon to enable swifter and more cost efficient police representation at court

- Supported the work of the Wiltshire Criminal Justice Board to implement Swift and Sure Justice improvements to improve the journey through the criminal justice system.

Priority Four: Reducing Offending and Reoffending

Preventing offending and stopping repeat offending requires focusing on those at greatest risk of offending. This includes responding swiftly to address offending, by increasing the emphasis on justice solutions outside of court, taking the most high-risk offenders and reducing the impact of repeat offending. During 2014-15:

- With the National Probation Service and Community Rehabilitation company we continue to develop the Integrated Offender Management programme, where police, probation and other services work together to focus on persistent offenders. This team proactively monitors and support persistent offenders to steer them away from repeat offending.
- Commissioned SPLITZ to run a 'Teenztalk' course for young people to develop healthy and respectful relationships and not to become victims or perpetrators of domestic violence
- Supporting the Wiltshire Wildlife Trust and a consortium of partners to create the Repair Academy that provides training and work experience to long term unemployed and young people at risk of offending. This social enterprise is on target to be fully self sufficient through its trading activities within two years.
- Significant improvements need to be made in how Wiltshire Police resolve crimes by making sure that all suitable crimes are dealt with by community resolution and restorative justice processes. These include cautions, mediation, and victim / offender meetings. These provide swift solutions to minor offences and are successful in giving victims and communities a voice in justice. I am working with the Chief Constable to learn from other forces where this is working well and make sure that we utilise these tools.

Priority Five: Increasing Customer service standards

This priority places high quality, professionalism and legitimacy at the centre of the service Wiltshire Police provide. During 2014-15:

- Wiltshire Police achieved a 'Good' rating across all areas by Her Majesty's Inspectorate of Constabulary (HMIC) under the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection regime
- 88 percent Victim satisfaction with the service received from Wiltshire police
- We have ensured that local policing is protected with 58% of people saying they are satisfied with police visibility
- We have improved the timeliness of complaint recording and locally resolved complaints

Priority Six: Unfailing and timely response

This priority aims to ensure that the Police are accessible and respond when you need them. During 2014-15:x

- We opened a fully refurbished Crime and Communications Centre to calls for assistance with the latest technology
- 95.8 percent of people were satisfied with the ease of contact to the police
- 92 percent of calls were responded to within the timeframe (15mins in urban areas, 20 in rural areas).
- 92 percent of 999 calls were answered within ten seconds or less
- 78.6% of 101 calls have been answered within 30 seconds

For more detailed information on the performance of Wiltshire Police please refer to the quarterly and annual performance reports. [INSERT LINK](#)

Summary of financial performance

During 2014-15 my determination to protect front-line services and local policing has continued. I have been holding the Chief Constable to account to deliver an effective service, in spite of the reduction in funding from central government. To address some of this funding gap I took the decision to raise the police and crime element of council tax by 1.9%. This increase has meant that the savings required have been less and allow me to direct this resource to protect local policing. I feel as do the majority of the people I speak to worth the increase of £3.56 per year for a Band D property.

The key achievements to delivering a sustainable force in 2014-15 have been:

- Delivering a balanced budget for 2014-15
- Delivering £5M of savings whilst securing reductions in crime and making significant progress in delivering my Police and Crime plan
- Beginning the rollout of mobile technology (including smartphones, tablets and laptops) to operational staff. This technology will allow police to work in communities, making them more accessible and visible to the public they serve
- Moving into shared accommodation with Wiltshire Council in Bourne Hill, Salisbury and Monkton Park, Chippenham and Springfield Campus, Corsham to provide access to council and policing services in one place.
- Sharing accommodation with Swindon Borough Council at the 'Plus One' building
- Continuing to integrate public services and deliver efficiencies to protect the frontline. Such as working with Wiltshire Council to provide ICT support to Wiltshire Police, continuing to develop our plans to share accommodation and collaborations with other Police Forces
- Entering into a strategic alliance with the Police and Crime Commissioner from Avon and Somerset and the Chief Constables of Wiltshire and Avon and Somerset to share support services

INSERT YEAR END 2014/15 – simple one table and brief explanation

For further details on financial information please consult the medium term financial plan and annual accounts. **INSERT LINK**

Engagement

During 2014-15 I have made sure that your voice is heard and listened to. I have had a diverse range of conversations with groups and individuals to raise important policing and criminal justice issues on your behalf. Among the groups and individuals I engaged with were:

- South Western Ambulance Service
- Criminal justice boards
- Community safety partnerships
- Wiltshire and Swindon Clinical commissioning groups
- Chambers of commerce
- Independent Police Complaints Commission
- Mental health trusts
- Government ministers
- Health and Wellbeing Boards
- Hospital Trusts
- Her Majesty's Inspectorate of Constabularies
- Local Members of Parliament
- Local councillors
- Local police area commanders
- Residents
- National Farmers Union
- National Probation Service
- Schools and colleges
- Swindon Locality boards
- Wiltshire area boards
- Youth Parliament
- Victims of crime

I have used opportunities to engage with you at numerous community events including in Wiltshire and Swindon including:

- Market engagement days
- Emergency services show
- Cuckoo Fair Festival
- Swindon Pride
- Projects that are delivering my Police and Crime Plan
- * Precept consultations
- * Trowbridge armed forces day
- * Woman's Institute
- * Out on the beat with the police

For full information about the work I am doing please check my blog pages at [INSERT LINK](#).

Wiltshire and Swindon Police and Crime Panel

The Wiltshire and Swindon Police and Crime Panel scrutinise my performance as Commissioner and the work of my office. They have supported me by examining key areas of work and provide valuable insight and recommendations. The panel examined the following areas:

- Specials and volunteers
- Licensing
- Performance

I want to thank the panel for their excellent work, assessments and recommendations in these areas.

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

Quarter Four 2014-15 (1 April to 31 March 2015)

For Police and Crime Panel meeting 18 June 2015

Introduction by Commissioner Angus Macpherson

My role as the Police and Crime Commissioner (PCC) is to secure an efficient and effective policing service for Wiltshire and Swindon. I am required 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. 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 and is positioned above a horizontal line.

**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. Over the last year, a significant amount of work has taken place within the Constabulary and the Office of the Police and Crime Commissioner (OPCC) to review and reflect on the existing performance culture, and put things in place to improve how we assess and manage performance. This was initiated by a cultural review and subsequent programme of activity to address four themes:
 - a. Performance strategy
 - b. People strategy
 - c. Performance communications
 - d. People development
3. The main message from this review and programme was that, if performance drives an organisation, it can lead to perverse behaviours, whereas if the purpose of an organisation drives an organisation, then positive performance will follow. Focusing on the quality of service, and putting the public at the centre of everything we do, is key.
4. As mentioned in previous reports, this piece of work has also influenced the way in which I assess the Force’s performance and the Police and Crime Panel assess my performance. The reporting process and management of performance has been developed within a working group consisting of members of the Police and Crime Panel, members from my office, and members of the Constabulary. The reporting structure will begin in September when the assessment of quarter one 2015-16 will take place.
5. The agreed terms of reference of this group are:
 - To monitor implementation of the police performance culture review on the Police and Crime Panel’s behalf, reporting back to the panel as appropriate.
 - To provide constructive input on the police performance culture review to the Police and Crime Commissioner as appropriate.
 - To work with the Police and Crime Commissioner to agree a performance reporting mechanism that enables the panel to effectively monitor delivery of the Police and Crime Plan. This mechanism should emphasise contributing to a culture of achieving positive outcomes, rather than a culture of perverse incentives.
6. There have been several sessions during the last 12 months and it is pleasing to see progress being made to bring the performance framework up to a more modern way of thinking. I would again like to thank the panel members on this group for their commitment and input to this working group.
7. I have been kept informed about the progress of the review (from a tactical and strategic level) and am satisfied that the Constabulary is improving the assessment of performance in a scientific and ethical way. Senior management within the Force understand the negative impact of a perverse performance culture.

8. The working group has been developing a new format of performance report to take the performance culture review into consideration. This new report will be used in the assessment of the first quarter of 2015-16, which will be reported to the panel in September 2015. The structure of the report will be in three parts:
 - a. Dashboard of high level measures with context to support trends
 - b. Deep-dive into a priority to discuss specific details and progress
 - c. Any areas which the PCC wishes to highlight (points of excellence, poor results, press interest, concern, significant risks etc)
9. Over the year, in an attempt to adapt the report to be as effective as possible, I have removed all reference to colours. This is the last report where thresholds will be used in some way, which will maintain some consistency with previous reporting periods.

Her Majesty's Inspectorate of Constabulary (HMIC)

10. HMIC's core role is to inspect and monitor police forces, provide advice and promote improvements to police efficiency and effectiveness. This fits in with Wiltshire Police's commitment to ensuring continual review and improvement of its business areas to maximise effectiveness.
11. There are a number of inspections on the horizon for the Constabulary in 2015-16, including protecting vulnerable people, missing and absent children, child protection, strategic policing requirement, and the efficiency strand of the next PEEL inspection. The Constabulary has been preparing for these inspections to ensure all the relevant work is highlighted to the HMIC.
12. Within the last quarter, national reports were published in relation to stop and search and rape, which can be found along with all reports into inspections completed by the HMIC, through its website (www.justiceinspectors.gov.uk/hmic).

Police and Crime Commissioner (PCC) priority scorecard 2014-15

13. During this transition period to a new reporting style, I will continue to use the scorecard and measures previously developed which attempt 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.

14. The table below at Figure 1 shows the final position on the Force's performance for the fourth quarter of 2014-15.

PCC PRIORITY SCORECARD 2014/15										
Reducing crime and ASB			Protecting the most vulnerable in society			Putting victims and witnesses first				
Measure	YTD	Threshold	Measure	YTD	Threshold	Measure	YTD	Threshold		
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	31944	32000	To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reduce serious harm crime	1,198	701.8	To make criminal justice processes shorter Number of days from report to disposal	55	44
	ASB	21702	22620					Satisfaction with follow up	82.7%	84.7%
People feeling safe during the day	94.7%	93.3%					Satisfaction with investigation	82.0%	82.1%	
People feeling safe during the night	56.2%	58.4%					Resolved rate	25.3%	32.5%	
Volunteering numbers taking part in various watch schemes	~7200	6840					Victims referred to Victim Support	89.4%	80.0%	
Number of Specials	180	300					Victims satisfied with Victim Support	99%	95.0%	
Average hours contributed by Specials per month	12.4	16					Proportion of cases dealt with out of court	32.6%	48.8%	
% of people thinking that young people hanging around is a key issue	17.6%	16.0%								
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-13.5%	-12.50%	Driving up standards of customer service						
	Organised crime group impact assessment	-15.5%	-12.50%	Measure	YTD	Threshold				
% of people saying that ASB is a concern in their local area	34.7%	33.4%								
			Number of allegations of incivility, impoliteness and intolerance	18.4%	17%					
			Victim satisfaction	88.1%	87.0%					
			Number of days to finalise a locally resolved complaint	37	54					
			Prosecutions that fail due to quality of police input Crown Court	11.2%	10.0%					
			Prosecutions that fail due to quality of police input Magistrates Court	21.6%	17.5%					
			Data quality	0.92%	0.90%					
Reducing offending and re-offending			Ensuring unfailing and timely response to calls for assistance			Unlocking the resources to deliver				
Measure	YTD	Threshold	Measure	YTD	Threshold	Measure	YTD	Threshold		
Tackle irresponsible licensed premises	3668	5612	Immediate response rate	92.3%	90%	Public satisfaction with police visibility	58.1%	62%		
Re-offending rate	26.4%	29.1%	999 calls answered within 10 seconds	92.4%	90.0%	Number of police officers	1010	1018		
Re-offending rate of SWITCH Cohort	44.8%	35.4%	101 to report crime - calls answered within 30 seconds	78.6%	75.0%	Number of PCSOs	130	138		

Figure 1: PCC priority scorecard April 2014 – March 2015

15. Overall, I assess the Force as performing well in most key areas and improving in areas which require attention.

16. In terms of effectiveness in general, the force is **good** at reducing crime and preventing offending; **good** at investigating offending; **good** at tackling anti-social behaviour; and the efficiency with which the force carries out its responsibilities is **good**.
17. There are areas that require improvement such as Special recruitment and retention, and aspects of the criminal justice process.
18. I stand by this assessment, which should be considered in the context of resourcing. Of the forty-three forces in England and Wales, only two forces receive less gross income per head of population than Wiltshire Constabulary.
19. 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
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	31944	32000
	ASB	21702	22620
People feeling safe during the day		94.7%	93.3%
People feeling safe during the night		56.2%	58.4%
Volunteering numbers taking part in various watch schemes		~7200	6840
Number of Specials		180	300
Average hours contributed by Specials per month		12.4	16
% of people thinking that young people hanging around is a key issue		17.6%	16.0%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-13.5%	-12.50%
	Organised crime group impact assessment	-15.5%	-12.50%
% of people saying that ASB is a concern in their local area		34.7%	33.4%

Figure 2: Reducing Crime and ASB

20. At the end of this financial year, the Force has recorded 31,944 crimes. Total crime within Wiltshire has continued to fall steadily over the last year, and this measure has exceeded the ambition set out in my first Police and Crime Plan.

21. Wiltshire is a low crime area, as shown by the recent statistics released by the Office for National Statistics. This data was published up to December 2014, and showed Wiltshire having the fourth lowest crime rate in the country, and performing better

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 studying the Force's performance.

22. I am able to publish data comparing other forces up to December 2014 as this is the date to which the Home Office has certified. The graph below demonstrates the continued level of reduction in crime seen in Wiltshire (black line) against the average of our most similar forces (blue line).

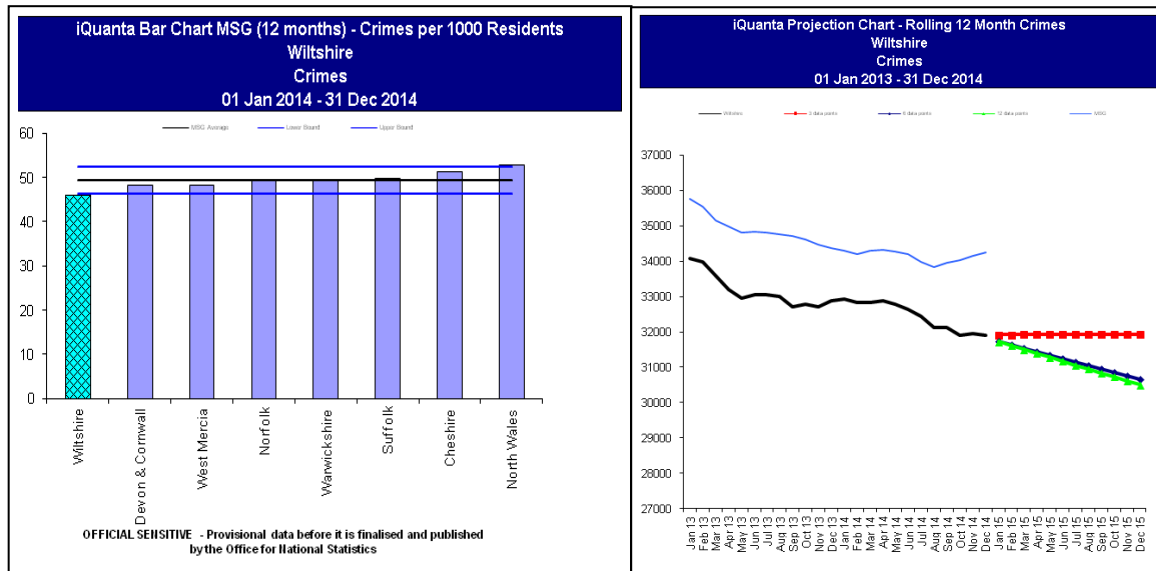


Figure 3: All crime – up to December 2014

23. This is further demonstrated by the following table which shows how Wiltshire is performing within the region, and within the most similar group of forces (MSG):

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
England & Wales	3,456,847	3,535,784	+ 78,937	+ 2.3%
South West Region	281,595	275,588	- 6,007	- 2.1%
	96,867	97,989	+ 1,122	+ 1.2%
	85,207	80,415	- 4,792	- 5.6%
	37,212	35,993	- 1,219	- 3.3%
	29,480	29,247	- 233	- 0.8%
Wiltshire	32,829	31,944	- 885	- 2.7%
Most Similar Group	370,373	372,247	+ 1,874	+ 0.5%
Wiltshire	32,829	31,944	- 885	- 2.7%
	85,207	80,415	- 4,792	- 5.6%
	28,377	27,294	- 1,083	- 3.8%
	36,441	38,000	+ 1,559	+ 4.3%
	36,540	36,427	- 113	- 0.3%
	58,014	60,763	+ 2,749	+ 4.7%
	38,060	44,175	+ 6,115	+ 16.1%
	54,905	53,229	- 1,676	- 3.1%
Number of forces in England & Wales with an increase in this category			29	

Figure 4: All crime – Wiltshire and Region/MSG up to March 2015

24. Nationally, there are 29 forces which are seeing an increase in crime. Internally we continue to look at the crime reduction trends, and the position above is maintained, where Wiltshire is recording the lowest crime within the MSG.

25. Through my monthly oversight at the strategic improvement board, I am also very interested in the accuracy of crime recording. The Force Crime Registrar has monthly meetings with the Head of Crime Standards and Justice (Supt Saunders) and the Deputy Chief Constable. It is clear they have strong management of this area through identification of problematic areas and subsequent action within the Force through training and awareness raising. I monitor all of the activity within this area, following the HMIC inspection on crime and data integrity, through its continuous improvement plan.

26. The below graph shows the improving compliance rating against the National crime recording (NCR) and Home Office crime recording (HO CR) compliance.

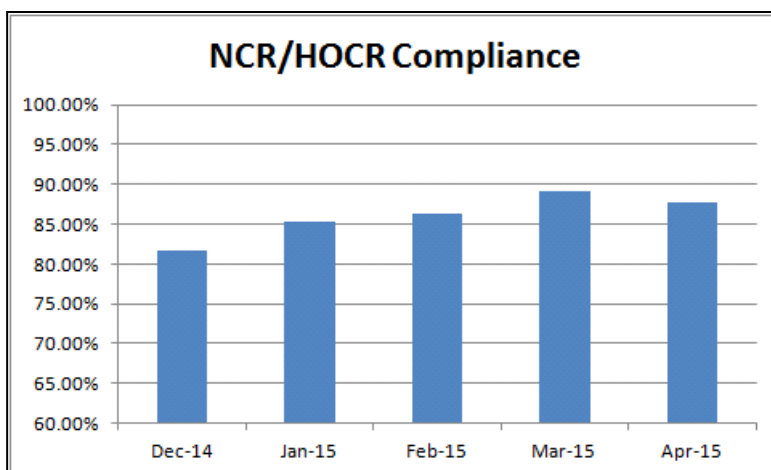


Figure 5: NCR/HOCR Compliance

27. Crime in the county area as a whole is reducing, and 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, and using the performance tool, Qlikview.

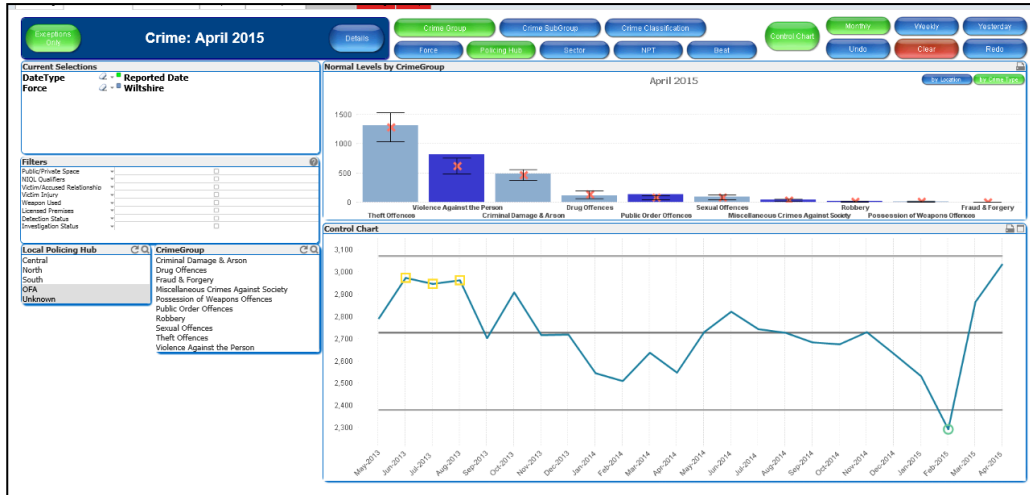


Figure 6:
Qlikview
Performance
tool

28. This product has been implemented within the last year and it now gives a much greater, automated insight into local trends, exceptions and details to enable sector inspectors to manage their areas effectively.

29. As was shown within the national publication, theft offences (which mainly include dwelling burglary, non dwelling burglary, and vehicle crime) continue to reduce well and put the Force in seventh position nationally. This crime group makes up about 50 per cent of the police's recorded crime, and has shown a large reduction throughout the last year. This reduction compared to other forces is also seen as strong.

30. Reductions have been as strong as 10.4 per cent since the start of this financial year, equating to 1,703 fewer victims of crime over the last 12 months. The graph below demonstrates the level of reduction seen within this crime group.

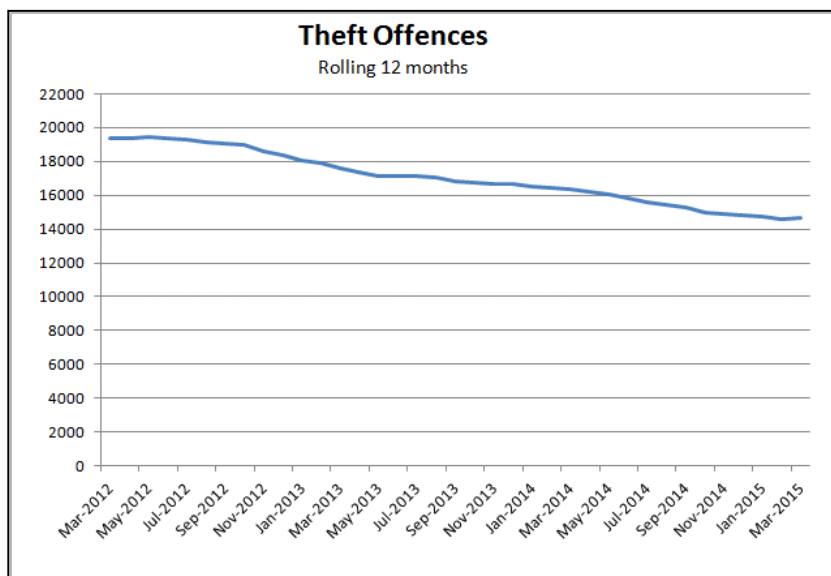


Figure 7: Theft
offences – rolling year

31. Against peers, this crime group continues to see positive reductions, out-performing the average of the most similar group up to September 2014.

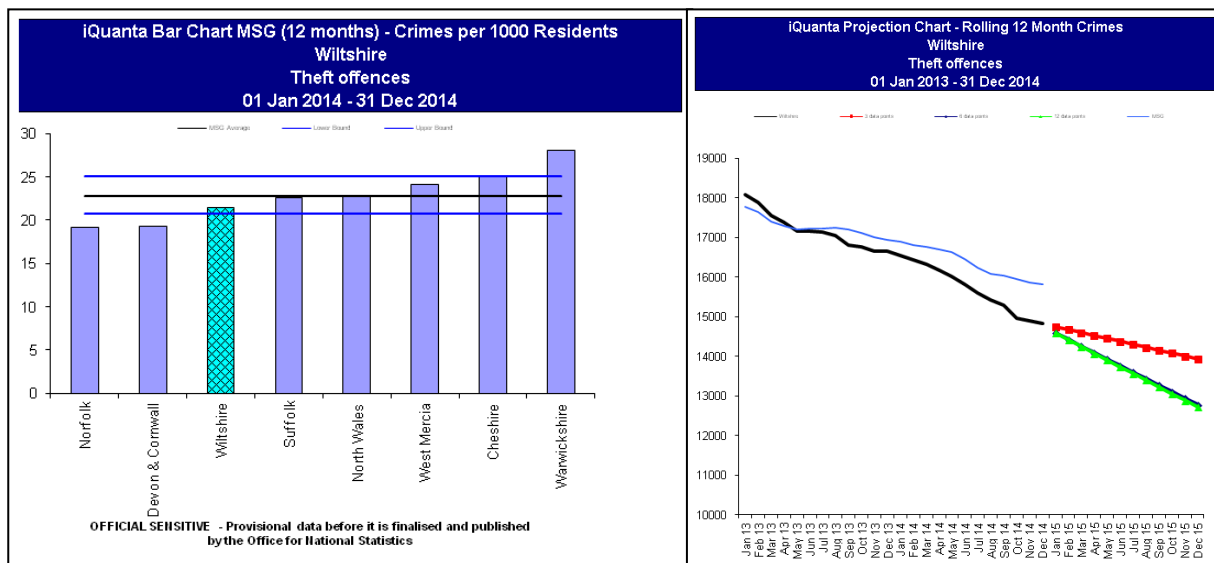


Figure 8: Theft Offences – up to December 2014

32. Within the most recent Home Office crime release reporting on the year up to December 2014, Wiltshire is positioned fourth lowest nationally for dwelling burglary, tenth for vehicle crime and 16th for non dwelling burglary. All of these areas continue to show significant reductions in Wiltshire and Swindon as a whole, and I have been satisfied that the trends are going in the right direction.

33. Violence against the person has been an area of consistent review and analysis over the past 12 months. The volume of violence against the person (VAP) offences recorded in Wiltshire increased by 12.2% during 2014-15 (+833 offences, 6,823 to 7,656). Trends within this crime type have been increasing within Wiltshire, and nationally, since December 2013.

34. The recent Home Office publication showed that there has been a 16.1% increase in Violence against the person for Wiltshire up to December 2014, but a 20.7% increase nationally.

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
England & Wales	628,234	772,163	+ 143,929	+ 22.9%
South West Region	54,804	62,580	+ 7,776	+ 14.2%
	16,932	20,384	+ 3,452	+ 20.4%
	20,875	21,862	+ 987	+ 4.7%
	5,898	7,577	+ 1,679	+ 28.5%
	4,276	5,101	+ 825	+ 19.3%
Wiltshire	6,823	7,656	+ 833	+ 12.2%
Most Similar Group	77,018	90,246	+ 13,228	+ 17.2%
Wiltshire	6,823	7,656	+ 833	+ 12.2%
	20,875	21,862	+ 987	+ 4.7%
	4,187	4,904	+ 717	+ 17.1%
	7,120	8,234	+ 1,114	+ 15.6%
	8,296	9,435	+ 1,139	+ 13.7%
	10,775	14,557	+ 3,782	+ 35.1%
	8,714	11,926	+ 3,212	+ 36.9%
	10,228	11,672	+ 1,444	+ 14.1%
Number of forces in England & Wales with an increase in this category			43	

Figure 9: VAP – Wiltshire and Region/MSG comparison up to March 2015

35. The MSG and trend graphs below support this data, and demonstrate that the increases in VAP are not solely a Wiltshire finding.

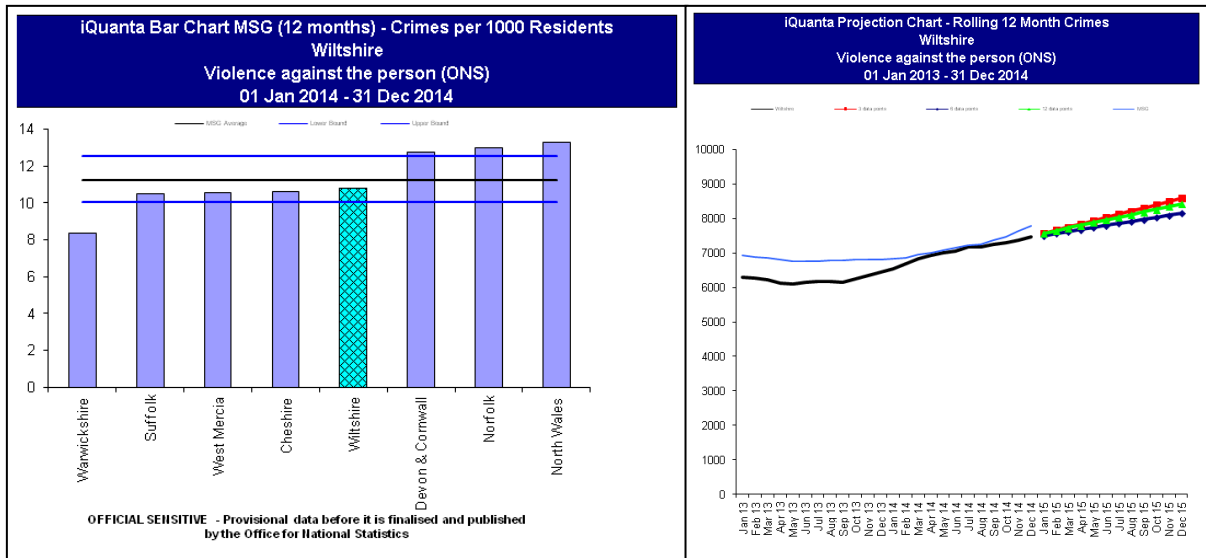


Figure 10: Violence Against the Person – up to December 2014

36. Internal data shows that VAP is continuing to increase, but at a reduced rate than that experienced by peers. I ensure the local findings correlate to national reports, but also look at themes within this to ensure the Constabulary is identifying and differentiating between real issues and administrative issues. This work includes assessing locations, themes and offenders.

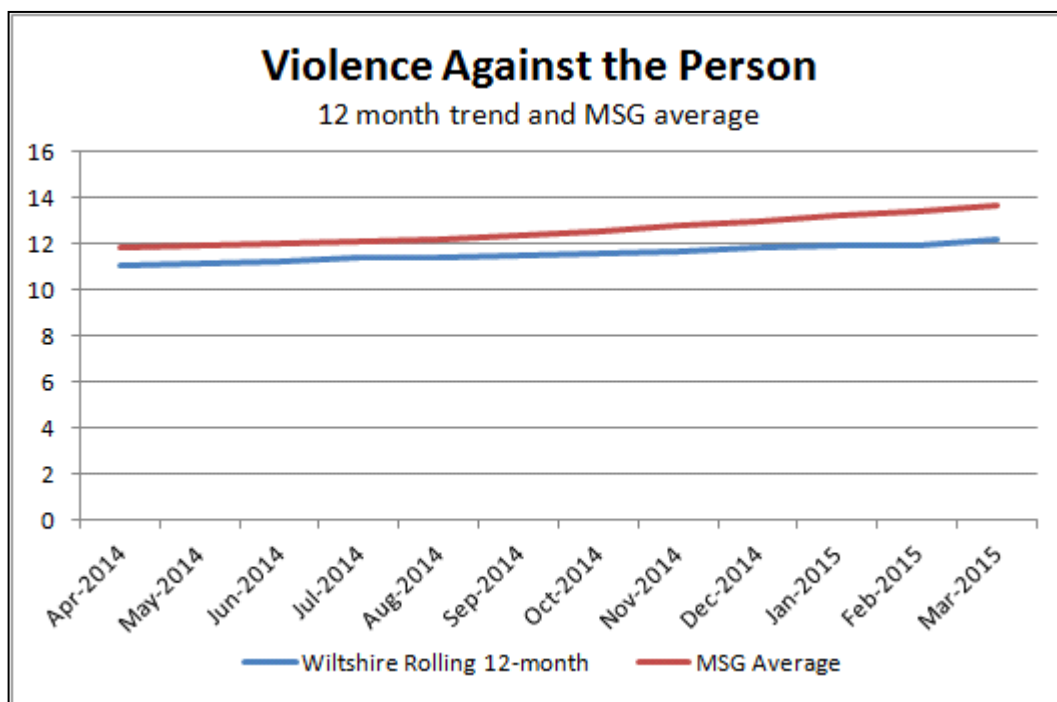


Figure 11: Violence against the person – rolling year up to December 2014

37. Over the last year, the national view on the increase in violence remains consistent, following the national statistics watchdog saying it could no longer approve figures recorded by the police because they were unreliable. This prompted major revisions of how each force handles its figures.
38. Nationally, there is a data collection taking place by the Chief Constable of Thames Valley Police (the head for the performance management coordination committee) to understand the increases seen in all forces in relation to VAP and also sexual offences. These rises are expected to continue. It is essential that at a national and local level, the service can provide a clear understanding of the underlying causes of the apparent increases. It is likely these are due to crime recording, however further analysis is required before the service as a whole can say whether this is actual or administrative. This piece of work supports what has been reported to the panel and public for the last 12 months and I am confident from the work that Wiltshire is doing, that we will be in a good place to contribute effectively to this data collection and understanding.
39. At a local level, exceptions continue to be analysed and raised through local tasking. Both private and public space violence showed consistent increases throughout the year, along with all sectors.
40. Where exceptions are raised, they are passed to the criminal intelligence team who will carry out in-depth analysis focusing on smaller locations, hot spots, themes within the offences, repeat addresses and victim/offender relationships.
41. 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 helps 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.

42. As far as anti-social behaviour (ASB) is concerned, I continue to be pleased with the level of incidents reported to the Force. There has been a 4.2 per cent reduction compared to the start of the financial year. This has equated to 939 fewer incidents. The trends have stabilised since September 2014. The three policing hubs follow the same trend as the Force, and compliance for the recording of ASB is at 99.5% which is positive.

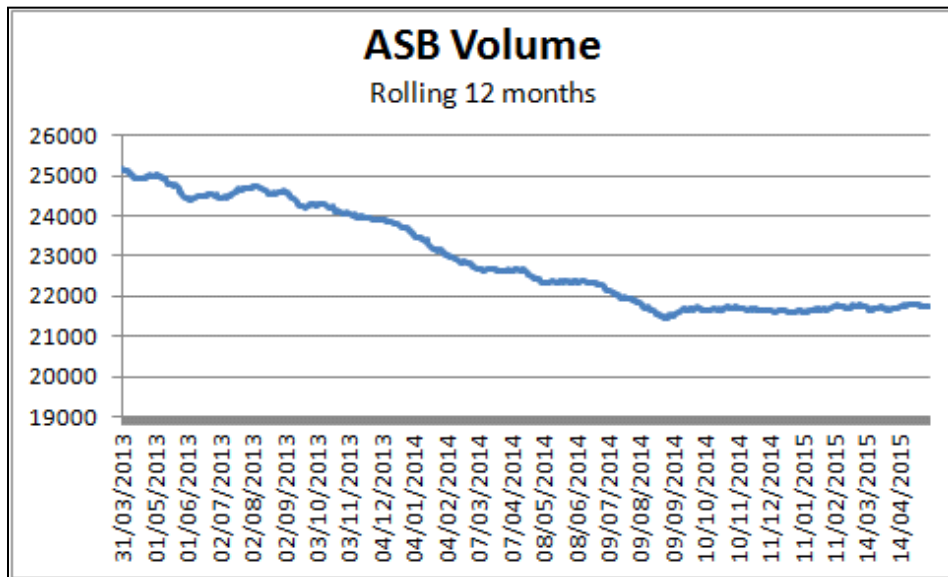


Figure 12: Anti-Social Behaviour – rolling year

Public Opinion Survey

43. 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.
44. Results throughout the year are analysed and published through the a local performance product for sector inspectors to utilise. 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.
45. Overall, there were no exceptions in the Force-level measures in the winter 2014 results as all results fell within the expected range compared to previous surveys. Verbatim commentary, location and demographic information is now available through a new performance tool aimed at sector inspectors.

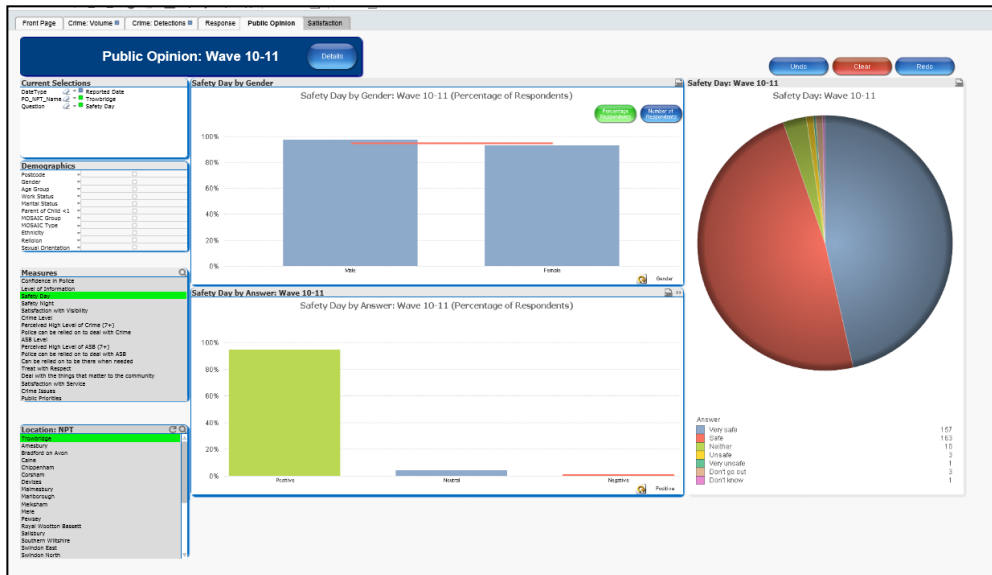


Figure 13: Public opinion product for sector inspectors

46. The most recent results have recently been received from the surveying company, and are therefore not available for publication in this report.
47. 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.
48. The majority of measures which are included within this scorecard have remained stable or have improved compared to previous surveys.

Confidence Interval	±2.2%	±2.0%	±2.1%	±2.1%	±2.1%
Survey Wave	7	8	9	10	11
Feel safe during the day	92.5%	93.7%	94.9%	94.8%	94.7%
Feel safe after dark	61.9%	59.6%	58.8%	60.4%	56.2%
Satisfaction with visibility	59.9%	55.3%	57.2%	59.4%	58.1%
Relied on to deal with crime	69.4%	67.2%	65.7%	68.8%	67.5%
Relied on to deal with ASB	66.1%	65.3%	63.6%	64.4%	65.4%
Deal with the things that matter to the community	77.7%	77.4%	78.6%	76.6%	76.6%
Overall confidence in the police in this area	85.3%	85.3%	83.9%	83.9%	83.4%
Teenagers hanging around	16.4%	16.5%	19.4%	16.2%	17.6%

Figure 14: Public opinion survey results

People feeling safe during the day/night

49. The percentage of people feeling safe during the day has remained very high throughout the year, rising close to 95 per cent. This is encouraging to see and reflects the low rate of crime which takes place in Wiltshire.
50. The feeling of safety after dark 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, although I have noticed the most recent result and will look out for the next set of results in this area. This drop was not significant within the limitations of the survey. 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

51. Within the last survey, the results for 'teenagers hanging around' dropped back to more normal results. The recent figure for this area stands at 17.6%.
52. This statement is important as it is unprompted by the interviewers. Officers are provided with this information to inform their local plans and to provide understanding of what the local community are saying is their key issue.
53. The current youth diversionary activities currently include the "youth zone" website, cadets, bluez n zuz and Outbox. In addition to this, the youth engagement strategy has been taken to the Children's Trust Boards in both Swindon and Wiltshire with a view to all working together on a pan-Wiltshire strategy. Three individuals have been appointed and were due to have begun their roles in May 2015. Senior members of Wiltshire Council and Swindon Borough Council will ensure that the strategies are compatible with respect to youth engagement and that resources are being used to complement each other.

Number of volunteers taking part in various 'watch' schemes

54. The support of volunteers is extremely important as they help the Force to engage and interact more effectively with local communities. Volunteering is rewarding, and it provides a valuable 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.
55. To ensure clarity and consistency in approach, a volunteer strategy has been produced that 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 a volunteer co-ordinator
 - d. Reduce demand for police services through support of volunteers
56. The Constabulary now has 46 volunteers working in police stations across the county. These roles vary but are mostly administrative, supporting the organisation in delivering the priorities. Community Speed Watch continues to be a positive way for the community to contribute to solving local problems. Although there have been

recent issues with insurance details for next of kin forms, the number of active participants is 668 which has expanded from 560 last quarter.

57. Those individuals involved in Farm and Horse Watch schemes (over 2,400) have been contacted. However the response has been very slow so far. Letters are going to be sent out to those who had an email which bounced back (about 300-400) and this approach will likely end up with a two tiered watch scheme; those happy to be passive members and those happy to be task-able agents.
58. Within the last year, the Constabulary has implemented the new Community Messaging tool which allows those who have signed up to receive messages about policing and crime matters in their area (such as community policing news and events).
59. All Neighbourhood Policing Teams have had the Community Messaging system rolled out within their area, which has included a number of electronic, paper-based, and face to face meetings with staff to enable them to promote the system to the public.
60. Over the year, 6,486 people have signed up, which includes 2,540 Neighbourhood Watch co-ordinators. The Constabulary employed a full time digital engagement officer, who will continue liaising with Neighbourhood Policing Teams and being creative in promoting Community Messaging to the public to increase take-up. More watch schemes will be on board such as Farm Watch, with further schemes in the future. Users are able to receive appeals for information and crime prevention advice, as well as replying to messages, feeding back information to their local neighbourhood officers, to help them in policing their local area.
61. This is more suitable to people without access to Facebook and Twitter who will receive updates through this medium. Currently the Force has 17,879 Facebook members and 22,113 Twitter followers. Taking into consideration all the accounts which the Force has, including local Facebook and Twitter accounts, the total number of followers increases.
62. 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 Community Messaging is a considerable step towards this goal. It will allow the Neighbourhood Watch Association to maintain a central database of its co-ordinators and members.
63. Going into the new financial year, I recognise volunteers from across Wiltshire and Swindon at the Neighbourhood Policing Awards on Friday 5 June and the Special Constabulary Awards on Sunday 7 June.

Number of Specials and the hours they contribute

64. My ambition to achieve a minimum of 300 active Special Constables working across Wiltshire and Swindon has been challenging. I want to see them attached to local communities, and adding value to the policing service that is provided.
65. A large review and redevelopment of the Special Constabulary was conducted by Superintendent Marion Deegan and is now being taken forward by Superintendent Andrew Carr, the new crime prevention lead. Following a recruitment process, the

Constabulary has recently appointed a Strategic Specials Superintendent, Scott Bateman. Special Supt Bateman will be responsible for the leadership of all Special Constabulary officers within the Force and all strategic matters. Part of his role will be to engage with other forces and the Home Office on a regular basis to maintain and share best practice. This appointment is with immediate effect.

66. Currently we have 180 Specials with 158 working regular hours. This reduction in numbers is due to recent resignations and a determined effort to address officers who are not completing regular hours. Records show that the hours they contribute are 12.4 per month against the requirement of 16 hours. This does not include training hours. Specials have not been given a straightforward system to input hours on to the Force time sheet, and therefore this number is likely to be higher. However there are also Specials who do not contribute any hours to the Force and this is being proactively managed.
67. Historically this data has been sought through unreliable sources and is data that is simple to capture, but does not give any insight into the quality of the service or value for money delivered by Specials. Therefore a new framework is being developed by the Constabulary which will focus on three key themes:
- Recruitment – Understanding of demographic gaps to ensure effective recruitment of a Special Constabulary that is representative of the population.
 - Deployment - Provide insight into how Specials' hours are used, for example travel, training, response, Neighbourhood Policing Team (NPT), Special Ops.
 - Retention - Staff engagement and satisfaction.

There exist a number of barriers in these areas to effectively monitor Specials: data quality, data access, internal processes and effectiveness of activity.

68. I am satisfied that the Constabulary is putting together an effective framework to focus on qualitative and quantitative aspects of the Special Constabulary, and that this area is not straight forward or quick to resolve.
69. Twenty Specials joined the Constabulary in January 2014, with another 17 in May 2014, 12 in December 2014 and 12 in January 2015. Future intakes planned in May 2015 (20), October (20), and January 2016 (20).
70. Recruitment of Specials is dependent on the staff within the existing establishment interviewing, training and equipping members of the public to become Specials. If the wider system is not considered, a bottleneck will appear, and jeopardise Special recruitment and retention.
71. 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 compared to other regional forces.

Reduce by 25 per cent the harm caused by organised crime groups (OCGs) operating in Wiltshire and Swindon

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

73. There are now 12 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. There remain four OCGs which are in the stage of active operations with the remaining groups under development.
74. The 12 OCGs which are currently active hold a harm and risk score of 342 which compares to an initial score of 482 from the start of the year. This relates to a reduction in harm and risk of 29.0%.

Dangerous drug networks (DDNs)

75. The Wiltshire Intelligence Unit produces a monthly DDN network analysis which gives an understanding of the potential number of networks present in our communities at any one time. This analysis includes an assessment of the threat which is based on intelligence that is invariably subject to change from one week to the next.
76. There were 33 DDNs which were active within our communities throughout the last quarter. It was assessed that 11 of these networks were a high threat at some time. The threat posed by each network varied. However primarily, all networks displayed a propensity for violence, criminal exploitation of the vulnerable, were linked to ongoing feuding or gang-related conflict, or were dealing in products that were causing unexpected harm, such as overdose-related deaths. Only five of these high risk networks remained high risk for more than one month, indicating that enforcement activity was effective at reducing the threat and either disrupting, or removing, the DDN.
77. Disrupting DDNs is an ever evolving process. Wiltshire Police continues not only to use conventional policing methods to disrupt drug dealers, but also helps to protect our vulnerable communities who are often criminally exploited at the hands of violent out-of-town gangs. Vulnerabilities and risks associated with networks are now quickly identified and communicated, ensuring a partnership approach is adopted to help tackle the problem.
78. DDNs do not exist as a static group. Networks, and members, frequently change associations and dealing patterns. It is difficult to assess the changes in threat over time as new DDNs emerge weekly, whilst established networks are frequently disrupted for years at a time. The operating nature of DDNs removes the ability to identify any real static cohorts. Although the threat reduction appears significant, it has to be understood that the threat over time is very difficult to accurately measure. The activity which is conducted to manage these groups demonstrates effective management of the problem.

Protecting the most vulnerable in society

Protecting the most vulnerable in society			
Measure		YTD	Threshold
To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reduce serious harm crime	1,198	701.8

Figure 15: Protecting the most vulnerable in society

Reduce harm from serious crime

79. The Constabulary seeks 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)

80. 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. If the threshold were to be re-calculated at this point, it would be much closer to the current volumes.

81. This is predominantly as a result of an increase in serious sexual offences which make up 70 per cent of this grouping. Reports about these offences have been included in previous reports to the Panel. There has been a large increase nationally.

82. This is further supported by the following table which shows Wiltshire's position compared to other Forces within the region and MSG:

Areas	Earlier Period	Later Period	Change	
	Apr-13 to Mar-14	Apr-14 to Mar-15	Numeric	Percentage
England & Wales	63,396	87,176	+ 23,780	+ 37.5%
South West Region	5,990	7,619	+ 1,629	+ 27.2%
	1,869	2,279	+ 410	+ 21.9%
	2,177	2,586	+ 409	+ 18.8%
	602	969	+ 367	+ 61.0%
	581	674	+ 93	+ 16.0%
Wiltshire	761	1,111	+ 350	+ 46.0%
Most Similar Group	8,296	11,385	+ 3,089	+ 37.2%
Wiltshire	761	1,111	+ 350	+ 46.0%
	2,177	2,586	+ 409	+ 18.8%
	522	706	+ 184	+ 35.2%
	731	1,178	+ 447	+ 61.1%
	906	1,166	+ 260	+ 28.7%
	1,281	1,991	+ 710	+ 55.4%
	977	1,465	+ 488	+ 49.9%
	941	1,182	+ 241	+ 25.6%
Number of forces in England & Wales with an increase in this category			43	

Figure 16: Sexual Offences – Wiltshire and Region/MSG up to March 2015

83. The national report into police crime statistics in late 2014 stated that forces recorded 24,000 rapes and almost 49,000 other sexual offences - the highest numbers since comparable records began in 2002-03. The Office for National Statistics (ONS) said these rises were thought to be down to the improvements in how police were recording crimes and a greater willingness of victims to come forward than before.

84. As previously mentioned within this report, the national analysis of VAP and sexual offences is taking place, led by the Chief Constable of Thames Valley Police.

85. This area is under consistent monitoring to ensure there is no increase in risk presented to the public. There is no noted increase in offences where the victim/offender relationship is 'stranger', and the majority of crimes are between individuals who are known to one another. The increases which are seen at a Force level, are replicated consistently across the County, further implying that this is a 'process' change. Also, the Force has seen increases within both historical events (six months between occurrence and report to the Police), and current events. When combining all the analysis together, this demonstrates a likely increase in confidence in reporting from the Public and influence from highly publicised national cases in this area encouraging victims to come forward.

86. The Constabulary believes that the rise that is seen in this area is a positive sign of accurate and ethical recording and a better reflection of the volume of offences taking place.

87. Wiltshire has seen an increase in rape and sexual offences being reported by a third party (someone other than the victim), which is believed to be due to increased

awareness from other agencies. Rape offences have seen a rise from 18 crimes in April 2012 to 45 in March 2015, a 122% increase.

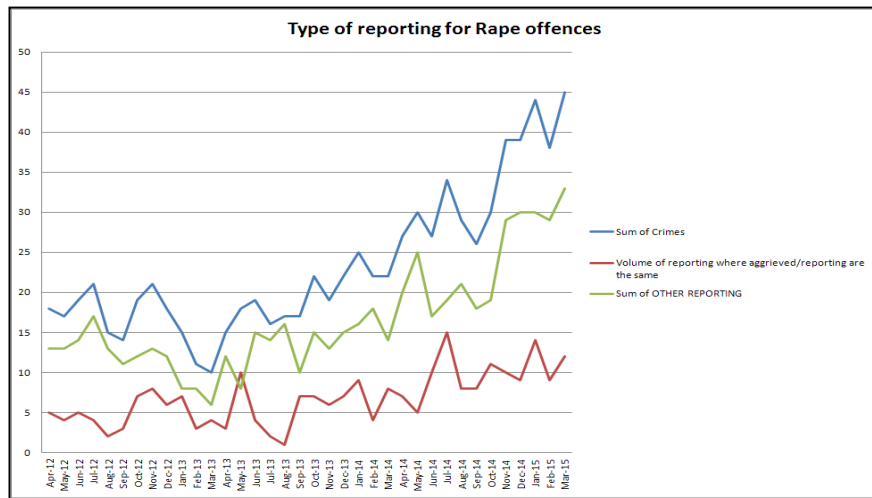


Figure 17: Source of rape offences reported

88. Within the last year, training has been given to all Public Protection Department (PPD) supervisors in relation to the recording of crime. This was expected to influence the trend of sexual offences recorded and senior managers are fully sighted on the developments.

89. The recording of these offences will show a significant increase over the coming months as this training is embedded. This is shown in January's figures, reporting above the upper control limit with 119 offences. Rape offences are the main driver of this increase with 46 offences reported (20 are domestic abuse related). This training will improve data accuracy on systems and enhance the ethical recording of crime.

90. The below graph shows where Wiltshire sits within the most similar force group, indicating that the performance is average.

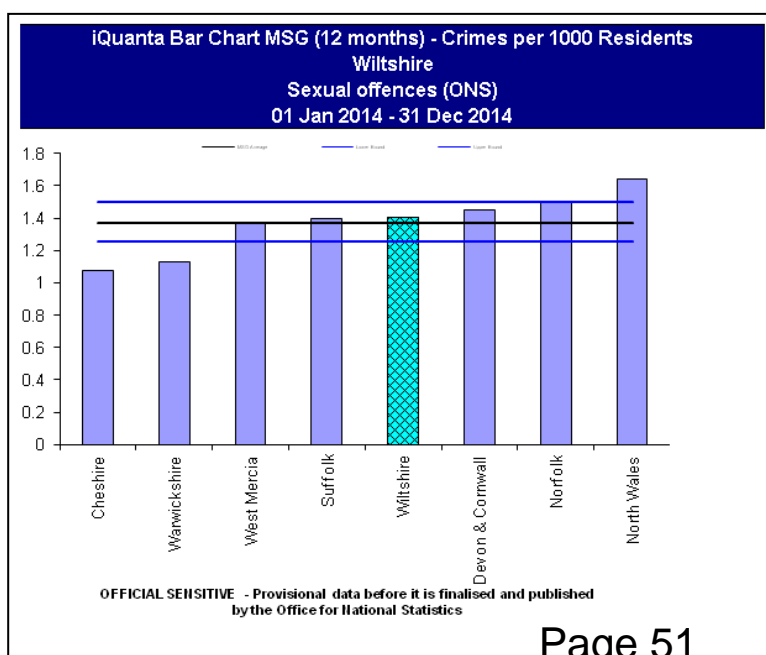


Figure 18: Sexual offences per 1,000 population within the most similar force group

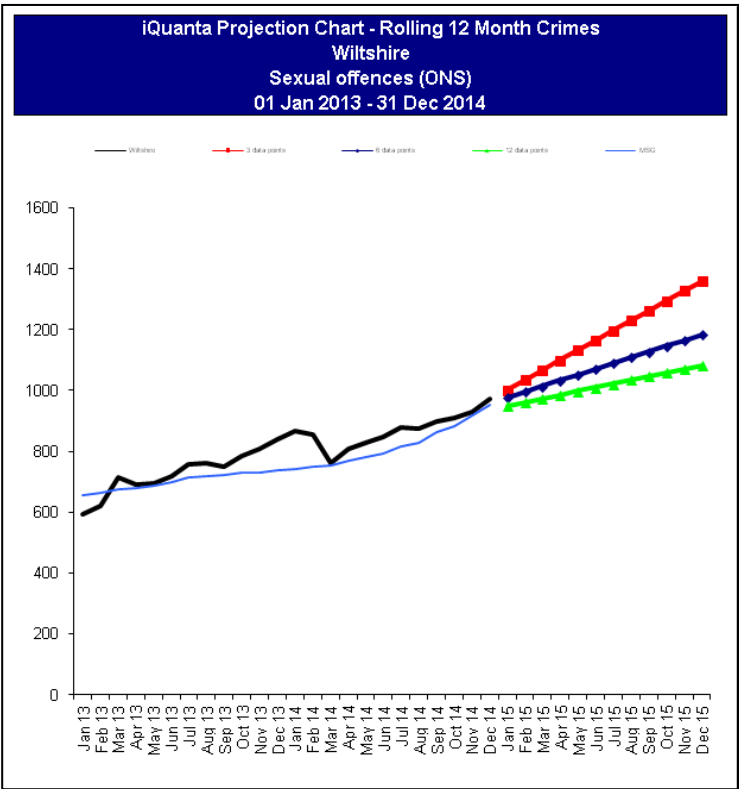


Figure 19: Sexual offences – rolling year up to December 2014

Most serious violence

91. 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. This crime group has increased by 43% in the last year (which equates to 97 offences moving to 139). Wiltshire does sit within the lowest quartile nationally and the following iQuanta graphs show where Wiltshire sits compared to peers.

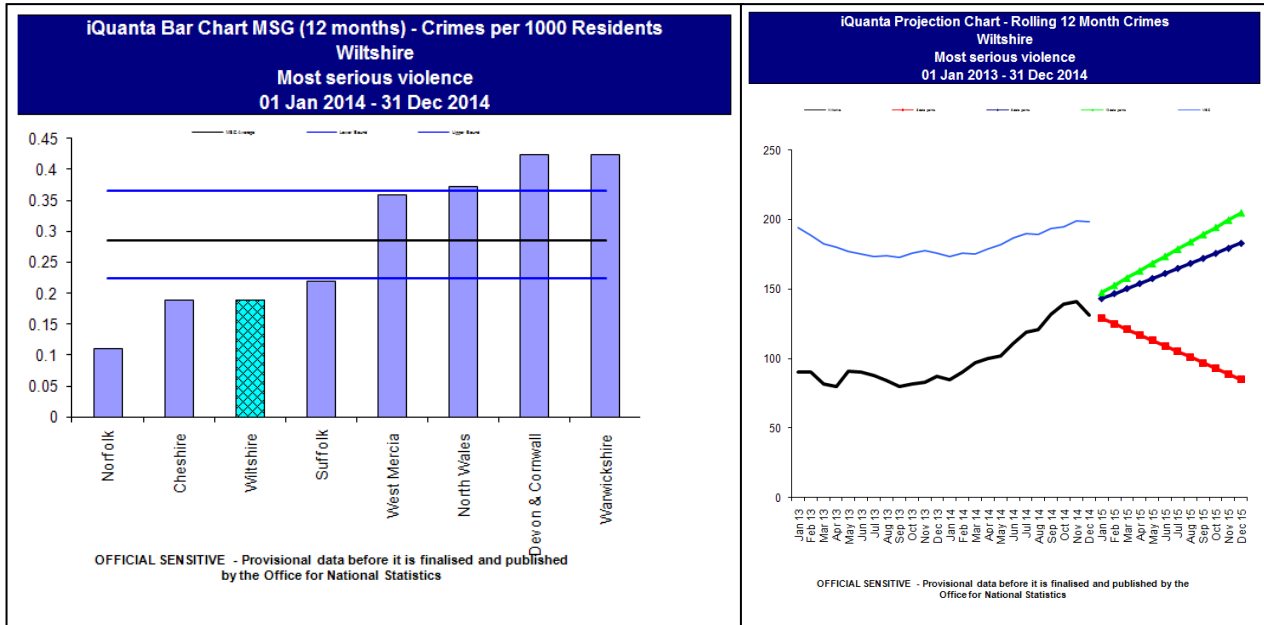


Figure 20: Most serious violence – bar chart and rolling 12 months to December 2014

92. Although Wiltshire's percentage increase looks dramatic, this is due to the low volume of offences within this crime group. The national rate is increasing significantly at 14.5% and, from looking at the internal analysis; most serious violence appears to be subject to process changes similar to serious sexual offences. The trends are consistent across all areas within Wiltshire, and there appears to be no underlying patterns.

93. The following table demonstrates the picture within the MSG and region.

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
England & Wales	19,324	22,121	+ 2,797	+ 14.5%
South West Region	1,392	1,648	+ 256	+ 18.4%
	345	507	+ 162	+ 47.0%
	741	715	- 26	- 3.5%
	79	146	+ 67	+ 84.8%
	130	141	+ 11	+ 8.5%
Wiltshire	97	139	+ 42	+ 43.3%
Most Similar Group	2,008	2,282	+ 274	+ 13.6%
Wiltshire	97	139	+ 42	+ 43.3%
	741	715	- 26	- 3.5%
	206	226	+ 20	+ 9.7%
	168	178	+ 10	+ 6.0%
	223	272	+ 49	+ 22.0%
	307	466	+ 159	+ 51.8%
	60	100	+ 40	+ 66.7%
	206	186	- 20	- 9.7%
Number of forces in England & Wales with an increase in this category			33	

Figure 21: Most serious violence – Wiltshire and Region/MSG up to March 2015

Putting victims and witnesses first

Putting victims and witnesses first		
Measure	YTD	Threshold
To make criminal justice processes shorter Number of days from report to disposal	55	44
Satisfaction with follow up	82.7%	84.7%
Satisfaction with investigation	82.0%	82.1%
Resolved rate	25.3%	32.5%
Victims referred to Victim Support	89.4%	80.0%
Victims satisfied with Victim Support	99%	95.0%
Proportion of cases dealt with out of court	32.6%	48.8%

Figure 22: Putting victims and witnesses first

94. 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.
95. 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
96. 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 March 2015 show that the Force is continuing to perform very well.

- (i) How well the victim has been kept up to date with developments: 82.7 per cent
- (ii) How well they thought the crime was investigated: 82.0 per cent
- (iii) How satisfied they were in general with Wiltshire Police: 88.1 per cent. *(Please see Priority 6 (Driving up the standards of customer service) further on in my report)*

97. Looking at the most recent publishable data from the Home Office comparison website, iQuanta (up to December 2014), Wiltshire is significantly above most similar forces for how satisfied the victim was in general with the police. Nationally, Wiltshire is rated 11th out of 43 forces.

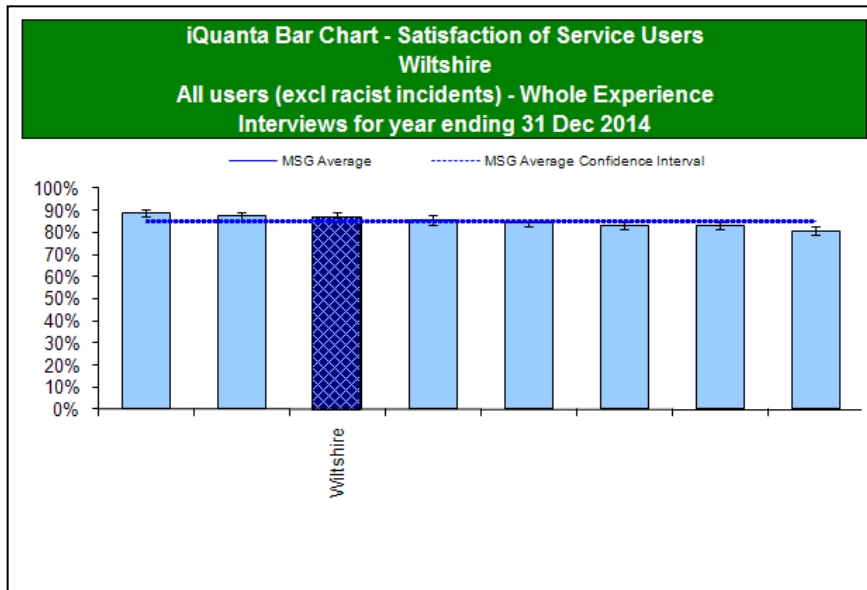


Figure 23: Overall satisfaction – MSG chart up to December 2014

98. Wiltshire has seen a rise and fall within the last 12 months, which, when analysed, equates to those who say they are 'fairly satisfied'. The proportion of people who respond 'very satisfied' and 'completely satisfied' did not change as significantly. Looking at these top two responses is called the 'restricted methodology'.

99. Wiltshire remains in a good place within victim satisfaction, but there are still improvements which can be made in maintaining a consistent and high quality service, and expanding engagement with victims of crime.

100. This change in using the restricted methodology is most evident within violent crime, which shows a similar pattern to overall satisfaction. This trend showed a significant decrease (6.3 percentage points) in satisfaction over the last year, following a significant increase in the previous year (7.8 percentage points), however with the restricted methodology no significant change is seen and the proportion saying they are very or completely satisfied remains stable.

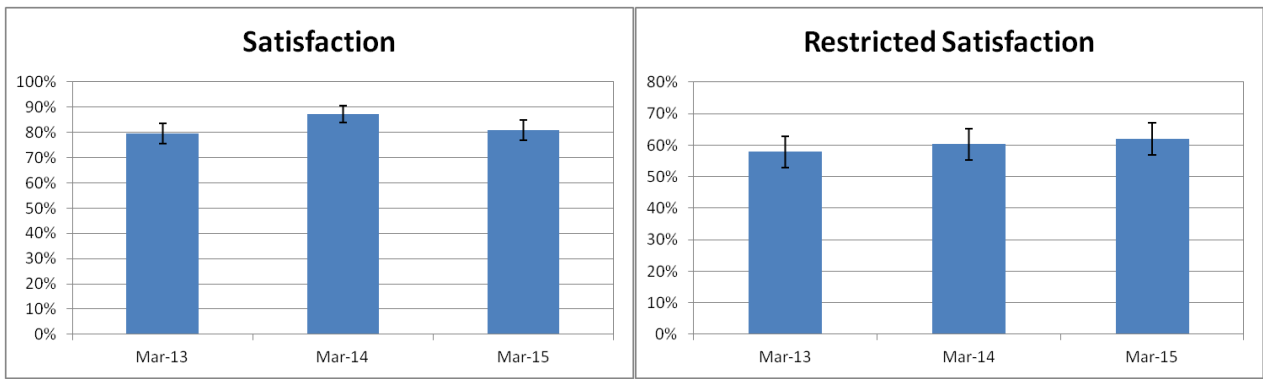


Figure 24: Violent crime satisfaction – normal and restricted methodology

101. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is significantly better than its peers. Nationally, Wiltshire is rated sixth out of 43 forces for the same measure.

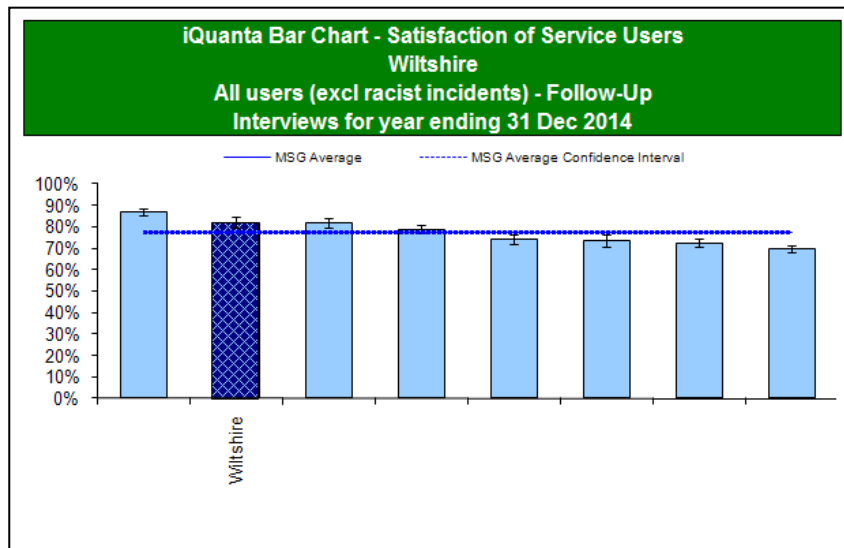


Figure 25: Satisfaction with being kept informed – MSG chart up to December 2014

102. 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 in line with peers.

103. 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.

Victim Support

104. 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.

105. The proportion of victims referred by an automated process to Victim Support for the financial year of 2014-15 was 88.2 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.

106. Satisfaction with Victim Support remains strong at 98.5%.

Resolved rate

107. The resolution rate at the end of the financial year was 25.3 per cent. This remains significantly below the required position, and significantly below peers.

108. 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).

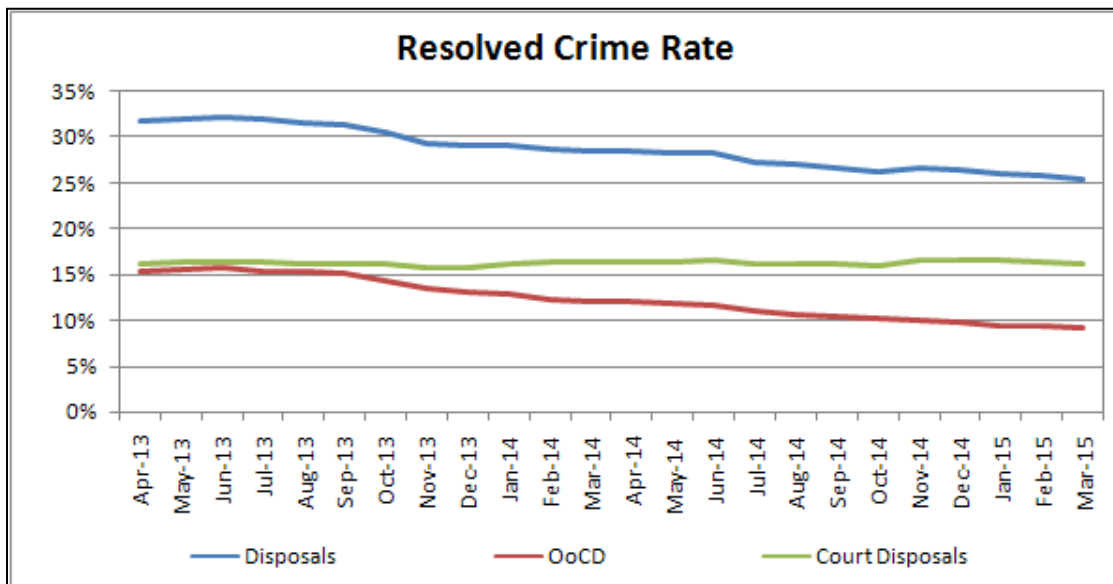


Figure 26: Resolved crime rate – In and out of court

109. It is evident that the Force has allowed an inconsistent approach to the use of community resolutions to develop over the last two years, during which there has been a significant drop in their use.

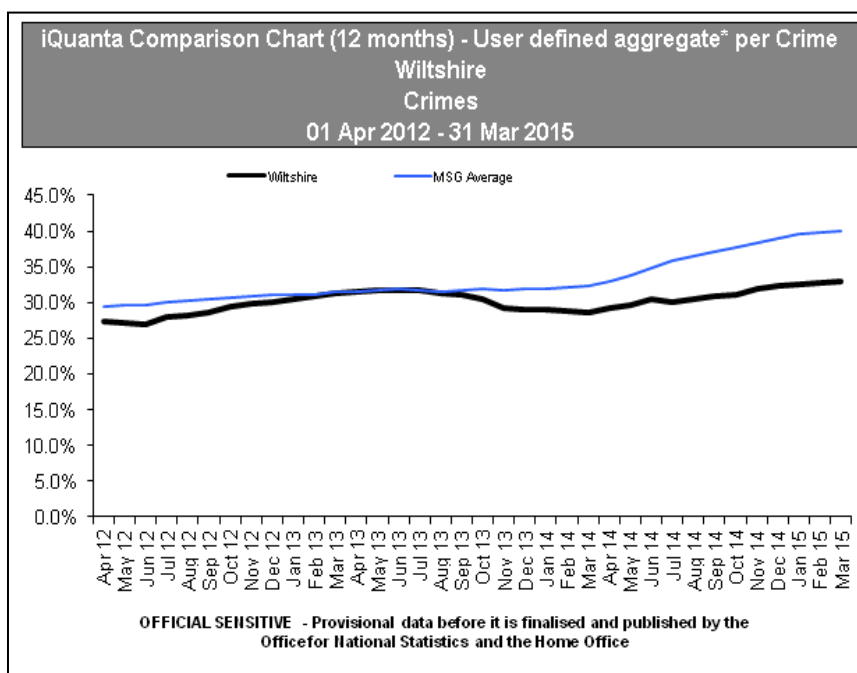


Figure 27: Resolved crime rate compared to the MSG average

110. The Out of Court Disposals Manager (OOCDM) completed her review of Force community resolution procedures and these were published to the Force in March 2015. This was done following research with neighbouring forces to see the different approaches to restorative justice. This new procedure was accompanied by a new community resolution form. The OOCDM also launched new caution and conditional caution forms for both youths and adults in order to streamline the existing forms.
111. In addition to the new processes, the OOCDM has been delivering training briefings to Neighbourhood Policing Teams and Response teams across the Force to highlight the new Force procedure and forms. There is now also a slot on the sergeant training days for OOCDM that did not exist before. This will raise awareness 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.
112. Over the year, the OOCDM has also been reviewing the compliance rating of this disposal type which has resulted in a rating of over 95%. This is seen as an “excellent” rating and should be considered alongside the volumes. Wiltshire speaks with neighbouring and similar forces to gain similar compliance rates. However this is not something widely collected. Whilst other forces may have higher OOCDM outcomes, a recent audit in another force advised that a third of them would not have been in line with ACPO (now National Police Chiefs’ Council) guidance.
113. With the work that has been put into this area over the last year to build the correct and ethical foundations, I will expect to see the compliance remain, and the volume of out of court disposals increase.

Reducing offending and re-offending

Reducing offending and re-offending		
Measure	YTD	Threshold
Tackle irresponsible licensed premises	3668	5612
Re-offending rate	26.4%	29.1%
Re-offending rate of SWITCH Cohort	44.8%	35.4%

Figure 28: Reducing offending and re-offending

114. 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

Tackling irresponsible licensed premises

115. Over the last year, I have become increasingly aware that just looking at the number of licensing checks is not sufficient when assessing the licensing function of the Constabulary.

116. A range of activities are undertaken 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.

117. For the full financial year of 2014-15, there have been 74 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 has increased significantly within the final quarter of the year which shows the amount of activity that the licensing department is committing to tackling those premises which act irresponsibly.

118. Throughout the year, numerous premises have been given support and advice to ensure they operate effectively. This has included new conditions being negotiated,

work ongoing to reduce the risk of harm to children, work to reduce drug misuse and address poor management, and finally revoking late night refreshment licences following Wiltshire Council and police applications. There have also been a number of significant premises challenged by the Force, such as withdrawing applications for new licences in problematic locations, closing premises following objection hearings, enforcing stringent new conditions and earlier closing times following serious assaults linked to a premises, and new conditions being applied following repeated problems. This work has ensured the Constabulary is applying licensing resources in the right areas.

- 119. In addition, the licensing team have also conducted 130 prevention activities to reduce the likelihood of inappropriate licensing behaviour, and five hearings to discuss licensing applications and ensuring they are complied with.
- 120. The number of licensed premises checks since April 2014 currently stands at 3,668 and has been reported on within previous reports as significantly lower than expected. The reason for this is 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.

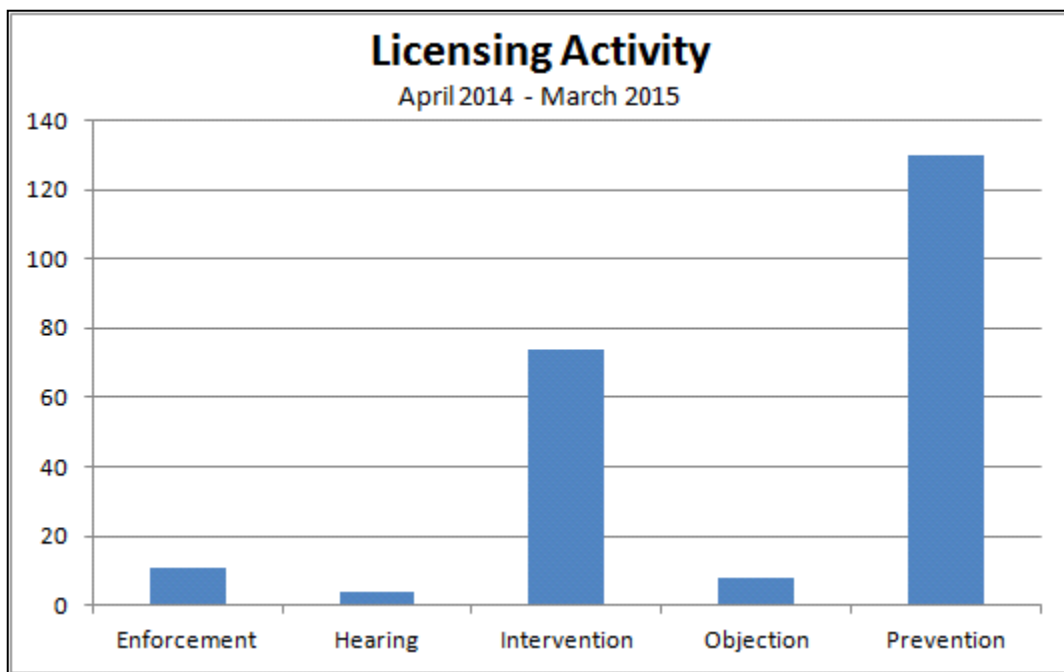


Figure 29: Licensing Activity – April to December 2014

- 121. The licensing task group continues to jointly assess problematic premises and develop joint tasking and actions to tackle these locations. The three hub-based licensing officers are embedded into the partnership tasking process and increased information is now being shared through this. Work is ongoing to improve the quantity and quality of visits to licensed premises. Briefing sessions are being held by licensing staff to explain the reasons for the visits, what to look for and how to record details on the relevant register.

122. Sector-based information on incidents relating to the most problematic premises is being sent to sector inspectors, including the number of visits that have been made to each premises in that month and the year to date.
123. Within the last quarter, there has been a licensing review hearing held in relation to late night refreshment premises. The premises are open until 0500hrs at weekends and attract many late night customers following the closure of entertainment premises nearby. The premises have attracted attention previously and have been the subject of two previous hearings in the last few years. Due to incidents of crime and disorder and poor management, a requirement to deploy door staff was previously made. Over the last year, the owner has repeatedly breached this condition and over the past few months we have seen a rise in incident numbers.
124. The licensing authority (as a responsible authority) called the review which reviewed evidence. The owner employed a barrister to defend his case, however the weight of evidence provided by the Police was overwhelming and the committee took the decision to revoke the licence permanently. This is a rare occurrence, but was appropriate and proportionate in this case. This latest result will again serve as a reminder to premises that are poorly managed, that partners will work together to enforce compliance or ultimately have the premises closed down.

SWITCH

125. 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.
126. 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).
127. Within the fourth quarter of this financial year, SWITCH has seen a reoffending rate of 44.8 per cent. Although this is an increase in the repeat offending level, the SWITCH cohort has changed to be more reflective of the current recidivist offenders, with 15 out of the 32 new offenders committing further offences. This measure does give an indication of management of repeat offenders. However this is an evolving cohort meaning the re-offending rate will be reflective of the offenders of highest risk. As a result of this, and the fact that the repeat offence rate is only captured when an offender is proven to have committed the offence, this area does need to be considered against activity and traditional performance measures.
128. 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. A pilot has been running in the south hub where an extra member of staff is used to encourage the response officers to target the 'red' offenders. This has started to show some results, with a marked improvement in the amount of interaction between police and SWITCH nominals.
129. The 'Buddi' system of voluntary tagging, used to show where people are on a minute by minute basis, was approved and implemented in January 2015. This tag system

currently has three tags in use, but it is too early to provide any data at this stage. Anecdotally it seems to be having a positive impact on the service users who are trialling them.

130. Within the last year, the preferred bidder was announced to be Working Links who took over the local Community Rehabilitation Company (CRC) as well as the Devon and Dorset and South Wales CRCs.

Driving up the standards of customer service

Driving up standards of customer service		
Measure	YTD	Threshold
Number of allegations of incivility, impoliteness and intolerance	18.4%	17%
Victim satisfaction	88.1%	87.0%
Number of days to finalise a locally resolved complaint	37	54
Prosecutions that fail due to quality of police input Crown Court	11.2%	10.0%
Prosecutions that fail due to quality of police input Magistrates Court	21.6%	17.5%
Data quality	0.92%	0.90%

Figure 30: Driving up the standards of customer service

131. 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.
132. 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."
133. The number of occasions where officers are alleged to have been lacking in civility, or to have been impolite or intolerant, is 168 for the financial year out of a total of 912 allegations. This represents 18.4 per cent of the total, against the desired position of 17 per cent as stated by the Independent Police Complaints Commission.
134. Within the last year, the total volume of complaints has been increasing considerably within Wiltshire and other forces nationally. A review took place within the second quarter of 2014-15 to understand the reasons for this increase and the efficiency of the current working model. Benchmarking and scoping with other forces took place and the Force has implemented recommendations to resolve the fluctuating performance in relation to recording complaints.
135. This featured a number of activities including budget changes, adding additional roles to the department, improving the technical infrastructure, conducting local resolution training, moving estates and improving the visibility of the Professional

Standards Department (PSD). These activities will see improvements in the way that complaint cases are being handled. Data to the end of March 2015 shows there is an improvement in the proportion of complaints recorded within ten working days, and an improvement in the number of days to finalise an allegation by local resolution.

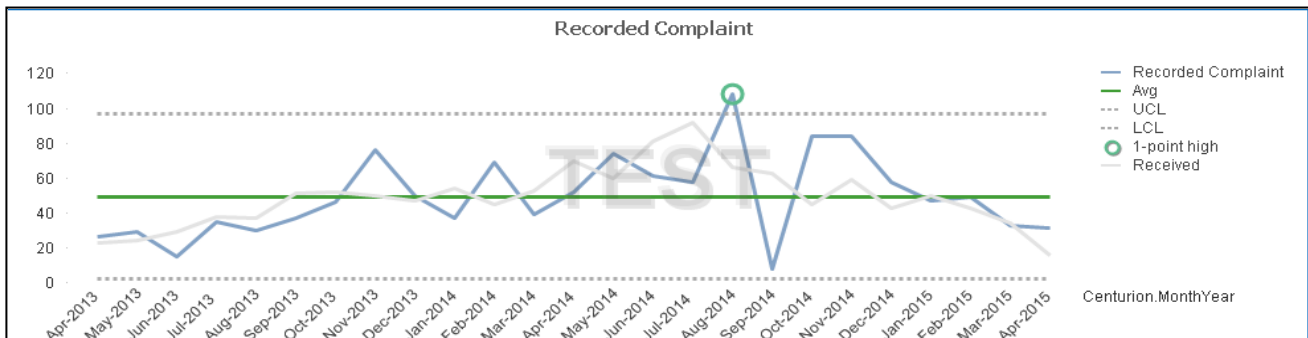


Figure 31: Complaints volume – recorded vs. received

136. The graph above shows a much more stable environment in recent months, where the volume being received is being recorded much quicker.

137. 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. As can be seen, the performance within this area has been significantly improving and remaining consistent at around 90% recorded within ten working days.

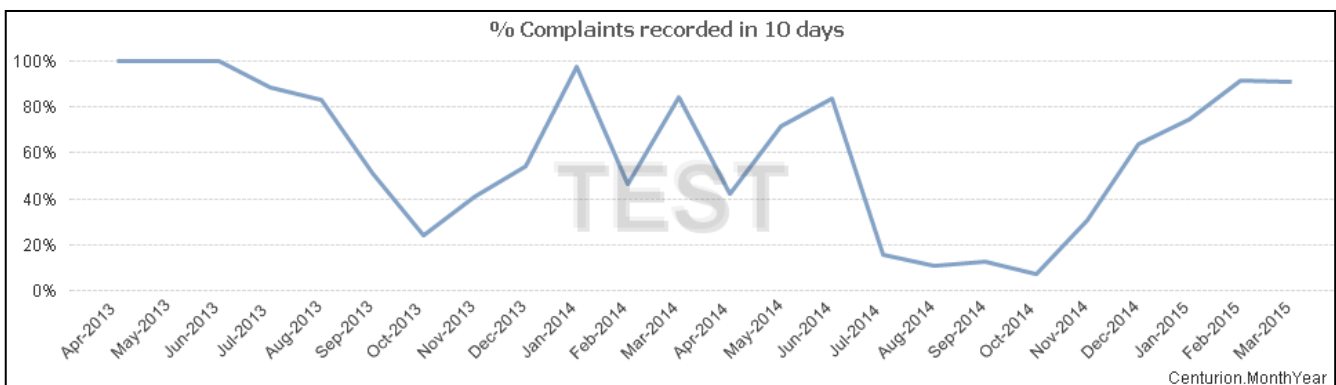


Figure 32: Proportion of complaints recorded within ten working days

138. I have been kept updated during the progress of this review and am pleased with the improvement in performance that is being seen.

Prosecutions that fail due to quality of police input

139. This measure relates to the proportion of prosecutions which fail because of the quality of the police input (i.e. 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	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Total
Wiltshire Total Trials Listed - Crown Court	18	14	16	20	20	18	22	19	13	18	19	26	223
Wiltshire Total Trials Listed cracked and ineffective due to prosecution - Crown Court	2	2	3	2	1	2	2	3	3	2	1	2	25
Proportion of cracked & ineffective trials due to prosecution - Crown Court	11.1%	14.3%	18.8%	10.0%	5.0%	11.1%	9.1%	15.8%	23.1%	11.1%	5.3%	7.7%	11.2%
Wiltshire Total Trials Listed - Magistrate Court	110	109	142	106	80	103	125	85	76	92	91	110	1229
Wiltshire Total Trials Listed cracked and ineffective due to prosecution - Magistrate	31	21	36	22	14	18	34	15	15	17	21	21	265
Proportion of cracked & ineffective trials due to prosecution - Magistrate Court	28.2%	19.3%	25.4%	20.8%	17.5%	17.5%	27.2%	17.6%	19.7%	18.5%	23.1%	19.1%	21.6%
Proportion of Cracked & Ineffective trails due to prosecution	25.8%	18.7%	24.7%	19.0%	15.0%	16.5%	24.5%	17.3%	20.2%	17.3%	20.0%	16.9%	20.0%

Figure 33: Volumes of trials listed and ‘cracked or ineffective’

140. The proportion of trials cracked and ineffective due to police failings has remained stable compared to previous years, and is not considered an exception for either of the courts. This performance appears to have stabilised since the introduction of the new integrated prosecution team (IPT) and only had one month that exceeded the ‘poor’ measure of the CPS (red line below).

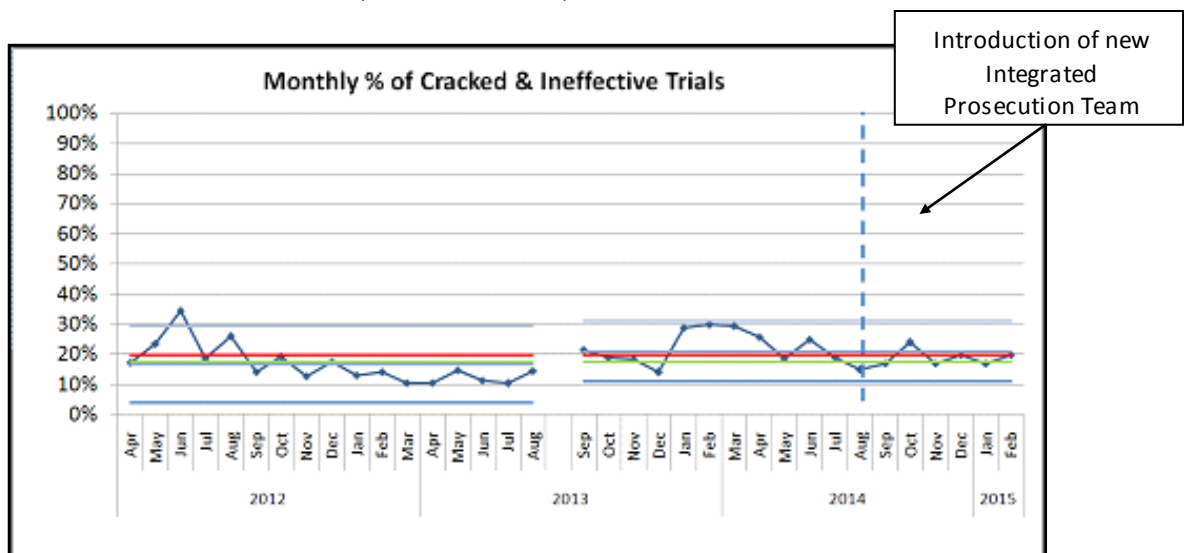


Figure 34: Proportion of prosecutions which fail because of the quality of police input

141. Performance is far more consistent and has met the CPS’s levels of ‘Good’ expectations on seven out of the 12 months. Since the new IPT model was implemented in September 2014 there have been no exceptions highlighted to me.

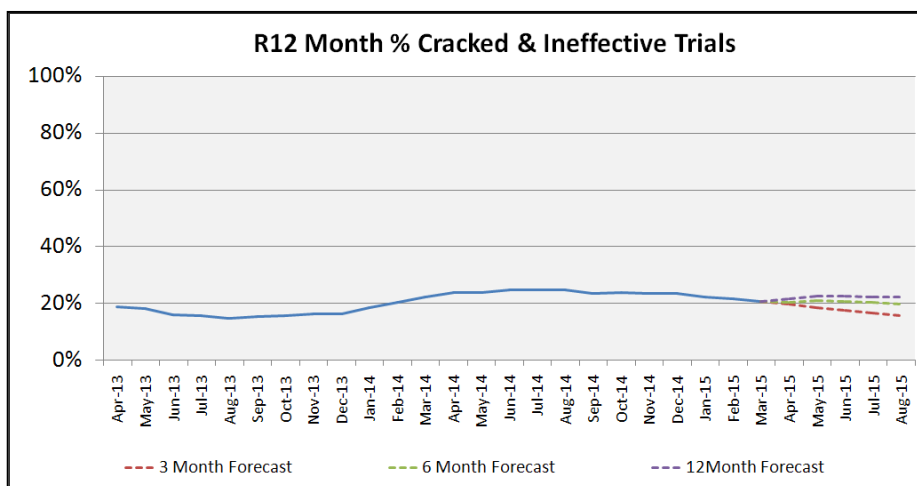


Figure 35: Proportion of prosecutions which fail because of the quality of police input

142. The police were directly accountable for 49 per cent of all cracked trials. Of that proportion, witness absent/withdrawn equates to 39 per cent, insufficient evidence equated to 38 per cent, and public interest grounds was 23 per cent.

Reason		Chippenham	Salisbury	Swindon
Cracked	Prosecution end case, insufficient evidence	31	24	18
	Prosecution end case, public interest grounds	9	27	8
	Prosecution end case, witness absent/withdrawn	59	14	2
	Prosecution end case, insufficient evidence	42%	33%	25%
	Prosecution end case, public interest grounds	20%	61%	18%
	Prosecution end case, witness absent/withdrawn	79%	19%	3%

Figure 36: YTD Top three reasons for a cracked trial by magistrate court volume

143. The findings indicate that there is an issue with listing times in Chippenham which consequently is contributing to witnesses not attending court due to multiple trial re-listings. Furthermore, Salisbury is significantly different to the other courts with regards to the number of trials cracking due to the prosecution not being in the public interest, suggesting an element of subjectivity between those reviewing files.

144. Over the last year, a considerable amount of work has taken place within the Constabulary to enable it to be in a position where analysis could be conducted on the following areas:

- Time taken for a file to be received in the (IPT) from point of charge, to the time taken by the IPT to submit it to the courts.
- The quality issues (faults) being made by officers/staff within the file build process with the aim of addressing common learning gaps whether it be particular departments, teams or supervisors etc

145. Within the last year, the Force established a new criminal justice delivery group which includes partners from the CPS and representatives from across the Force. The group will consider required local actions and allocate them to improve the situation where police have a role to play. This meeting has been evidence-led and

informed by a dataset obtained from both CPS and police data. Issues around file quality and timeliness have been discussed with the intention to improve the journey for victims of crime.

146. As a result of this, the proportion of charges which are received within the correct team within three days has increased from 56 per cent to 69 per cent. This helps the chances of getting the case to the Crown Prosecution Service within 21 days, which currently sits at 98 per cent.

Tracking the 'customer journey'

147. 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	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	YTD	YTD Threshold
	Visibility	Proportion of the public that are satisfied with police visibility	57.2%			59.4%			58.1%						58.1%	62%
	Contacting us	999 calls answered within 10 seconds	0.0%	94.0%	93.6%	93.5%	74.0%	81.6%	84.7%	92.2%	95.4%	96.4%	96.0%	94.6%	92.4%	90%
		101 to report crime - calls answered within 30 seconds	79.4%	75.4%	73.5%	68.0%	74.8%	70.9%	80.2%	85.1%	85.3%	87.5%	84.3%	79.4%	78.6%	75%
	Dealing with an incident	Immediate response to emergencies	93.1%	94.0%	94.5%	92.0%	92.5%	89.6%	91.3%	91.3%	90.9%	93.5%	90.5%	94.0%	92.3%	90%
		Satisfaction of victims with being kept informed after reporting an incident	84.6%	85.2%	84.3%	84.3%	84.7%	83.5%	82.8%	82.8%	82.1%	80.6%	79.6%	78.2%	78.2%	84.2%
		Satisfaction of victims with how an incident is investigated	80.7%	82.2%	82.6%	83.6%	84.1%	82.8%	82.3%	82.3%	81.8%	81.5%	81.0%	79.0%	79.0%	81.0%
	Making a complaint	Proportion of allegations of incivility, impoliteness and intolerance	14.5%	19.1%	13.7%	16.2%	22.0%	13.0%	17.5%	18.7%	17.4%	21.9%	22.8%	19.6%	18.4%	17%
		Number of allegations of incivility, impoliteness and intolerance	8	17	10	11	26	3	25	20	12	14	13	9	168	123
		Average number of days to finalise a complaint made to wiltshire police by local resolution	26	18	37	31	20	55	41	32	34	48	52	47	37	54
	Outcomes for victims	Failed prosecutions due to quality of police actions	11.1%	14.3%	18.8%	10.0%	5.0%	11.1%	9.1%	15.8%	23.1%	11.1%	5.3%	7.7%	20.9%	16.7%
		% of victims referred to victim support	89.6%	88.4%	87.8%	90.6%	90.6%	90.6%	89.5%	87.7%	89.5%	84.6%	84.6%	84.6%	89.4%	80%
		% victim satisfaction with victim support service	95.5%	95.5%	95.5%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.0%	95%
		Satisfaction of victims with the whole experience after reporting an incident to wiltshire police	89.8%	90.8%	90.1%	90.5%	90.2%	88.8%	88.2%	87.7%	86.8%	86.0%	85.1%	83.8%	83.8%	90.0%

Figure 37: Tracking the customer journey

148. 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
Immediate response rate	92.3%	90%
999 calls answered within 10 seconds	92.4%	90.0%
101 to report crime - calls answered within 30 seconds	78.6%	75.0%

Figure 38: Ensuring unfailing and timely response to calls for assistance

149. 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)

- Within the last year, 92.3 per cent of calls were responded to within the promised time frame.
- 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

- 92.4 per cent of all 999 calls in the three quarters were answered within ten seconds. This area did drop within the second quarter of the financial Year. However in the final quarter, rates were averaging 95.7 per cent.
- 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

- 78.6 per cent of all calls to 101 were answered within 30 seconds. Again, a drop in performance was seen in the summer months of 2014. However the final quarter of this financial year was 83.7 per cent answered within 30 seconds.

150. Wiltshire remains in a strong position for victim satisfaction with ease of contact, being above average in the group of forces with similar size and demographics, and being positioned 18th nationally. Wiltshire returns a satisfaction rating of 95.9 per cent within this category for the year up to December 2014.

Unlocking the resources to deliver

Unlocking the resources to deliver		
Measure	YTD	Threshold
Public satisfaction with police visibility	58.1%	62%
Number of police officers	1010	1018
Number of PCSOs	130	138

Figure 39: Unlocking the resources to deliver

151. 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.
152. The most recent research carried out in winter 2014 showed that the level of public satisfaction with police visibility stayed stable at 58.1 per cent.
153. As at the end of March 2015, police officer numbers stood at 1,010. As reported previously it is considered that the requirement will be for 1,018 officers. Whilst this 1,010 is a reduction compared to the previous figure of 1,031, these figures naturally fluctuate over the year and have been above 1,018 for the majority of 2014/15. I am not concerned with the year-end number and I am pleased to say that frontline and Neighbourhood Policing Team officers still remain unaffected.
154. The force has future recruitment taking place to balance natural wastage which includes an intake of 16 police officers in July 2015, 16 in November and 16 in March 2016. There is also an additional PCSO intake of 16 in July 2015.
155. 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. Members will be aware of the strategic alliance with Avon and Somerset Police and that this is in the early stages of being progressed. Heads of terms between the two Commissioners and Chief Constables have been signed and a programme director has been appointed to lead the development of the strategic alliance. Full details of the strategic approach to the Government’s 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 stroke extending from the bottom of the signature.

Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon

June 2015

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

Last reviewed : 23rd February 2015
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
PUBLIC ENGAGEMENT													
1	01/04/13	<p>PUBLIC EXPECTATION & PUBLIC ENGAGEMENT</p> <p>EVENT: Failure of PCC or CC to consult / engage with communities and specific stakeholder groups regarding policing priorities and planned changes to service delivery methods.</p> <p>CONSEQUENCES: Planning and change activities are not aligned to public expectations or need. Public are unaware or resist necessary changes to policing services. Failure on part of PCC to secure efficient and effective police force</p> <p>OUTCOME: Reduced satisfaction and reduced community engagement in crime reduction and community safety activities. Loss of confidence in OPCC and Wiltshire Police as a service provider.</p>	Performance Reputation	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 rolled out</p>	1	1	4	4	08-Jun-15
2	01/04/13	<p>TRANSPARENCY</p> <p>EVENT: Failure to publish performance and other relevant information (e.g. FOIs) to the public in a timely manner</p> <p>CONSEQUENCES: PCC failure of statutory duty and lack of transparency. Public are unaware of how the PCC and Force are performing in relation to the Policing & Crime Plan. Public cannot hold the PCC to account effectively. Public expectations are not satisfied</p> <p>OUTCOME: Loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention</p>	Performance Reputation	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>Website being updated and audit to ensure all relevant information is updated</p> <p>FOI procedures in place</p> <p>Monthly FOI review by Commissioner</p> <p>Police and Crime Panel protocol in place</p> <p>Meet the Commissioner public meetings (<i>see Risk 1 – Public Expectation and Public Engagement</i>)</p>	1	2	3	6	08-Jun-15
3	01/04/13	<p>VOLUNTEERS</p> <p>EVENT: Failure to make best use of volunteers and Watch Schemes</p> <p>CONSEQUENCES: poor community engagement / involvement in dealing with local issues, strain on existing voluntary agencies and public sector partners. Failure of initiatives such as Watch Schemes</p> <p>OUTCOME: potential escalation of community problems and increased risk of vulnerability amongst certain groups / locations. Loss of public confidence</p>	Performance Reputation	3	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 roll out has been completed</p> <p>Cadet Scheme – launched in Swindon</p> <p>Community Foundation supporting voluntary and community sector organisations</p> <p>New Force lead for volunteering has been appointed and operational strategy produced</p> <p>Volunteering given a central place and clear deliverables within CC delivery Plan</p>	2	2	4	16	08-Jun-15
4	01/04/13	<p>RESILIENCE</p> <p>EVENT: Lack of staffing resilience and relevant capability leading to low morale (PCC and OPCC)</p> <p>CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. Difficulty in maximising public engagement opportunities due to lack of availability of PCC or OPCC staff leading to the public not feeling they have a satisfactory dialogue with the PCC. Decision making may be delayed through lack of availability of PCC / OPCC staff. Risk to other statutory requirements if there is a lack of OPCC staff to oversee these.</p> <p>OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC / PCP and adverse media attention</p>	Reputation Performance	2	2	4	16	<p><i>Linked to Risk 1 (Public Engagement)</i></p> <p>OPCC C/Exec acts as deputy for PCC</p> <p>Section 151 Officer - have shared with Chief Constable including resources from finance and comms</p> <p>Recruited commissioning and programme manager</p> <p>Resource review to be completed once New Police and Crime Plan is finalised to realign workloads and capacity</p> <p>OPCC delivery plan to be developed to identify deliverables, potential gaps and resilience</p>	2	2	4	16	08-Jun-15
VALUE FOR MONEY													
5	02/04/13	<p>VALUE FOR MONEY</p> <p>EVENT: Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force</p> <p>CONSEQUENCES: Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance. Breach of statutory duty. Lack of due diligence both pre and post investment. Lack of pre or post scrutiny to ensure value for money and beneficial outcomes.</p> <p>OUTCOME: Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt, PCP and media. Risk of legal challenge.</p>	Financial Reputation	2	2	3	12	<p>Budgets monitored through Commissioner's Monitoring Management Board</p> <p>Performance and Force risk monitored through SIB</p> <p>Internal Audit programme</p> <p>Police & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment</p> <p>Quarterly reporting from commissioned agencies is contractual requirement</p> <p>HMIC Value for Money profiles reviewed and assessed</p> <p>HMIC PEEL Inspection received and graded 'good'</p>	2	1	3	6	08-Jun-15
6	01/04/13	<p>COMMISSIONING ARRANGEMENTS</p> <p>EVENT: Failure to have effective commercial and commissioning arrangements in place for all commissioned services</p> <p>CONSEQUENCES: Ineffective use of public money to achieve desired community safety and justice outcomes. Unacceptable levels of performance and inability to deliver Policing & Crime Plan outcomes</p> <p>OUTCOME: Loss of public confidence in PCC, possibly extending to partners. Adverse criticism from Govt and media</p>	Financial Reputation Operational delivery Performance	3	3	3	27	<p>Contracts in place for each commissioned service provider</p> <p>Quarterly reporting from commissioned agencies is contractual requirement</p> <p>Programme / Commissioning Manager post filled</p> <p>Horizon launch and victim service contract developed</p> <p>Quarterly performance regime established for victim service. Horizon service managed as project until BAU and will be integrated into performance management</p>	2	1	2	4	08-Jun-15

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>COLLABORATION ARRANGEMENTS</p> <p>EVENT: Failure to maximise opportunities / deliver expected benefits for collaboration with other PCCs / OPCCs / forces and /or partner agencies (statutory duty)</p> <p>CONSEQUENCES: Opportunities to maximise operational effectiveness in the Protective Services arena are compromised (eg Strategic Policing Requirement). Opportunities to achieve financial savings are lost. Opportunities to maximise Partnership working (eg multi agency teams, shared campuses) are compromised. Home Office intervention likely</p> <p>OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies, risk to sustainability of Wiltshire Police, inability to deliver effective frontline service</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>Regional Programme Board in place and team agreed</p> <p>Significant collaboration and work with partners ongoing and managed through governance arrangements</p> <p>New P&C Plan places partnerships and collaboration as way to deliver. Existing partnerships to be maximised</p> <p>Partnership impact and alignment to P&C plan and how this will be delivered is being prepared</p>	2	2	4	16	08-Jun-15
8	01/04/13	<p>STRATEGIC ALLIANCE WITH AVON AND SOMERSET</p> <p>EVENT: Collaborations fail to deliver expected benefits</p> <p>CONSEQUENCES: Key delivery areas are compromised or do not address the requirements of the Wiltshire PCC, Wiltshire Constabulary or the Wiltshire public.</p> <p>OUTCOME: Risk to sustainability of Wiltshire Police in face of CSR cuts, inability to deliver effective frontline service. Loss of public confidence and adverse criticism / intervention from Govt</p>	Performance Financial Reputation Operational delivery	3	3	4	36	<p>Linked to Risk 7 (Collaboration Arrangements)</p> <p>Regular meetings of Alliance Board working with Avon and Somerset to progress</p> <p>Development of governance structure through which each programme will be monitored</p> <p>Heads of terms signed and publicised</p> <p>Programme Director appointed and began role 01/06/15</p> <p>Devon and Cornwall and Dorset collaboration will be used to benchmark and align with where appropriate</p>	3	2	4	24	08-Jun-15
9	01/04/13	<p>STRATEGIC POLICING REQUIREMENT</p> <p>EVENT: Insufficient resources to deliver the Strategic Policing Requirement (SPR) (statutory duty)</p> <p>CONSEQUENCES: Failure to deliver statutory duty. Operational effectiveness in the Protective Services arena is compromised. Increased risk in areas such as Organised Crime</p> <p>OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Severe criticism from government / HMIC</p>	Operational delivery Performance	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 PEEL Inspection considers compliance to Strategic Policing Requirement – recent report graded ‘good’</p> <p>SPR now features explicitly within the new P&C Plan and adds Child Sexual Abuse as new requirement</p>	2	1	3	6	08-Jun-15
10	01/04/13	<p>LOCAL AUTHORITY PARTNERSHIPS</p> <p>EVENT: Failure to develop and maintain effective partnerships with Council partners</p> <p>CONSEQUENCES: Crime & ASB processes become inefficient and not joined up. Compromising ability to tackle areas such as ASB, domestic violence, safeguarding</p> <p>OUTCOME: Loss of public confidence in PCC which is likely to extend to Wiltshire Police and partners.</p>	Reputation Operational delivery Performance	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 Welling Boards</p> <p>Continuing alignment of campus programme and shared estates with both authorities</p> <p>Wiltshire Council provide strategic relationship for IT and extensive work has been on ongoing to deliver improvements to IT services</p>	2	2	3	12	08-Jun-15
11	01/04/13	<p>JUSTICE PARTNERSHIPS (improving service for victims & witnesses)</p> <p>EVENT: Failure to maintain effective partnerships with criminal justice agencies in light of decreasing budgets</p> <p>CONSEQUENCES: Justice processes become inefficient and not joined up. Justice outcomes and victim pathways may be adversely effected.</p> <p>OUTCOME: Lack of confidence in criminal justice process by victims of crime. Loss of public confidence in PCC which is likely to extend to Wiltshire Police and Justice partners .</p>	Reputation Operational delivery Performance	3	2	3	18	<p>CJS Efficiency Programme will integrate justice services</p> <p>Horizons (Victim and Witness support unit) opens 1st April 2015</p> <p>Chair Community Safety and Crime Reduction Strategic Board</p> <p>Liaison with Judiciary</p> <p>Wiltshire Criminal Justice Board member</p> <p>New P&C Plan has embedded improvements for criminal justice and influence role of PCC</p> <p>Joining of performance subgroups with Crime reduction Board to begin alignment</p> <p>Recruitment of restorative justice staff to coordinate and improve the quality of RJ across partnership</p>	3	2	3	18	08-Jun-15
12	01/04/13	<p>FUNDING</p> <p>EVENT: OPCC holding inappropriate level of capital and reserves</p> <p>CONSEQUENCES: OPCC failure in statutory obligations. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB . Not able to provide enough funds to Chief Constable to protect the frontline</p> <p>OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies. Unable to sustain further projects and meet unexpected expenditures. Cannot replace assets due for replacement and required to borrow.</p>	Financial Reputation Operational delivery Performance	2	1	2	4	<p>Managed by OPCC 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>2015-16 Police and Crime element of the precept increased</p> <p>MTFS considered and agreed at CMB with savings required agreed - recognising this is likely to change after 2015 general election</p> <p>Strategic Alliance provides opportunities for savings</p> <p>ICT investment to allow agile working improving police visibility</p> <p>2015 in year savings not clear how this will affect Wiltshire and Budget due in July 2015</p>	3	2	3	18	08-Jun-15
13	27/08/13	<p>FINANCIAL CONTROL</p> <p>EVENT: Failure to ensure effective control and financial planning</p> <p>CONSEQUENCES: Uncontrolled spending, failure to comply with statutory requirements, impact on delivery of Police and Crime Plan, increased exposure to fraud</p> <p>OUTCOME: Loss of public confidence in PCC which could extend to Wiltshire Constabulary and its partner agencies, government intervention</p>	Financial Reputation Operational delivery Performance	2	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	08-Jun-15

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	ANNUAL BUDGET PROCESS EVENT: Failure to achieve a budget and precept agreed in a timely manner CONSEQUENCES: OPCC budgets are misaligned to policing and crime delivery requirements. Outcomes of Policing & Crime Plan are compromised. Policing and community safety opportunities are not maximised, potentially leading to unnecessary increases in crime and ASB OUTCOME: loss of public confidence in PCC which could extend to Wiltshire Police and its Partner agencies	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)	1	2	2	4	08-Jun-15
15	01/04/13	ASSETS EVENT: Inadequate records of ownership and inadequate management of assets CONSEQUENCES: Failure in statutory duty on PCC. Full picture of assets is unclear. Value for money is not achieved and public assets not accountable OUTCOME: Loss of confidence in PCC and Wiltshire Police to effectively manage resources, negative impact on reputation	Financial Reputation Operational delivery	4	4	3	48	Senior Command Team now focussed on this area – new ways of managing ICT plan agreed at CMB 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) Process agreed with Information Commissioner	2	3	3	18	08-Jun-15
16	01/04/13	MAINTENANCE OF AN EFFICIENT & EFFECTIVE POLICE FORCE EVENT: Failure of the PCC/OPCC to secure an efficient and effective police force (key statutory duty) CONSEQUENCES: Levels of crime and disorder increase. Breakdown in relationship between law enforcement / justice agencies OUTCOME: Loss of public and partner confidence in PCC and Wiltshire Police. Criticism from external auditors, government / HMIC, adverse PCP comment and media attention. Legal challenge	Reputation Performance Legal	3	2	5	30	Managed through Commissioner's Monitoring Board, Strategic Improvement Board and Programme Management Board. Commissioner, Chief Executive, and S151 Officer attend. Stage 2 transfers complete Revised Scheme of Governance for twin corporations sole in place HMIC PEEL Inspection report – 'good' grading	2	2	4	16	08-Jun-15
17	01/04/13	FORCE RISK REGISTER EVENT: Failure to have effective oversight of the Force Risk Register (owned by the Chief Constable) CONSEQUENCES: PCC is unaware of key risks to the Force which could ultimately compromise operational effectiveness. Chief Constable is unsupported by the PCC in mitigating these risks, leading to increased risk of harm to the public. Impact on effective delivery of the Policing & Crime Plan OUTCOME: loss of public confidence in PCC and Wiltshire Police. Severe criticism from government / HMIC, adverse media attention	Reputation Performance Operational delivery	2	1	4	8	Linked to Risk 15 (Efficient and Effective Police Force) Reviewed monthly at Strategic Improvement Board - PCC / OPCC in attendance. This risk Register format will be updated in September 2015 to take into account the new P&C Plan and Force Register	2	1	3	6	08-Jun-15
18	01/04/13	COMPLAINTS EVENT: Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals. CONSEQUENCES: Failure to deliver statutory duty on behalf of the public. OUTCOME: loss of public confidence in PCC which is likely to extend to Wiltshire Police. Criticism from government / HMIC and adverse media attention. IPCC intervention	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	08-Jun-15
19	01/04/13	INTEGRITY (including Fraud and Anti-Corruption) EVENT: Failure to uphold the integrity of PCC, OPCC staff, and Chief Constable CONSEQUENCES: Officers appointed by or 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) CC appointment process completed - still awaiting IPCC report due in May. Temporary process in place to allow further time for IPCC report	2	2	4	16	08-Jun-15
20	01/04/13	AUDIT EVENT: Failure to have an effective internal audit programme CONSEQUENCES: Areas such as assets, budgets, procedures are not robustly managed or assessed leading to increased risk of liability or inefficiency OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence	Financial Reputation Performance	1	1	3	3	Audit Committee in place. Audit programme is established as 'business as usual'.	1	1	3	3	08-Jun-15

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	WHISTLEBLOWING EVENT: Failure to have effective arrangements in place CONSEQUENCES: Malpractice goes unreported. Failure of PCC in statutory duty to maintain an effective and efficient police force. OUTCOME: Criticism from external auditors, government / HMIC, adverse media attention, loss of public confidence	Financial Reputation Performance	2	3	3	18	Whistleblowing Policy published on OPCC website HMIC report on Integrity – ‘good’ grading	2	2	3	12	08-Jun-15
22	01/04/13	EQUALITY ACT 2010: Public Sector Equality Duty EVENT : Failure to fully implement the duties within the Act (including commissioned services) and failure to appoint a lead to support this CONSEQUENCES : inability to deliver services that effectively address diversity needs and requirements within the organisation (staff) and within the community (public) leading to increased risk of HR tribunals or other litigation, criticism by auditors or government intervention OUTCOME : damage to reputation, loss of confidence in OPCC / police 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 Recent case raised areas for force to improve and increase staff training	3	3	3	27	08-Jun-15
23	01/04/13	ENVIRONMENTAL SCANNING EVENT: Failure to have effective environmental scanning arrangements in place (to identify emerging legal, political or media related emerging issues) CONSEQUENCES: Political, environmental, legislative changes / developments in policing at a national level are missed, compromising the effectiveness of the OPCC. The Policing & Crime Plan does not reflect these changes leading to the OPCC failing to carry out statutory duties and failing to support effective operational policing. Poor oversight on social media commentary topics affecting the PCC or police OUTCOME: Loss in reputation of PCC. Adverse media attention, criticism from external auditors, government / HMIC.	Reputation Performance	2	2	3	12	Linked to Risk 4 (Resilience) APCC Google Alerts College of Policing Communications Officers (x2) Liaison with Councils and partners Home Office seminars Weekly comms meetings to anticipate and prepare for announcements	2	1	3	6	08-Jun-15
24	01/04/13	STRATEGIC PARTNERSHIP WITH LOCAL AUTHORITIES 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 Wiltshire Council collaboration will be managed through the Joint Transformation Board (PCC, C Exec, Leader of Council, CC, DCC) Monthly meetings between PCC and Leaders of the two Councils PCC Membership of One Swindon, Public Service Board, Health and Welling Boards Continuing alignment of campus programme and shared estates with both authorities Wiltshire Council provide strategic relationship for IT and extensive work has been on ongoing to deliver improvements to IT services	3	2	3	18	08-Jun-15
PERFORMANCE													
25	01/04/13	PERFORMANCE EVENT: Failure to put in place adequate process to effectively hold the Chief Constable and other commissioned services to account for performance and use of resources CONSEQUENCES: PCC is unaware of how the Force and commissioner services are 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 New P&C Plan outlines revisions to performance framework and ensuring effective systems are in place	2	1	3	6	08-Jun-15
26	02/04/13	INSPECTION PROGRAMME 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 HMIC PEEL inspection – ‘good’ grading HMIC inspection recommendations will form part of CMB agenda and CC is held to account to implement	2	1	4	8	08-Jun-15



Police and Crime Panel 18 June 2015

Wiltshire and Swindon Police and Crime Plan 2015-17 – Consideration by the Police and Crime Panel

1. Purpose of Report

1.1. To provide the Police and Crime Panel (PCP) on with the draft Police and Crime Plan (2015-17) (P&C Plan)

1.2. To seek recommendations or a report to the Commissioner on the draft P&C Plan

2. Background and Main Considerations for the Board

2.1. The first Police and Crime Plan was produced in 2013 and several updates have been issued since then. There is a need to refresh the existing plan as a result of the development of the role of PCCs, the changing strategic context for policing and continued financial challenge.

2.2. As required by the Police Reform and Responsibility Act 2011 the plan will run from 2015-17, including the financial year during which a PCC election is held.

2.3. The PCP is asked to note this draft P&C Plan and to provide recommendations or a report to the Commissioner on the new police and crime plan

3. Scope of changes

3.1. The P&C Plan 2015-17 refines the strategic direction and PCC objectives for policing and criminal justice.

3.2. The Commissioner's overall strategic direction has not fundamentally changed. This plan aims to draw together the strategic objectives from across policing, criminal justice and partnerships.

3.3. This plan has been written with the public as the anticipated audience so it is concise and it minimises the use of technical terms where possible .

3.4. Whilst the current six priorities are still relevant these have been refocused and reworded. This has helped improve clarity, minimise duplication and provided a clear set of objectives.

3.5. The original Plan priority 4 (Reducing Offending and reoffending) has been incorporated into priority 1 in the new plan. Reducing Priority 5 (improving

customer standards) and 6 (unfailing and timely response) and 'Unlocking resources' has been incorporated into a broader Priority four (Securing high quality, efficient and trusted services).

3.6. The Commissioner has developed new P&C plan with stakeholders, partners and the operational guidance of the Chief Constable. It builds on existing strategies, objectives and initiatives, and sets an ambitious clear vision for policing and community safety.

3.7. The new priorities are:

1. Prevent crime and anti-social behaviour
2. Protect the most vulnerable in society
3. Put victims and witnesses at the heart of everything we do
4. Secure high quality, efficient and trusted services

4. Stages of development

4.1. The refreshed P&C Plan will have gone through the following phases:

- Scoping and planning;
- Developing strategic narrative and alignment;
- Content;
- Performance / success measures;
- Continuous feedback and consultation;
- PCP recommendations
- Public consultation
- Publish Plan.

4.2. The development of the new P&C Plan has been part of a continuous testing and checking with stakeholders, Chief Constable and Police and Crime panel members.

4.3. PCP members were circulated an early draft of the P&C Plan for comment in mid May 2015 to allow for early comment

4.4. Extensive stakeholder development has taken place to achieve the attached draft plan, including sharing with both local authority senior teams, 2 stakeholder development sessions where the plan was examined in detail, submitted comments by PCP members, Swindon and Wiltshire Crime Reduction and Community Safety Board.

4.5. The development of this plan is aligned to the work of the performance working group.

4.6. Full details of the emerging themes and subsequent amendments from stakeholder feedback, PCP members, local authority officers and the Wiltshire and Swindon Crime reduction and Community Safety Board can be found in Appendix A of this report.

4.7. Following formal consultation and consideration of any recommendations made by the PCP we will begin a broader public consultation for 30 days. This will allow the public and stakeholders an additional opportunity for feedback

5. Next steps

5.1. Below are the high level milestones that provide a summary of the project plan.

- 18 June – Draft to Police and Crime Panel on 18th June.
- From 18/05/15 – recommendations from PCP considered and response returned
- End of June – July – 30 day public consultation on final plan
- Adoption end of July 2015

6. Recommendations

6.1. To note the new police and crime plan.

6.2. To provide recommendations or a report to the Commissioner on the new police and crime plan.

Kieran Kilgallen, Wiltshire and Swindon OPCC, Chief Executive



APPENDIX A: Stakeholder feedback on Draft Police and Crime Plan 2015-17

This is from the collation of the themes and suggested changes raised at stakeholder events at Potterne (Wiltshire) and Broadgreen (Swindon) events held on 1 & 2 June 2015 respectively. Other sources of feedback include discussion at the Wiltshire and Swindon Crime Reduction and Community Safety Board (3 June 2015) and the written submissions received from Swindon Borough Council and Police and Crime Panel members. Organisations represented are as follows:

Organisations represented

Wiltshire Council – Children and Family Services, Swindon Council – Housing and Community Safety, Swindon – Children and Family Services, Wiltshire Youth Offending Team, Swindon Youth Offending Team, HM Prison Service, Salisbury hospital, Wiltshire Police, Community Rehabilitation Company, Guinness Housing, Aster Housing, Stonewater, Wiltshire Fire and Rescue Service, Selwood Housing, Wiltshire Community Safety Partnership, Legal Aid Agency, Jephson Home Housing Association, Wiltshire Clinical Commissioning Group.

Cross cutting themes

Theme	Response
Plan has been positively received, with the clarity, concise nature and alignment to the key strategic objectives of partnerships and stakeholders	We welcome the positive feedback and support from partners and stakeholders to make further refinements to this document prior to wider public consultation.
Raise profile of partnership work to deliver the plan. This includes the governance and roles and responsibilities of partners. Be clear that many of these issues are a collective responsibility and all partners are held to account for their contribution to deliver these priorities. Specific alignment and mention of the Local Safeguarding Children and Adults Board should be included within priority 2 and the section on partnerships.	Outlining the importance of working with partners has been added to the first page. The partnerships section has been redrafted to provide a brief overview of the role of partnerships. Priority one has been reordered to place working with communities and partners as the first objective and several sections within the plan now reflect the role and responsibilities of partners.
Consolidate the strand of the HMIC Police Effectiveness, Efficiency, and Legitimacy (PEEL) to priority 4 with other service quality aspects. It was also raised that maintaining a 'good' rating for PEEL may not be aspirational	This has been amended and PEEL is now only mentioned under Priority 4

enough	
Is protect local policing explicit enough, could this be “maintained at least at their current level”. “Protecting” doesn’t necessarily mean keeping at their present level.	<p>The Commissioner places local polices as a key priority within his plan and it is central to his police and crime plan. The suggested sentence has been added to provide clarity on this commitment.</p> <p>The future and operational challenges that Wiltshire Police is uncertain and the commissioner would listen to advice of his Chief Constable. As committed in the plan any increase in precept and would go into protecting local policing and the pilot to integrated neighbourhood teams, response policing and crime investigation and the focus on increasing visibility is anticipated to have positive impact on our communities.</p>
More RJ and community resolution into priority 1 alongside other aspects of community solutions	This has been amended and community remedies are mentioned in priority 1
Move local policing model to priority four to capture the focus on improving the operating model	This has been amended and local policing operating model is mentioned in priority 4
Wiltshire Youth Crime strategy and crime prevention strategy should be cited.	The Commissioner and his Police and Crime Plan set the strategic direction and objectives of all relevant strategies in policing and community safety. In this respect the chief constable is directed to develop delivery mechanisms to achieve these priorities are detailed in subsequent documents. Both the Youth and Crime Prevention Strategy for part of this operational delivery. These specific plans are in line with the strategic direction proposed in this plan.
What is a top quality service? – Does this need a definition? I think you mean as assessed by PEEL and surveys but this is not clear	The PEEL is part of the Commissioners assessment of performance. As outlined in “How will I know my Plan is working” an assessment will be made using a range of information. This provides an overview and more detailed appendices will provide further information on the specific sources of information that will be used to assess success.
‘The Chief Constable and his officers act in accordance with the Wiltshire Police’s values and behaviours’. Are these the PCC’s to plan on delivering or the CC’s, and what of the other agencies commissioned by the PCC, where	Wording has been clarified. This refers to Wiltshire Police’s own values and the PCC will hold them to account to meet these.

are their equivalents?	
The remit of the PCC in criminal justice was queried with some stakeholders claiming the plan did not go far enough to drive improvements and some that the plan was too ambitious in focusing on elements outside the PCC control.	The PCC fully understands his statutory responsibilities and remit in relation to the criminal justice system. The PCC provides a voice for the victims of crime and antisocial behaviour and will continue to advocate their experiences to partners. Having responsibility for commissioning services for victims is providing a wealth of information on the challenges victims and witnesses face in using the system and there areas they feel require improvement. The Police and Crime Plan is proposing several areas where the PCC will seek to influence and support partners through the Wiltshire Criminal Justice Board to improve and modernise the criminal justice process. This is in addition to holding the Chief Constable to account for improving the aspects within his control.
I do not see anywhere a reference to work to improve the efficiency of the Criminal Justice System in Wiltshire. This has been an ongoing theme over the past several years. Has this effort stopped?	This is reflected under priority four and focuses on driving the agenda of the WCJB and influencing the improvements across the entire system, due to the limited statutory levers. This influencing role is also fundamental to delivering priority three and ensuring victims voices are heard within the CJS context. Please see above for further comment.
Provision of a glossary would be helpful	This plan has been written for the public as its key audience. Every effort has been taken to use language that is easily understandable by people not involved in the commissioning or provision of these services. Whilst a glossary would provide detailed explanations of the mechanisms it increases the size of the document significantly. This plan will have numerous reference points if the reader requires further explanation and detail.

PRORITY 1: Preventing Crime and anti-social behaviour

Theme	Response
Enhance section on volunteering and the collective effort all partners are making to increase volunteering and engagement and capacity in	The ordering of community solutions is now first under priority 1 and volunteering language has been strengthen

communities.	
Clarification should be given to what is desired from local policing in terms of visibility or accessible or both.	The word accessible has been replaced with approachable to reflect the intended meaning under this objective.
Clarification of night time economy developments, existing initiatives and the aspiration for improving management and local economies.	Wording has been amended to reflect this comment
Change the word youth “services” to focus on engagement and amend the word “diversionary” to reflect the broader and more positive aspects of this work. This should be expanded to represent the significant role of the third sector in delivering much of this agenda.	Wording has been amended to reflect this change and reflect the diversity in provision in this area
Move sections relating to offending into Priority 1, this would also broaden out the existing focus on young people as possible offenders and reflect the broader risks across communities	Offending now part of Priority one and is more balanced across the range of offenders
Emphasis joint responsibility for reducing offending and supporting rehabilitation	Wording has been amended to reflect joint responsibilities and requirement for a joint response
Is it possible to be visible, accessible and trusted by all communities?	A police service must aspire to meet these goals and be a respected and fair body that listens and protects everyone. This is examined under the legitimacy elements of PEEL but includes not only how the police constructively work with communities, are fair in their use of powers and that the force represents the communities they service.
Significant lack of housing for young people at risk of harm and for offenders or those at risk of offending. As housing is a significant influence on supporting rehabilitation this is a strategic challenge	We have now incorporated this strategic need within the plan and will have discussions with both local authorities in how to best approach this
Adjust wording to reflect that young people and youth offenders also vulnerable and at risk of becoming victims	This has now need amended
The inclusion of Tri-force does not appear alongside the other specialist capacity and capability collaborations	Reference to Tri-force has been made
The public are unlikely to understand what restorative justice (RJ) means can we clarify this and perhaps use the term local resolution	This has been reworded as community resolution to simplify and represent the role of the community
Consider the inclusion of the RJ kite mark which is a standard for restorative justice initiatives. This would be a useful tool to increase the quality of RJ work across partnerships	Whilst we are supportive of efforts to increase the quality of RJ schemes and initiatives there is a cost implication for this quality mark. The OPCC is recruiting two posts to work with partners to

	coordinate the RJ approach in Wiltshire. We will ensure that the quality mark is explored.
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PRIORITY 2: Protect the most vulnerable in society

Theme	Response
The CC alone cannot be held to account for developing a co-ordinated system for assessing and managing vulnerability	Wording of objective amended to reflect the CC is held to account for his element but the desire is for integration and coordination.
The reference to MASH is positive however the wording needs to represent the local developments.	This section has been rewritten to include local developments and incorporate the Local Safeguarding Children Boards
Partners need to be a collective understanding of vulnerability and what this means.	This has now been rewritten to reflect this desire for a collective understanding of vulnerability
Positive that MH has been included add the MH triage service within plan	The MH triage service, both in the police control room and in Swindon has now been included within the plan alongside the other positive work under the Mental Health Concordat action plan.
Consideration to be given to include work on other areas of MH such as Autism	We agree that autism is an area that requires support. This is in addition to the range of other mental health and behavioural conditions that are important. There is an ongoing work to secure more positive treatment of people with autism. We believe that this work has been started but requires attention to implement properly. In light of comments from health and LA colleagues we will seek direction from both Local Authority and Clinical Commissioning Group Mental Health Commissioners to understand the needs of the population before highlighting a specific focus in this area.
Add wording to reflect MAPPA and other arrangements for managing high risk offenders	The concept of MAPPA has been added but in an effort to minimise jargon the Acronym has not.
Broaden hate crime paragraph to include all other types of hate crime and move to priority 3	This has been broaden and moved to priority 3 as it fits better under this priority
How does this plan want to work with schools to support the delivery of this plan	The redrafted language provided more specified inclusion including schools but also the role of safeguarding boards and

	the influence role they have.
Amend language to reflect Child Sexual Abuse including exploitation. Broaden and strengthen the section of Domestic Abuse and sexual abuse to include the broader work to address this; including perpetrator courses, MARACs, work IDVA services and refuges.	Wording has been amended and expanded wording to reflect broader work to reduce Domestic Abuse and support victims.
Enhance wording to note the importance of work in partnership with health services	The identification of health sector colleagues roles in this is valid and has been enhanced.
Amend the language to reflect troubled families agenda, the complex needs that need to be addressed	This has been amended to reflect comments
Consider the new responsibilities under the Care Act 2015 and include relevant wording to reflect this	This has been amended to reflect comments
Consider the new responsibilities for supporting those recently released from prison for Probation and CRC	This has been amended to reflect comments and as above been moved to priority 1
Include aspects of fear and perception of crime that can lead to social isolation	The introductory paragraph has been reworded to include fear of crime and impact on the vulnerable.
Emphasis the preventative work as well as the reactive work that is taking place	The order and focus of this priority has been restricted to provide a greater emphasis on preventative work.

Priority 3: Putting victims and witnesses at the heart of everything we do

Theme	Response
Include and explain the use of community triggers and how local communities can use them to ensure they can get a response from agencies and are not ignored	Community triggers have now been included.
Ensure that witnesses are included more clearly in the sections that are aiming to support both victims and witnesses	Witnesses have been enhanced in this amended sections
Are these not directing the CC in operational matters that are the CC's, not the PCC's, to worry about	This section has been reworded and rephrased to be clearer that the CC will be help to account for police elements. There is a mix of CC operational delivery and OPCC functions relating to victims and community safety services

Priority 4: Secure high quality, efficient and trusted services

Theme	Response
The inclusion of response targets does not align with the overall plan, particularly in light of the desire to move away from targets. Whilst useful as a measure of service quality the prominence in the plan seems unbalanced	The high profile response targets were given has been removed and amended with a strategic objective of efficient and effective service. The response times will still be an indicator of service performance
The content in this priority is extremely detailed and clear, but the language needs to be simplified for the public audience	Language has been simplified where possible
Consider work to develop aligned local teams through mechanisms such as shared problem profiles, joint action planning and aligning operational tasking across agencies.	This has been included within the changes in priority one
Reword statement of independent custody visiting scheme to put custody quality to the front rather than just provision of the scheme.	Amended
It appears that only the Police have had to bear the brunt of cuts and been forced to find savings	The PCC has no remit to discuss issues relevant to another organisation or the challenges they face but the discussion of austerity has been amended to include general impacts on policing.

Proposed editorial Changes

Suggested Change	Response
Clearer explanation on integrated ASB systems	Section rewritten to provide clarity
What is meant by 'Solutions'? Is not the word 'schemes' better, a solution indicates known success – perhaps that is true but I doubt it?	This instance of the work has been changed as initiatives are more reflective of the objective.
Does Wiltshire just aspire to have access to specialist teams or participate in them to ensure that access cannot be denied?	Wording amending to reflect that we have these services.
Suggest changing 'threat' to 'fear'; are you threatened by crime or do you fear it?	Agree – word has been changed
Clarify what 'predictive analysis' is	The term 'predictive analysis' has been removed and written in plain English
Include 'safeguarding' within priority two	Agree section rewritten to increase the prominence of safeguarding

Reword cyberbullying to cybercrime to reflect the broader risks	Agree wording has been changed
Reorder section priority 2.3 to have prevention statements first	This section has been reordered
Change wording for 'officers' to officers and staff receive training (MH concordat)	Amended
Can we remove the term 'SWITCH' as this is the brand of the programme and replace with the Integrated Offender Management term	This has been amended
Reword 3.2.3.4 & 3.5 to capture PCC can only influence not deliver	This has been rewritten to reflect the influencing role within the Wiltshire Criminal Justice Board
Add the word "defendants" to line about	This has been added
Add locality boards and area boards as mechanisms to listen	Added

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DOCUMENT CONTROL SHEET

Name of document:	Police and Crime Plan 2015-17 - DRAFT
Version:	2.14
Status:	DRAFT
Classification:	Protect - Policy
Owner:	Angus Macpherson
Date of this version:	27/05/2015
Produced by:	Naji Darwish
Synopsis and outcomes of consultation undertaken:	2 nd Police and Crime Plan for Wiltshire and Swindon setting the strategic direction for policing
Approved by:	PCC approved draft 2.11 for circulation CMB approved version 2.12 and formally consulted with Chief Constable
Date ratified:	Scheduled for CMB (29 th May), Wiltshire and Swindon CSP (3 rd June) and PCP (June 18 th), Criminal Justice Board (tbc)
Copyholders:	OPCC office
Next review due:	PCP meeting 18 th June and 21 June OPCC / SCT planning session
Enquiries to:	Naji.darwish@wiltshire.pcc.pnn.gov.uk

Change control from previous version:	This version now includes an introduction, updated finance information, and editorial changes
	Stakeholder development day feedback
	Wiltshire and Swindon Crime Reduction and Community Safety Board
	Both Executive Teams of local authorities
	PCP members feedback prior to PCP meeting June18th
	Wiltshire Police SCT feedback
	Communications comments
	OPCC comments

The Police and Crime Plan 2015-17

At the end of my third full year as Commissioner the challenges that policing faces are as difficult as they were in 2012, however we have a clearer understanding of what is required to meet these demands.

The emerging threats from cyber crime, serious and organised crime and child sexual abuse, coupled with clarity on the continued reduction in central Government funding, and the expanding role of Police and Crime Commissioners have led me to review my first Police and Crime Plan (2013-17).

As Police and Crime Commissioner, my role is to keep Wiltshire and Swindon safe. I make sure that the police and justice system meet the needs of Wiltshire and Swindon and that Wiltshire Police are held to account for delivering an efficient, effective and trusted service.

This plan sets the priorities to keep Wiltshire and Swindon among the safest places in the country:

- Priority 1. Prevent crime and anti-social behaviour
- Priority 2. Protect the most vulnerable in society
- Priority 3. Put victims and witnesses at the heart of everything we do
- Priority 4. Secure high quality, efficient and trusted services

I have set clear objectives for the Chief Constable and for the Office of the Police and Crime Commissioner (OPCC). These priorities and objectives have been guided by the needs of the people of Wiltshire and Swindon, input from stakeholders and our national policing obligations.

I appoint the Chief Constable, and hold him to account to deliver the police elements of this plan. To deliver the other elements we are already working with our partners. These include our local communities, Wiltshire Council, Swindon Borough Council, Wiltshire Fire and Rescue service, NHS commissioners and trusts, the National Probation Service, The Crown Prosecution Service, the court service and registered social landlords. We will continue to work together and challenge each other to improve in order to provide the best outcomes possible for our communities.

My commitments to you

In delivering this Police and Crime Plan I am committed to ensuring that

- The police and crime element of council tax remains the lowest in the South West
- Any increases in the police and crime element of council tax are dedicated to local policing
- Local policing teams are protected and service is maintained at its current level
- The Chief Constable and his officers act in accordance with the published values and behaviours:
 - Putting people first – going the extra mile
 - Acting with honesty and integrity
 - Being professional – delivering the highest possible quality of service
 - Working as a team – combining skills and efforts to share the load and achieve more
 - Taking personal responsibility

Priority 1. Prevent crime and anti-social behaviour

I want everyone in Wiltshire and Swindon to live without the fear of crime and anti-social behaviour. Everyone should be protected. I want to continue to work with communities to address the issues that affect them. If you are a victim you should have the confidence to report the crime to the police, knowing that you will be listened to, and that the crime will be properly investigated.

I will hold the Chief Constable to account to ensure that:

- 1) Initiatives are undertaken with local communities and community safety partners to prevent and reduce crime and anti-social behaviour. This work will include:
 - Working with partners to co-ordinate our approach and response to tackling anti-social behaviour and utilise appropriate powers to prevent anti-social behaviour in our communities
 - Working with partners to deliver community resolutions such as mediation, face-to-face meetings to provide early and swift justice that involve victims and the community in the justice process
 - Encouraging the active participation of the public by increasing the prominence and diversity of volunteer roles within the police including 'watch' schemes; increasing the value and engagement of special constables, volunteers and police cadets. In addition, recognising the valuable role volunteers play in supporting local communities and creating strong communities
 - Working with Wiltshire Council, Swindon Borough Council, Youth Offending Boards and third sector partners to provide a range of engagement activities for young people to support those at greatest risk of being victims or offenders
 - Working with the National Probation Service and Community Rehabilitation Company to improve the Integrated Offender Management service to reduce offending
 - Working with partners to fulfil their responsibilities to develop more effective support for offenders, including the provision of suitable housing to steer repeat offenders away from committing crime
 - Working with partners to improve the management of evening and night time economies in Swindon, Chippenham, and other larger market towns
 - Extending the community messaging scheme to increase the numbers signed up and include important messages from partners
 - Updating the Automatic Number Plate Recognition system across Wiltshire and Swindon to enhance capabilities to respond to crime
- 2) Wiltshire Police is visible, approachable and trusted in all communities, meaning that:
 - All communities have local policing teams with a named senior police officer who is known in their area and responsible for local policing
 - Mobile technology is used effectively, allowing officers and staff to work flexibly in our communities by December 2015
 - Communities can trust that crimes that are reported are recorded appropriately
- 3) Wiltshire Police has specialist teams to deal with organised crime, high tech crime, major incidents and national threats. These teams include:
 - The South West Regional Organised Crime Unit which covers Wiltshire and Swindon
 - The Major Crime Investigation Team which covers Wiltshire, Avon and Somerset and in the future Gloucestershire police forces.
 - Tri-force services for firearms, roads policing and dog teams

Priority 2. Protect the most vulnerable in society

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

I will hold the Chief Constable to account to work with our partners to:

- 1) Develop a co-ordinated system for assessing and managing vulnerability, safeguarding and repeat victimisation. This will involve:
 - Developing a shared understanding of vulnerability and referral pathways with partners
 - Implementing tools that can identify vulnerability to better direct resources and improve the service to vulnerable people
 - Working with both Wiltshire and Swindon Local Safeguarding Children Boards (LSCBs) to develop flexible local models for the Multi Agency Safeguarding Hubs (MASH); where social workers, police, health professionals and others share information and work together to safeguard children from harm
 - Working with both Wiltshire and Swindon Local Safeguarding Adults Boards (LSABs) to deliver obligations under the Care Act 2015 to safeguard and protect vulnerable adults and explore opportunities to develop a MASH model for vulnerable adults
- 2) Protect and provide support to vulnerable people and prevent them from becoming victims of crime and anti-social behaviour. This will include:
 - Ensuring officers and staff offer crime prevention advice to communities and provide crime prevention measures to the most the vulnerable
 - Working with partners and the troubled families projects to identify and provide co-ordinated support to those individuals and families with complex needs
 - Protecting high risk victims of domestic abuse by bringing police, local authorities, health professionals, domestic abuse support services and others together to share information, identify risks and co-ordinate responses
 - Implementing the Mental Health Concordat with partners in health and local authorities to ensure those in mental health crisis are supported appropriately
 - Working with health partners to pilot access to mental health triage support for police to help those in mental health crisis
 - Commissioning with both Wiltshire and Swindon Councils drug and alcohol services to reduce harm caused by alcohol and substance misuse and increase those in treatment
- 3) Protect children and young people at risk of sexual abuse and exploitation, working with Wiltshire Council and Swindon Borough Council's children's services. This work will involve:
 - Providing identification and prevention for victims, increased training and awareness for staff and specialist services to support victims of sexual abuse
 - Working with schools, LSCBs, third sector agencies, Youth Parliament and others to raise awareness of cyber crime and sexual abuse to keep young people safe

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

Victims of crime have been through a challenging and sometimes traumatic experience. They should be supported to cope with what has happened and to recover as far as possible from their experience. Giving evidence as a witness can be equally challenging and traumatic but is vital in helping to deliver justice. At all stages, from reporting an incident, through the justice system, to the point of recovery, victims and witnesses must be the central focus of Wiltshire Police and partner agencies.

As Commissioner I am taking the following steps to support victims and witnesses:

- 1) Ensuring high quality services to help victims of crime and anti-social behaviour by:
 - Commissioning the new Horizon Victim and Witness Care to provide a single point of contact for victims. Working alongside the police, Horizon will support, sign-post to appropriate services and guide victims and witnesses on their journey through the criminal justice system
 - Commissioning additional services to provide practical and emotional support for victims who require help to deal with the impact of crime
 - Analysing victim experiences to help improve services and provide innovative schemes which will reduce repeat victimisation and the impact of crime
 - Supporting witnesses by working with Citizens' Advice Bureau witness care staff who can arrange court visits and support victims and witnesses in their appearance at court
 - Working with Wiltshire Council and Swindon Borough Council to commission specialist support services for victims of domestic abuse including independent domestic abuse advisors; practical and emotional support that reduces risk
 - Ensuring there are appropriate support services for victims of hate crime
 - Increasing awareness of the community trigger that enables local communities to ensure that persistent anti-social behaviour is dealt with appropriately
- 2) Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system by:
 - Delivering the Victims' Code of Practice 2013, the Right to Review, EU Directive and the Witness Charter
 - Working together to adopt a culture of collective responsibility and ownership for the entire victim journey and the performance of the entire system
 - Working to ensure that trials are effective and not failing to proceed due to lack of time, failure to attend court etc, as these unfairly impact on victims, witnesses and defendants
 - Supporting the improvement of court facilities to protect victims, such as giving evidence by video link and separate waiting areas
- 3) The Chief Constable will be held to account to ensure that the police listen to, support and protect victims by:
 - Keeping victims and witnesses informed on the progress of investigations through face-to-face meetings, phone calls, letters and emails
 - Developing the vulnerable victim suites which enable victims to talk to police and criminal justice services in a comfortable and supportive environment

Priority 4. Secure high quality, efficient and trusted services

Police and criminal justice services should be accessible to everyone, be professional and of the highest standard. In emergencies, the right response must be provided swiftly. Communities should feel confident that the police will listen to their concerns and confident that the courts will provide effective justice for all. When individuals feel this has not been the case, they will have access to a clear, impartial and rigorous complaints process.

I will hold the Chief Constable to account for:

- 1) Delivering a high quality police service that is accessible to communities by ensuring that:
 - Calls to the police are answered efficiently and responded to effectively
 - Local communities are very satisfied with the service they receive from the police
 - Wiltshire Police has a diverse and empowered workforce that reflects its values and behaviours
- 2) Delivering a police service that is highly efficient and embraces innovation and technology. This means that Wiltshire Police:
 - Achieve a minimum rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in its Police Effectiveness, Efficiency and Legitimacy (PEEL) programme
 - Deliver a financial strategy that meets the government austerity requirements (est. at least £3 Million per year)
 - Commence by September 2015 a pilot that creates a single local policing, response and investigations team. This will provide one team with the responsibility for all aspects of an investigation. Learning from this pilot is anticipated to be evaluated by April 2016.
 - Will develop and implement a Strategic Alliance between Avon & Somerset and Wiltshire Constabularies and the respective Police and Crime Commissioners
 - Have co-located reception services with partners by December 2015
 - Complete and consult with stakeholders on the findings and proposals for custody facilities by November 2015
 - Will share office accommodation in Trowbridge, Salisbury, Chippenham and Swindon with local authorities
 - Move into shared facilities with Wiltshire Council in Tisbury and Melksham
 - Implement a digital evidence management and interviewing system by April 2016
 - Ensure that every neighbourhood policing team is accessible to the public in a range of locations in the community; where possible working alongside partners
 - Will increase the range of online services including crime reporting, virtual front counters and licence applications in line with a digital strategy

As Commissioner, I will:

- 3) Work with WCJB members to modernise the courts and justice system, meaning that we will:
 - Enable and empower more police-led prosecutions for less serious offences
 - Reduce the delays to planned court dates and adjournments that waste time, resources and let victims and witnesses down
- 4) Have a police service that is trusted, professional and respectful to the public by:
 - Implementing Home Office proposals to transfer police complaints to the OPCC
 - Providing an independent appeals process for complainants
 - Independently scrutinise custody conditions through the independent custody visiting scheme

Partnerships

Working with partners is crucial to delivering this plan and developing more holistic solutions and efficient services. I will play an active role in the numerous partnerships that exist in Wiltshire and Swindon and will work alongside our partners to deliver improvements in our communities. I want collaborating with partners to become the way we work as this is the best way of making our communities safer.

The Community Safety Partnerships in Wiltshire and Swindon involve a wide range of partners who provide co-ordination to reduce crime and anti-social behaviour. I receive their annual assessment of crime and anti-social behaviour and I considered this assessment as part of the development of this plan.

The Wiltshire Criminal Justice Board is responsible for improving and co-ordinating the criminal justice system. Its members are the HM Courts & Tribunals Service, Crown Prosecution Service, Wiltshire Police, HM Prison Service, National Probation Service, Youth Offending Teams and the Community Rehabilitation Company.

Local Safeguarding Children Boards and Local Safeguarding Adults Boards ensure public agencies are protecting the most vulnerable people in our society. I will ensure that Wiltshire Police are engaged in these boards and work to ensure that safeguarding is fundamental to delivering policing.

A range of other partnerships exist and have an important role to play in delivering specific elements of this plan. I will influence and support these partnerships such as the Health and Wellbeing Boards, Public Service Leaders Boards and others to align our strategies and mutually assist in their delivery.

Strategic alliance with Avon & Somerset Constabulary

In March 2015, I signed an agreement to form a strategic alliance between Wiltshire Police and Avon & Somerset Constabulary, as other forces have done across the country. This will help secure significant savings over the next five years and reduce the impact of budget cuts on frontline policing.

The alliance will help to preserve an efficient, effective and trusted police force for the people of Bristol, Somerset and Wiltshire. The risks that austerity places on frontline policing mean that not exploring savings through this alliance would be a missed opportunity.

This strategic alliance will not diminish the Wiltshire voice in how Wiltshire is policed. As PCC I will continue to hold the Chief Constable to account for delivering a visible, trusted and local policing service. Its focus will continue to be to deliver my Police and Crime plan underpinned by a visible and effective local police service.

Our resources

As Commissioner I set the budget given to the Chief Constable to deliver policing. I also provide funds for the services commissioned on my behalf by the OPCC.

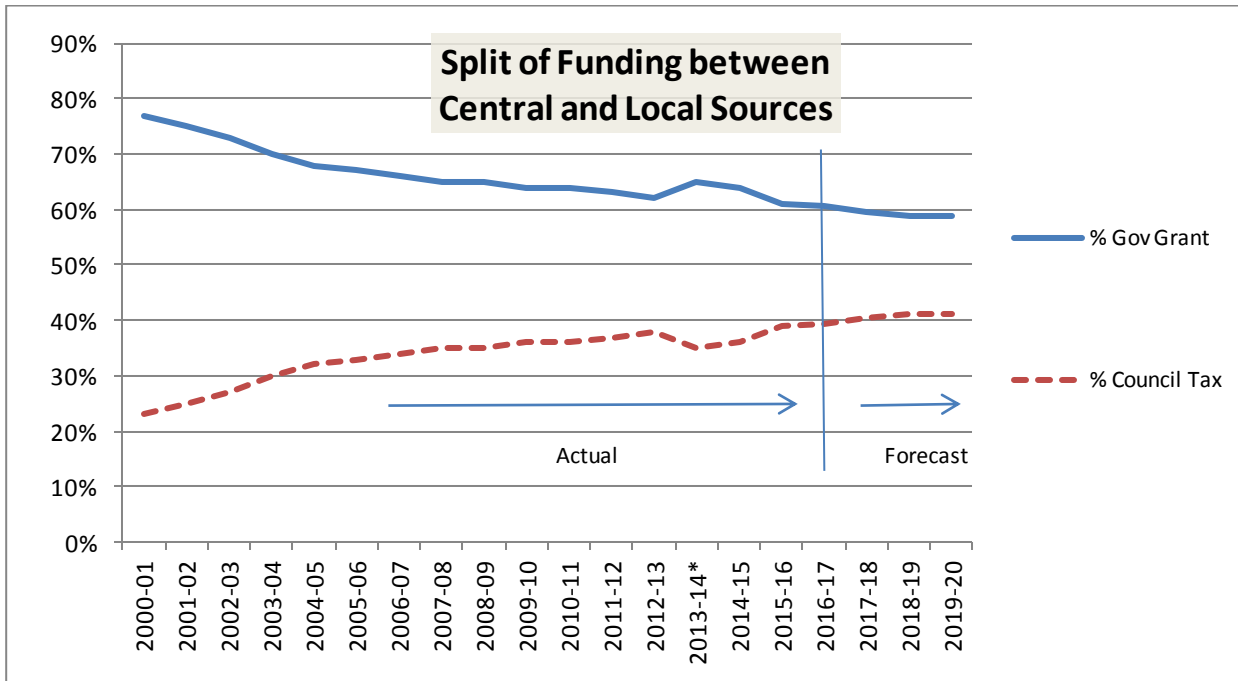
I have made a commitment that the police and crime element of council tax will remain the lowest in the South West. As shown in the two scenarios below, any future decision to increase the police and crime element of the council tax precept would reduce the funding gap due to central government funding reductions. However a minimum of £10million in savings will need to be found in the next three years. To protect the services you value I have committed that any precept rises will be dedicated to local policing, enabling the protection of local policing teams.

Total income and allocation of funding based on 0% police and crime precept increase

	2015/16	2016/17	2017/18
Income	<i>£million</i>		
Main police grant	37.700	36.267	35.034
Dept. Communities and Local Government	20.801	20.011	19.330
Other central funding (freeze & localisation grant)	5.235	5.235	5.235
Police and crime precept – 0%	39.110	39.501	39.896
Other income	0.860	0.823	0.632
Total Income available to PCC	103.956	101.837	100.127
Central funding reduction		-3.5%	-3.1%
Reduction in total funds available		-2 %	-1.7%
Allocation			
OPCC office costs	0.700	0.686	0.674
OPCC – capital contribution	0.729	0.714	0.702
OPCC external funding allocation	1.004	1.004	1.004
OPCC – Chief Constable allocation	101.523	99.434	97.748
Total allocation	103.956	101.837	100.128

Total income and allocation of funding based on 2% police and crime precept increase

	2015/16	2016/17	2017/18
Income	<i>£million</i>		
Main police grant	37.700	36.267	35.034
Dept. Communities and Local Government	20.801	20.011	19.330
Other central funding (freeze & localisation grant)	5.235	5.235	5.235
Police and crime precept – 2 % rise	39.110	40.251	41.426
Other income	0.860	0.823	0.632
Total Income available to PCC	103.706	102.588	101.658
Central funding reduction		-3.5%	-3.1%
Reduction in total funds available		-1.3%	-0.9%
Allocation			
OPCC office costs	0.700	0.691	0.684
OPCC – capital contribution	0.729	0.719	0.713
OPCC external funding allocation	1.004	1.004	1.004
OPCC – Chief Constable allocation	101.523	100.174	99.257
Total allocation	103.956	102.588	101.658



As reductions in central Government funding continue, so too does the challenge of how best to deal with those savings. As well as looking at the precept I am driving efficiency within Wiltshire Police. Despite this the financial challenges we face mean that we must continue to innovate and transform policing to protect front line services. Many of these objectives are highlighted on page six of this plan.

For more detailed financial information please refer to the medium term financial plan.

Grants and commissioning

As well as commissioning services for victims and witnesses I shall continue to commission specific services to deliver this Police and Crime Plan. My approach to commissioning is outlined in greater detail in the OPCC commissioning and grants strategy which will be published in summer 2015.

The OPCC is working to become an effective commissioner delivering the best outcomes in the most efficient, effective and sustainable way.

The breakdown of how I have allocated my commissioning fund for 2015/16 is shown on my website at [INSERT LINK](#)

How I will know my plan is working

Over the last six months, I have reviewed the approach to targets and the negative behaviours that targets can create. I want to ensure that the Chief Constable and the men and women he leads focus on the quality of service delivered to the public rather than often meaningless targets.

No one measure will provide an answer to how well the police and the criminal justice service are doing. I will judge the delivery of this plan and the quality of the police and will be held to account by the people of Wiltshire and Swindon.

I will be robust, challenging and holistic in my assessment of performance and police quality. This will be analysed through measures, external inspections and scrutiny by HMIC, reviews and by listening to what you are telling me about your experiences. It is ultimately using this information that will enable me to assess how well Wiltshire Police is delivering services that matter and protect the public.

In my annual report I will publish my assessment of each priority and the overall delivery of this plan. I will also outline additional actions I have taken, or asked the Chief Constable to take, to maintain the delivery.

I have established a framework of topics to determine success. Whilst not exclusive it will include the following questions:

- How effective are Wiltshire Police in preventing crime and anti-social behaviour?
- Is the investigation of crime and the management of offenders effective?
- Is Wiltshire Police effective with others at protecting the vulnerable and supporting victims?
- Is Wiltshire Police a financially sound, efficient and effective police force?
- Does Wiltshire Police build positive and constructive relationships with all communities in Wiltshire and Swindon?
- How well is the Force modernising and how successful is it in implementing technology?
- Is the leadership of Wiltshire Police effective in delivering a sustainable, effective and respected police force that is meeting the objectives of this plan and protecting the public?
- What do local communities, victims, staff and Police and Crime Panel members and others tell me about the police and the service received?

To help answer those questions I will examine multiple sources of information that capture:

- **Volume** - Crime levels, trends, patterns, staff numbers, court information, financial statements
- **Responsiveness** – Response times, customer standards, local resolution measures, successful delivery of initiatives
- **Quality** – Victim insight, satisfaction levels, visibility, police confidence, complaint levels, internal audits, HMIC inspections, staff surveys

Wiltshire and Swindon Police and Crime Panel

The Wiltshire and Swindon Police and Crime Panel scrutinises my performance as Commissioner and the work of my office. The panel supports me by examining key areas of work and providing valuable insight and recommendations. I welcome and support the Panel in this work and its consistent support in identifying improvements to deliver this plan.

Listening to your voice

I will continue to talk to and listen to individuals and communities across Wiltshire and Swindon in a variety of ways. I will continue to meet shoppers at market day events, attend local community events, listen to locality and area boards and be a visible figure in the community. I will continue to meet people who use our services to discuss their experiences and seek to make improvements.

I will also conduct a series of surveys, research and consultations to provide robust information from across the area about specific issues such as police visibility and satisfaction with services as well as with communities across Wiltshire and Swindon such as young people, people living in rural areas and older people.

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For further information on this plan and the work of the Wiltshire Police and Crime Commissioner please go to www.wiltshire-pcc.gov.uk/Home.aspx

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Wiltshire Police and Crime Panel

18 June 2015

Task Group update

Police Performance Review Working Group

1. Terms of reference:
 - a) To monitor implementation of the Police's performance culture review on the Police and Crime Panel's behalf, reporting back to the Panel as appropriate.
 - b) To provide constructive input on the Police performance culture review to the Police and Crime Commissioner as appropriate.
 - c) To work with the Police and Crime Commissioner to agree a performance reporting mechanism that enables the Panel to effectively monitor delivery of the Police and Crime Plan. This mechanism should emphasise contributing to a culture of achieving positive outcomes, rather than a culture of perverse incentives.
2. The Panel received an interim report from the working group at its 5 March 2015 meeting and agreed a number of amendments to the quarterly performance report currently provided to the Panel, including:
 - (a) To remove the previous format's performance thresholds and RAG-ratings
 - (b) To continue to include a range of performance data
 - (c) To address any areas of performance that, for that period,
 - (i) Have shown a significant change;
 - (ii) Are of particular concern to the Commissioner;
 - (iii) Are an area of excellent work or progress; or
 - (iv) Are prominent in the local or national media.
 - (d) Each performance report to focus on a group of objectives in the Police and Crime Plan
 - (e) To adopt the following structure for reporting progress:

Police and Crime Plan Objective X

 - (i) Latest performance information
 - (ii) Commentary and context
 - (iii) What the Commissioner is doing, or will do, in relation to this area, including any relevant recent decisions taken.

3. The Working Group then met on 14 May and 3 June to discuss remaining decisions regarding the performance reports. In summary, these included:
 - Which key performance indicators should be included in every performance report to reflect the objectives in the new Police and Crime Plan. Members submitted comments on the indicators proposed to the report authors for further consideration.
 - Whether historic or trend data should be included as standard against each of the key performance indicators. Officers would take members' comments away for further discussion.
 - How the objectives in the new Police and Crime Plan should be grouped together for 'deep dive' focus at scheduled points throughout the year.
 - Officers were asked to suggest a list of 'deep-dive' questions that Panel members might ask to explore and challenge the more narrative style of performance reports to be produced.
4. The first complete performance report in the new format will be provided for the Panel's 3 September 2015 meeting and this will be discussed with the working group in advance.

Strategic Alliance Task Group (to be agreed)

5. At the Panel's March meeting the Commissioner provided an update on the development of a Strategic Alliance between the Wiltshire and Avon & Somerset Constabularies. It was reported that the Commissioner, together with his counterpart for Avon & Somerset, Ms Sue Mountstevens, had met in early February to start the process of developing work streams. They were due to meet again on 18 March to start discussing head of terms and ways of working.
6. There was much work to undertake including the development of a set of strategic principles and a design brief based on the national government system with two Police & Crime Commissioners, two Chief Constables together with a board to include Heads of Operations, two Chief Executives and two Chief Finance Officers. A timetable would need to be worked out for the undertaking and completion of all this work. It was not expected that there would be more to report until the early Summer when it was to be hoped that the design briefs and communications strategy would have been completed.
7. The Chairman of the Panel has subsequently met with the Commissioner to discuss how the Panel can best contribute to the development of the Alliance. The Chairman suggests that meetings of the full Panel may not be the best forum for members to understand the details and undertake the Panel's supporting role. The Chairman will therefore propose the formation of a dedicated task group for this purpose.

8. The task group's terms of reference to be agreed following initial meetings, but key areas might include:
 - a) To what extent local policing and a county force identity will be retained
 - b) How it will be demonstrated to the people of Wiltshire and Swindon that the strategic alliance represents value for money and that it will deliver the savings required to ensure the continuity of strong local policing
 - c) How it will be ensured that Wiltshire's voice (as the smaller Force) is heard in the development of the Alliance
9. Members are invited to express an interest in participating in this task group's work.

Proposal

10. To note the update of task group activity provided.
11. To consider establishing a task group to support the delivery of the strategic alliance between the Wiltshire and Avon & Somerset constabularies.

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POLICE AND CRIME PANEL 18th June 2015

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 5th March 2015. I write a weekly blog which provides a brief overview for the public of what I have been up to. This is published on my website (www.wiltshire-pcc.gov.uk) and the content of these blogs is copied below for the Panel's information.

WHO CARES FOR THE HOMELESS (PART 2)

Posted: Wednesday 25th February 2015

Monday 16 February

At area boards across the county I often meet Mike Franklin who is Partnership and Community Engagement Manager for Wiltshire at Wiltshire Fire and Rescue Service. Mike came to see me about Community Mes saging and how the fire service could join the scheme. This is a very timely approach as we have just finished the roll-out across Swindon and the county. In addition to the fire service I look forward to other partner agencies signing up, but we are not going to rush things, it is better to build slowly and learn from our experiences. I gather there are now about 5,000 members of the scheme, and we will shortly be transferring Horse Watch and Farm Watch to the scheme. If you would like to sign up, you can get more information [here](#).

In order that I can drive a pool car I have to take a Force driving test. Well, I took the test this morning ... and passed. I have lost a couple of categories from my licence which seems to be more to do with my age and legislation than my illness last year. But, to be frank, I don't want to drive a bus or lorry, so that's ok ...

In the afternoon the Chief Executive and I went to the Headquarters of [Avon and Somerset Constabulary](#) for a meeting about our proposed strategic alliance. Progress continues at a reasonable pace. I suppose the priority at present is about defining how the alliance will work. I'm keen that no one spends time on aspects which my opposite number, Sue Mountstevens, or I do not wish to include in the arrangement.

Tuesday 17 February

In the morning I joined the judging panel for the [Pride of Swindon Awards](#). It's a privilege to be involved and you do find some heart warming stories within the nominations. We were looking to give six team awards and 12 individual awards. The presentations are to be made on March 19 at Steam in Swindon

Following the judging I met the manager and one of the trustees of [The Clivey & Twist](#), a charity which operates to support young people in the Pinehurst area of Swindon. They gave me a good briefing about what they are doing and the challenges ahead.

I then went to the Arc Theatre at Wiltshire College in Trowbridge where the charity Splitz Support Service was holding an open day. The theme was "Respectful and Healthy Relationships". The presentation included a performance by the Loudmouth drama group. It was a show for young people which explored the signs of an abusive relationship. I'm very pleased to have been able to sponsor the TeenzTalk conference, not least because it gave me time to consider the problems and challenges of delivery of Personal Social and Health Education (PSHE) in our schools. I wonder if the members of the Youth Parliament could help me to do some work to find out exactly what is delivered in our schools and colleges?



Angus with the Splitz team

Back to the office for a performance briefing and an update on Horizon Victim and Witness Care which is due to be launched in March with funding by my office.

Wednesday 18 February

The day began with one of my regular meetings with the leaders of Swindon and Wiltshire councils. I was able to discuss the recent Swindon Advertiser article, [Officers are urged to police parking](#), with the leaders. The story said that Swindon Council intended to continue pressuring Wiltshire Police to give PCSOs the power to issue parking fines. Having done some research in the minutes of locality meetings, parking around schools (mentioned in the newspaper report) has not been identified as a priority by the public.

We have signed up to support the National Driver Offender Retraining Scheme (NDORS) which I think all forces will support. This will give us the option to offer [speed awareness courses](#) in the county again.

Thursday 19 February

I spent the morning in Devizes Market with the Neighbourhood Policing Team. It was a chance to engage with the public and to promote Community Messaging. The weather was pretty bad and, because this is half term week, the market was quieter than normal. That said, I had a number of conversations with passers-by, including one person who came up to ask me to thank an officer for the way he dealt with his son during an interview. This was very pleasing. Some people seem quick to criticise and very slow to praise. .



Angus at Devizes market

The afternoon was spent in the office, before going out with the Filling Station for the evening. Operating from a car park in the centre of Swindon, the Filling Station supports the homeless with soup and hot dogs “to go” and a supply of tinned food, toiletries and clothes.

Just like this morning it was raining hard and the outreach workers pointed out a chap in a wheelchair who had come to their attention during the day. He had been to hospital but been discharged. I established that he was not from Swindon and was homeless. Calls to the two direct access hostels established that they were full. What to do? This man was a wheelchair user, about 60 years old, soaked from the rain and incontinent. The outreach workers had tried to get him a place, but had been unsuccessful. Could I help?

As you will have gathered, it was a filthy night and not one I would leave my dog out in, let alone a person. The last resort is the police control centre. I phoned and was advised to take him to Booth House, the Salvation Army’s homeless hostel, where I thought he would be met by someone from the borough council and assessed. Two hours later I heard from the outreach workers that there was no help for him and they had placed him undercover in a car park, with several blankets to keep the worst of the cold at bay, although he was soaked to the skin. Blog readers will know of a similar concern I had [a few weeks ago](#) about a homeless man having to kip down in a car park. But the chap in the wheelchair was even more vulnerable and the weather was worse and yet there was no provision, no intervention, no support available. I have a seat on the Health and Wellbeing Board of Swindon, so perhaps taking this sad story to the next board meeting may prompt a positive outcome. We’ll see ...

Friday 20 February

Had a virtual meeting with the Head of Business and People Development via the computer before heading off to the cardiology department at Great Western Hospital to have my technology checked. All well, just a small setting to be changed next week, and one less pill each day.

In the evening I attended the annual meeting of Salisbury Conservative Association. The talk was dominated by the General Election, but there was support for the new policing model in Salisbury based in the city centre. Some concerns were expressed over the delay in providing custody for the south of the county, but generally good feedback.

Posted: Friday 6th March 2015

Monday 23 February

First meeting of the week was with the performance team and I was given an introduction to Quick View. This is the new tool which gives inspectors and sergeants an overview of crime in their area. It identifies activities which are abnormal as well as showing trends that have developed over time. Just like its predecessor program, it will take time to fully understand the data and this is something I will look at over coming weeks.

In the afternoon, I walked in to Devizes to authorise payments to be made by the Community Foundation before returning to Headquarters for a review of the risk register, which I maintain and which highlights the risks facing my office. It is reviewed by the Police and Crime Panel.

This was followed by a briefing about our green agenda in preparation for a meeting with Wiltshire Council tomorrow. Finally, a briefing from finance which looked at the budget for this year and future years.

Tuesday 24 February

There was a royal visit to the county today with the Duchess of Cornwall coming to Dents glove factory in Warminster. I'm pleased to have been invited along with my wife Sara Jane to greet Her Royal Highness on her arrival. Dents, one of the few companies making gloves in the UK, was founded in 1777.

Fairly recently it moved to new premises, which includes a well-stocked factory shop, museum and archive. The company has close links with the Worshipful Company of Glovers, www.thegloverscompany.org. Her Royal Highness presented an impressive number of service awards to employees, several having worked there for more than 50 years.

Later the Duchess went to Devizes to visit to Community First, but Sara Jane and I stayed to tour the museum. A display had been put together of (you guessed) gloves, including those of Queen Elizabeth the First and Lord Nelson. The display shows the development of gloves over the years and it was fascinating to be shown round by the archivist. Then back to reality with a meeting at County Hall to talk about energy usage, costs and use of renewable energy. A lot of the energy cost borne by Wiltshire Council is used in education so I plan to show off the initiatives that have been installed at Dauntsey's School where I am governor.



Angus and wife Sara Jane meeting the Duchess of Cornwall

In the afternoon, I received a text from one of the outreach workers who have been supporting the chap I encountered at the Filling Station last Thursday. This man was a wheelchair user, about 60 years old and homeless. When I met him he was soaked from the rain and incontinent. They took him from Swindon to Chippenham. I questioned why he was being moved away from Swindon. Apparently he has local connection in Wiltshire which he doesn't have in Swindon. He will be put into respite care and assessed over the next couple of days. This is good news and I hope to keep in touch with the case.

Wednesday 25 February

I had a quick trip to Great Western Hospital in the morning for a small adjustment to my heart pacemaker before driving to Devizes for a meeting with the Community Foundation to discuss the policies for grant giving and the needs of

Wiltshire. I refer readers to the report called 'Wiltshire Uncovered' which gives data about the needs in Wiltshire and will be used in assessing need, both by the charity but also by the councils.
(https://wiltshirecf.org.uk/sites/default/files/0210_WCF_MainReport_FINAL%20PDF%20SP.pdf)

Next week there is a meeting of the Police and Crime Panel, so I spoke to the chairman and went through the agenda to make sure we are ready.

Thursday 26 February

I recorded an interview with BBC Wiltshire for the Sunday Wild about Wiltshire programme. They spoke to a victim of crime near Chippenham who expressed concerns regarding rural crime. Wiltshire is a rural county. Almost 94 per cent of the land is classified as green space, compared to 89 per cent in the South West and 87 per cent in England as a whole. We need to define what we mean by rural crime and we are currently creating a definition but all our officers need to be able to deal with thefts wherever they happen. We have officers who can deal with more specialist crimes, such as wildlife crime as they have had specialist training and they are there to support our neighbourhood officers.

Having done the interview I attended a governors meeting at Dauntsey's School. In the afternoon, I had a briefing on the commissioning of services for victims and a briefing from Superintendent Marion Deegan. Her portfolio area includes a variety of topics such as licensing, Community Speed Watch, crime prevention, specials, volunteers, cadets and mental health.

In fact, her portfolio covers an array of topics which I mention in my Police and Crime Plan, so she is able to give me a good update on their progress.

Cadets are an area which I will need to speak to the Chief about. I want to check that there are resources available for the scheme to grow into the new academic year.

Potentially Specials have a role to play. Scott Bateman has been successful in becoming the Strategic Special Superintendent. His role is to drive the strategic business of the Special Constabulary, working alongside the Superintendent for Crime Prevention, and to provide Special Constabulary support to identified force priorities.

Friday 27 February

Horizon Victim and Witness unit will be opened by the Chief, Baroness Newlove, the Victims Commissioner, and me on 24 March. Staff have been training hard for some weeks and are being put to the test through role play.

My office got involved and played victims which the new team had to engage with. I was Albert Satsuma, the victim of hate crime, the result of which was the burning of his shop at night. At 11am I received a call from the Horizon unit. I must admit they did very well, both in supporting me and informing me of the updates in my case.

In the evening, I was invited to Hardenhuish School in Chippenham by Keiren Mulvaney, who is a member of the Youth Parliament for North Wiltshire. Kieran and fellow students have been promoting awareness of mental health issues amongst young people.

To explain the event I quote his invitation: " Last summer I set up a campaign called 'Let's Think About It!'. I took it to a group called FIXERS who have helped me to expand my campaign; we have since made a brand new short film and gathered a group of over 20 committed and hardworking young people aged 14-17.

"Together we plan to launch our brand new campaign video and we would very much like you to be a part of that. The campaign looks to reduce the stigma that comes attached to mental health issues such as, depression, bipolar and self-harm/injury. One in four people will suffer from a mental health at a young age. It is imperative for it to become common knowledge that mental health is just as serious as regular health".



Angus with the students from Hardenhuish School

The evening was very informative and the young people did an excellent job. I hope they can find the funding to expand their campaign and I also hope that they can present to both Wiltshire and Swindon Health and Wellbeing Boards. They certainly deserve the opportunity. Here is their powerful video they produced <http://lets-think.org.uk/>

ILLEGAL RAVE COULD HAVE PUT REVELLERS AT RISK

Posted: Thursday 12th March 2015

Monday 2 March

Over the weekend an illegal rave was held in Swindon. It was interesting to me that some of those interviewed by the media thought that the use of the building was justified. There were comments like "it wasn't being used" or "it doesn't belong to anyone". I understand that the police were as concerned that the venue was at risk of being dangerously overcrowded therefore they had to stop people entering the building.

With revellers coming from all over the country, their disappointment at not getting in flared to violence. Four officers, two of whom were volunteer specials, were injured. The police in Wiltshire put a lot of work into enabling large events to be held safely and a great deal of planning goes into events such as the Summer Solstice. All to make events safe for those attending.

The plan, even with no warning of the event, was well executed and the situation contained. In the fullness of time I look forward to hearing the true cost to our community.

Monday, as regular readers are aware, is a briefing day. Today I had a briefing on Freedom of Information requests, the Police and Crime Panel meeting and performance. This was followed by the Commissioner's Monitoring Board in the afternoon. The agenda covered staff pay, the budget for next year, progress on the budget control for this year as well as procurement of health care and the forensic examination service.

I also received updates on the Strategic Alliance with Avon & Somerset Constabulary, Regional Programme Board, the progress on the custody review and our Multi Agency Safeguarding Hub (MASH) provision in the county. Other business covered police integrity, the South west Police Procurement Department, my Commissioning Fund for next year and the Vehicle Recovery Scheme which is due for review. The senior management team also briefed me on the Swindon rave, which was timed well ahead of an interview with the press towards the end of the day

Tuesday 3 March

Working from home in the morning, using the same technology that our staff and officers are using all around the county, before catching a train to London where I'm attending the 40th anniversary of the founding of the Wiltshire Community Foundation. The reception, hosted by MP Robert Buckland, was on the terrace of the House of Commons and it was good to see so many people from Wiltshire. There were people who supported the Foundation and those who were supported by it.

We now have an endowment of around £18m and give grants of around £800,000 a year to support people in Wiltshire. The need was recently reviewed and can be read at https://wiltshirecf.org.uk/sites/default/files/0210_WCF_MainReport_FINAL%20PDF%20SP.pdf It was a very enjoyable evening. I met a lot of people and I think this demonstrates how successful the Community Foundation has been.

Wednesday 4 March

Back to Wiltshire and a meeting with Lady Gooch. She will be installed as High Sheriff of Wiltshire in a few weeks time and she came to see me about child sexual exploitation and domestic abuse in the county. I'm sure that this will be a theme which she will be able to support during her year of office.

In the afternoon, I attended an event in Trowbridge called "I am Wiltshire". This was arranged by Develop and was about promoting equality in our country whether that be about ethnicity, diversity or faith. There were a number of

recommendations within the Develop report and I hope we can take some forward through the constabulary or my office. It was a good conference and I took away a couple of thoughts concerning hate crime which I will pursue.

Thursday 5 March

Having briefed myself for a meeting with a complainant I was disappointed when the arranged hour passed before the office received a message to say that the person concerned was unable to keep the appointment.

I joined a project board meeting on the Systems Thinking Operational Policing (STOP) project. This is a new model for local policing which is being trialled in the west of the county. I'm impressed by the way in which the project is being monitored and how it is bringing much of the system thinking reviews to reality. I'm also pleased that the project is being run with a degree of control models which will enable success.

In the afternoon, I attended the Police and Crime Panel. This time it was held in Chippenham. A presentation was given introducing Horizon Victim and Witness Care unit which formally opens on 1 April. The standing agenda of my diary, performance and current issues and the Strategic Alliance were covered.

In the evening, I attended the Filling Station homeless charity. It was interesting to meet one of the Wiltshire Council housing Officers Monkton Park before the panel meeting. He has been involved with the person we picked up at the Filling Station last week. Outreach workers took him to Chippenham and he has been found accommodation by Wiltshire Council. At least he is housed at present.

Saturday 7 March

As regular readers of my blog know, I am governor of Dauntsey's School in West Lavington in my spare time. William Dauntsey was a West Lavington lad who, like Dick Whittington, made his fortune in London and became Master of the Mercers' Company. In his will of 1542 he made provision for the foundation and maintenance of a school at West Lavington, of which the Mercers' Company were to be trustees. The original school was near the church, but in the late 19th Century, following a dispute between some villagers and the company, a new school was built elsewhere in West Lavington. Each year the school remembers its founder and other benefactors who have supported it since. This year the guest preacher was the Very Reverend June Osborn, Dean of Salisbury Cathedral."

Salisbury Cathedral is in the news because of the 800th anniversary of the Magna Carta.

Magna Carta is famous as a symbol of justice, fairness, and human rights. For centuries it has inspired and encouraged movements for freedom and constitutional government in Britain and around the world. But when it was issued by England's King John in June 1215 it was an attempt to prevent a civil war between the king and his powerful barons.

Magna Carta means simply 'great charter'. A charter is a legal document issued by the king or queen which guarantees certain rights. This charter has over 60 clauses, covering many areas of the nation's life, including the right to a fair trial. It is one of several copies written immediately after King John agreed peace terms with his barons at Runnymede, which were sent around the country as evidence of the king's decision.

Salisbury Cathedral's copy is one of four which survive from this original issue. Many people will be visiting the special exhibitions to mark the anniversary.

Because the Magna Carta helped to shape the system of justice which we live by today, I thought it would be interesting to end my blog this week with some short extracts from the historic charter:

Ordinary lawsuits shall not follow the royal court around, but shall be held in a fixed place. Inquests of novel disseisin, mort d'ancestor, and darrein presentment shall be taken only in their proper county court. We ourselves, or in our absence abroad our chief justice, will send two justices to each county four times a year, and these justices, with four knights of the county elected by the county itself, shall hold the assizes in the county court, on the day and in the place where the court meets. If any assizes cannot be taken on the day of the county court, as many knights and freeholders shall afterwards remain behind, of those who have attended the court, as will suffice for the administration of justice, having regard to the volume of business to be done. For a trivial offence, a free man shall be fined only in proportion to the degree of his offence, and for a serious offence correspondingly, but not so heavily as to deprive him of his livelihood. In the same way, a merchant shall be spared his merchandise, and a villein the implements of his husbandry, if they fall upon the mercy of a royal court. None of these fines shall be imposed except by the assessment on oath of reputable men of the neighbourhood. In future no official shall place a man on trial upon his own unsupported statement, without producing credible witnesses to the truth of it. + No free man shall be seized or imprisoned, or stripped of his rights or possessions, or outlawed or exiled, or deprived of his standing in any way, nor will we proceed with force against him, or send others to do so, except by the lawful judgment of his equals or by the law of the land. To no one will we sell, to no one deny or delay right or justice. We will appoint as justices, constables, sheriffs, or other officials, only men that know the law of the realm and are minded to keep it well.

PUTTING ILL-GOTTEN GAINS TO GOOD USE.

Posted: Wednesday 25th March 2015

Monday 9 March

First meeting of the week was a briefing from the performance team and crime prevention. I then met the chief executive of Working Links, Phil Andrew. Working Links is an organisation which is going to run the Community Rehabilitation Company in Wiltshire. It already delivers rehabilitation and offender management services in other counties across England. I was impressed with its experience in reducing re-offending and it was good to meet Mr Andrew again. The proof will come in the next few months as we look for good outcomes from sentencing by the courts.

Tuesday 10 March

Today was an unusual day. There was very little planned in the diary so I used this time to my advantage and wrote last weeks blogs and caught up on reading and some correspondence.

However, I didn't have a full day off as in the evening I attended the High Sheriffs reception which was held at the National Self-Build and Renovation Centre, in Swindon. I had an opportunity to look around the centre and I would recommend it to anyone involved in housing renovation. It is a permanent exhibition by manufacturers showcasing some of the latest technology in renovation.

The real purpose of the evening was to share and publicise some of the work which [Developing Health and Independence](#) does in the community. Although the charity is based in Bath, it works quite a lot in our county and has provided support to a great number of people with all kinds of needs. Here is their website

Wednesday 11 March

This morning, I was at Amesbury Market meeting the public. It was a good opportunity to hear people's concerns about policing and crime matters in their area. I was also able to publicise Community Messaging. Most of the residents concerns in Amesbury were over parking. I signposted them to attend the local area board so the matter can be discussed with the council present.



Angus at Amesbury Market talking to the public

In the afternoon, I attended a Health and Wellbeing Board in Swindon. This was then followed by a meeting with the Labour Parliamentary candidates for Swindon.

Thursday 12 March

First thing this morning I had a phone conference with my opposite number in Avon and Somerset, Sue Mountstevens, before a meeting with Brian Warwick, the Wiltshire Council older people's champion.

I then had a meeting at the Community Foundation of the grants committee which I jointly chair with the High Sheriff. This committee gives grants arising from the Police Property Fund Act. The money is raised by:

- Cash seized from a suspect or surroundings as part of police operations and left unclaimed for more than 12 months or has no identifiable or traceable owner
- Assets seized as part of the same process and again if left unclaimed or are untraceable for more than 12 months they would be sold at auction
- Found items in special property stores in some of our police stations are auctioned off.

This year's grant of around £25,000 went to:

- C Change Empowerment
- West Lavington Youth Club
- Swindon Woman's Aid
- SPLASH
- Woodborough and District Social Club
- Volunteer Centre Swindon
- Clivey & Twist
- Community First Youth Action Wiltshire
- Salisbury Street Pastors

Then, back to the office for a briefing prior to the audit committee next week.

Friday 13 March

Today was a fairly clear day in the diary, with the notable exception of a lunch at the Mansion House in Bristol hosted by Wessex Army Reserves and Cadets. We were due to be joined by the Army Chief of Staff, but unfortunately he couldn't attend as he had to go to a service in St Paul's Cathedral in London to commemorate the Iraq war. So, lieutenant general Sir Christopher Deverell, chief of material land and quartermaster general, stepped up admirably and hosted. It reminded me that I was once a quartermaster sergeant in the cadet force.

I was at a table which included an old friend from Gloucestershire, Robert Bernays, so a chance to catch up and talk about Wiltshire and Gloucestershire relationships. One of his forebears was a Lord Mayor of Bristol so the Mansion House was once "home" to his family.

Saturday 14 March

No work duties today but I did have lunch at Salisbury Playhouse with the director of the Community Foundation and others, which was most enjoyable. I have to confess that I have never been to see a production Salisbury Playhouse, but it is something I will be putting right shortly.

Sunday 15 March

Mothering Sunday lunch was prepared against a background of steam as I tried to get the creases out of my morning suit ready for the rule of law service at Salisbury Cathedral. It is always a memorable occasion. This anniversary year is the anniversary of the Magna Carta so we heard a reading from the historic manuscript. I need to get a copy sometime and read it in detail, in the English translation of course

Posted: Monday 30th March 2015

Monday 23 March

A full day of briefings and some meetings. After a performance briefing we had a joint audit committee meeting. This is outside the reporting cycle, and so you might think there would be no substantive business. But the committee probes the relationships between the Chief, myself and the auditors, both internal and external. They met the auditors in our absence, as well as having a presentation from the Chief Executive of my office on what his job entails. The committee needs a new member so will be advertising immediately after the General Election.

In the afternoon I attended the Strategic Improvement Board where Force performance is monitored. We live in a time of constant change and it is often difficult to attribute improvements in performance to one particular change. It seems the Force has now taken this to heart and is planning to pilot, in a scientific way, a new approach to delivering operational policing services. The idea is to remove unnecessary steps in processes. I am pleased to learn it will be an evidence-based approach.

The day finished with a session with my communications team at which we reviewed the events of the week and planned ahead.

Tuesday 24 March

My attempts to arrive at the Bear Hotel in Devizes at 7am were thwarted by an accident en route. It was all a bit rushed in the end, but I did enjoy breakfast and hearing the speaker at this regular Wessex Chambers of Commerce event.

Back to the office for an update on cyber crime and a meeting with a complainant, which I believe was satisfactory.



The main event of the day was the launch of Horizon Victim and Witness Care. The opening of this unit at Force HQ is a really important event in the delivery of my Police and Crime Plan. I was disappointed that Baroness Newlove, the Victims' Commissioner for England and Wales, was unable to attend due to ill health, but her address was given very ably by her chief executive, Claire Wiggins (pictured above). You can read extracts of what I said [here](#). I wish all the staff, both old and new, the very best in this new enterprise in supporting victims and witnesses.

Wednesday 25 March

Travelled to Birmingham for an Association of Police and Crime Commissioners conference. Unfortunately Sir Tom Winsor, Her Majesty's Chief Inspector of Constabulary, was unable to be with us due to a family illness, so we heard from Dru Sharpling, who is Her Majesty's Inspector of Constabulary for the Midlands, Wales and the South West. It certainly seems that the relationship between HMIC and PCCs is improving.

The other major subject of the day was Child Sexual Exploitation (CSE). I am very pleased that my [joint application with the Avon and Somerset PCC](#) to the Home Office Innovation Fund has brought forward more than £1m which will be spent with the charity Barnardo's across our two areas to identify and support victims of CSE..

I returned to Swindon in the evening via Bristol for a dental check.

Thursday 26 March

A conference call with the leaders of Wiltshire and Swindon Borough councils before getting my blood checked at the surgery.

Then it was over to Devizes to meet Dru Sharpling (HMIC) again. She was very complimentary about the performance of the Force, whilst expressing concern over the rape figures, which we had spotted and brought to the inspector's attention. We were also complimented on our burglary figures, and there were questions about Taser usage, along the same lines as I had used to challenge the Force when they were published. It is a shame we will lose Dru Sharpling when she moves to a national inquiry role. She has given great support to the Constabulary and strong, but informed, challenge. I look forward to meeting her successor shortly.

The afternoon was taken up with a Health and Wellbeing Board at Trowbridge. I was pleased that the meeting agreed that we should speak more about wellbeing and I was able to share the news of our funding from the Home Office Innovation Fund for CSE. I also spoke about the Youth Parliament initiative about mental health and I'm pleased that they will be invited to attend a future meeting.

I have found that one of Wiltshire's own Innovation Fund bids has also been accepted by the Home Office. This was for the Single View of the Customer and Predictive Analysis.

Friday 27 March

I spent the morning in Calne market with one of the local PCSOs. It was a good opportunity for me to be able to listen to public concerns. I have to report that most people were very positive about policing in Calne and district, which I think reflects well on the local Neighbourhood Policing Team.

In the afternoon I held a Commissioner's Monitoring Board at Headquarters. This covered the south west health care commissioning board, funding for the National Police Co-Ordination Centre and a report on the National Police Aviation Service service to Wiltshire. I also had updates on the Strategic Alliance with Avon & Somerset Police and the sharing of buildings with Wiltshire Council. A positive end to the week

Saturday 28 March

My wife and I were pleased to attend the Trowbridge civic dinner and join the celebration of the civic year for the outgoing mayor. The event raised funds for Dorothy House hospice thanks to a well-supported auction. The civic awards also reflected the promotion of our county town through sympathetic developments, one at the former Ushers Brewery bottling site. Sara and I were with members of the Chamber of Commerce and had a very enjoyable evening.

On Monday (30 March) the Prime Minister visits the Queen formally to request the dissolution of Parliament and the general election campaign will start. That means we will then be in the pre-election purdah period. I will continue to write my blogs on my return from an Easter break, but I will not publish them until a new government has been formed.

A happy Easter to all readers.

NOW THE ELECTION IS OVER, THE BLOGS ARE BACK

Posted: Monday 11th May 2015

Dear readers, I suspended publication of my blogs for the duration of the pre-election period of purdah. But I continued to jot down notes and I am now able to share those with you.

Easter break

I had some time off during the Easter period although with remote working one never seems to be completely away from the office. Over Easter I spent a lot of time visiting various places in Wiltshire. There was one event that brought me back

into the office. This was the employment tribunal in regards to discrimination and harassment. You may have seen the case in the media recently.

I have read the judgment and have been fully briefed on the events that occurred. There is an important organisational issue here and an important issue for the individual concerned. I have asked what will be done for the officer in the light of the judgment and how the Force can ensure that lessons are learnt from this case.

There are also wider organisational implications from this case. I strongly believe that Wiltshire Police should be reflective of the diverse communities it serves. This means that we need more officers and staff working for the Force from black and minority ethnic groups. The outcome of this case is not likely to inspire new recruits from those communities to come forward - in that sense it is very damaging.

This judgment greatly concerns me and I know it also concerns the senior management of Wiltshire Police. An important part of my role is to hold Wiltshire Police to account. The Force will be reporting to me in detail and it will be high on my agenda at the next board meeting with the chief officers.

Saturday 11 April

Today, I attended the Mayor of Amesbury's Civic Service at St Mary and St Melor parish church. I like to attend these services which are a celebration of the civic year for some of the communities in Wiltshire. It was a good opportunity to meet the town council.

A couple of weeks ago, I spent the morning at the market in Amesbury. We were promoting Community Messaging and it was great to see that Amesbury is also now a location for the Safe Places scheme. From speaking to the local people it seems that the local Neighbourhood Policing Team is doing a good job in making the residents of Amesbury feel safe. Over the next week I will be looking at the nominations for the Neighbourhood Policing Awards 2015. The four awards are:

- Police Officer of the year
- Police Community Support Officer of the year
- Neighbourhood Policing Team of the year
- Volunteer of the year.

I'm sure that picking a winner for each award won't be the easiest of tasks but I am looking forward to reading the nominations. It will be good to see public appreciation of the work Wiltshire Police are doing locally reflected in the nominations from communities. The winners will be announced at the awards ceremony on Friday 5 June.

Monday 13 April

A typical administrative day with an update on Force performance. In performance terms the Constabulary is doing very well and I am pleased to see the roll out of software called Quickview making a difference in building knowledge about crime in local areas. There are aspects of performance that need attention but I am pleased that the Constabulary has identified these and put actions in motion.

In the afternoon, I chaired the Commissioner's Monitoring Board. The agenda covered the South West Healthcare Commissioning Board, the national police co-ordination centre, national police aviation services as well as our Strategic alliance with Avon & Somerset Constabulary and our alliance with Wiltshire Council in respect of premises. I also had an update on the custody project for the south of the county and the further integration of policing with council colleagues in Salisbury.

The Wiltshire Council premises in Milford Street, Salisbury, will shortly be closing and customer-facing activity will be delivered from a re-modelled reception facility, with police and council, at Bourne Hill. The new facility will offer a more comfortable and modern environment for customers with improved access to services, providing a flexible and modern working environment for all customer-facing staff.

The last day for the premises at Milford Street will be on Friday 24 April and then all the services will be moved to Bourne Hill. The Bourne Hill desk will open from 08.30am on Monday 27 April.

In the evening, I attended a performance of 'Chelsea's Choice'. Wiltshire Council and the Wiltshire Safeguarding Children Board have jointly commissioned AlterEgo Creative Solutions to provide live performances. The performances depict the issues relating to child sexual exploitation and will be performed in secondary schools and public venues. I have already seen this play and I am hopeful that, by end of the year, all year eight students across the county will have seen this powerful production.

Tuesday 14 April

In the morning, I attended Corsham market. It is a quiet market but I spoke to a few local residents and they were happy with their local policing team. In the afternoon, I visited The Repair Academy in Calne. This is run by Wiltshire Wildlife Trust and is one of my Innovation Fund projects. The academy received £58,000 from the fund. The company is a social enterprise that is dedicated to reducing waste, providing skills and training for young people and offering affordable goods to low-income households. Visit their website www.repairacademy.org It was interesting to see what work they do and the quality of the goods they produce.



Here is Angus with the Repair Academy team

The Innovation Fund recipients are now being evaluated independently by Wiltshire Community Foundation and a report will be given to me in due course.

Wednesday 15 April

Today, I attended a South West regional meeting of Police and Crime Commissioners and Chief Constables in Bridgwater. At the meeting we discussed a wide range of regional projects including our own collaboration with Avon & Somerset. Amongst the topics covered was the regional organised crime unit and update on the tri-force review being undertaken. We also updated ourselves on our various applications to the Home Office Innovation Fund. Readers may remember that we were successful with two applications, one concerned with predicting crimes through analysis, the other concerning the training of a wide range of people to spot the signs of child sexual exploitation. In general, the meeting was extremely positive but we do have continuing issues to resolve around the three strategic partnerships with Avon & Somerset, Devon Cornwall and Dorset.

I read an interesting blog by the senior management about new technology. Two thousand new laptops will be rolled out across the Force. The benefits are that staff and officers can do more remote working. Officers can work anywhere with an internet connection therefore don't need to be travelling to and from a police station to work which saves time and is more productive.

Thursday 16 April

In the morning, I had a meeting with Superintendent Marion Deegan and Sergeant Mark Freeman. This is always a wide ranging update on issues; mental health, Community Speed Watch, Lorry Watch, relations with the ambulance service, Specials and other volunteers, cadets, CCTV in towns, working with Wiltshire Fire and Rescue Service, Junior Good

Citizen and the emerging crime prevention strategy. Every one of those issues is important and I'm pleased to say this monthly review showed we are moving forward on all the subjects.

Then I had a meeting in Wroughton with a resident who has had trouble with anti-social behaviour (ASB) adjoining their property. I took the local community beat manager along with me. One of the issues that quickly became apparent concerned the complications around adjoining land and how it is maintained. Luckily we have resources in my office to sort out who the land belongs to. We can put in measures to relieve ASB. It is a matter that has been running for some time therefore it is necessary to resolve it so residents in this road can have peace.

In the evening, I attended the Filling Station Charity at which numbers attending were low this week. No idea why but it was hot and sunny, so that may have something to do with it.

Friday 17 April

In the morning, I had a monthly update with Zoe Durrant, who is Assistant Chief Officer Business and People Development, at which we discussed how we build a firm foundation for our collaboration with Avon & Somerset. It certainly seems to me that, unless the staff of both forces are on similar terms and conditions our strategic alliance will be based on sand. I think those charged with developing our strategic alliance are consulting with human resources so this doesn't form a stumbling block.

I then attended a trustee meeting at Wiltshire Community Foundation where I was pleased to support 12 applications from Wiltshire residents for personal support funding and vocational funding for amounts ranging from £375 - £1,000. These grants help people get the best out of their schooling and to move on to further training and education. Looking at applications received by the Community Foundation is an extremely humbling process. Some of the circumstances that people deal with in everyday especially around dyslexia and Asperger's syndrome cry out for charitable support and I am confident the money will make a real difference.

In the afternoon, I attended a meeting of those involved in Safe Places. My Police and Crime Plan I spoke of the need to encourage the extension of Safe Place schemes across the whole county. At the moment schemes are running in Salisbury, Swindon, Devizes, Calne, Malmesbury, Amesbury, Westbury, Trowbridge, Melksham, Ludgershall, Warminster and Tidworth.

I was pleased to read a press release recently about a fraudulent car dealer in Littleton Pannell, Wiltshire who had £270,000 confiscated from him by a court. It is always good to see these recoveries are being made and that people do not benefit from their crimes.

A WEEK OF MARKETS

Posted: Tuesday 12th May 2015

Monday 20 April

The applications for the new Wiltshire Police Chief Constable have now closed. I had time set aside with colleagues to shortlist the candidates, however this is now not required as we only received one application. I spoke to the two council representatives Wiltshire Council Leader, Jane Scott and Chief Executive of Swindon Borough Council, Gavin Jones for their advice on progressing an appointment with only one candidate. On balance, following advice from my office, partners and other Police and Crime Commissioners who have been in a similar situation, I have decided that we proceed with a view to vigorously challenging the applicant about his competency to lead Wiltshire Police.

As always on a Monday, my morning was dominated by briefings with performance and finance. I then turned my attention to a speech I'm giving in mid May to the Rotary Club of Swindon Old Town.

This week is predominantly made up of market visits. I have three - Melksham tomorrow, Trowbridge on Wednesday and Chippenham on Friday.

Tuesday 21 April

I arrived at Melksham market bright and early. We had our stall set up outside the town hall and were joined by members of the Melksham Community Safety Group and a local Neighbourhood Watch Co-ordinator. It was good to catch up and discuss what they have planned for Melksham, as the launch of their Neighbourhood Plan is just around the corner.

Melksham is not the largest market but there was a steady stream of people who came to chat and knew their Neighbourhood Policing Team (NPT). It was good to see pleasant interactions between the local team and the public they serve. A few people who came to talk to me raised issues around speeding on the main roads in Melksham. My office has taken away these issues and made contact with Community Speed Watch and the local NPT so they can be looked into.

I then returned to the office as I had some general administrative activities to complete before dealing with a personal matter for the rest of the day.

Wednesday 22 April

This morning I had the second market of the week in Trowbridge. We were once again supported by the local NPT. It was pleasing to see lots of Safe Places stickers in shop windows around the town centre in Trowbridge. It looks like the scheme launched successfully.



Angus talking with a member of public at Trowbridge Market

After the market, I was back into the office for a weekly communications update before attending an appointment at the Great Western Hospital in Swindon for one of my regular checks. Afterwards, I drove down to Tidworth to the very fine Tidworth Garrison Theatre where the Wiltshire Public Service Board was meeting. The board was given an update on military re-basing in Wiltshire by Lieutenant Colonel Toby Bridge who is the deputy commander for the army in our region. The group also discussed the armed forces covenant and we heard about a report on the community covenant grant scheme which has concluded after four years.

We also heard from the Department for Work and Pensions about the roll out of universal credit that started in March and was informed that it will be rolled out to families in the coming months.

Finally, Assistant Chief Constable Kier Pritchard briefed myself and partners on the current CONTEST strategy, which is aimed at countering the threat from terrorists and domestic extremism. This board is a good example of organisations working together to tackle issues that affect our residents at whatever the threat level.

Thursday 23 April

An early morning as I was called to the BBC Wiltshire studios to talk about child sexual exploitation (CSE) and what is being done to tackle CSE in the county. I talked about touring theatre production Chelsea's Choice which has now been seen by a large number of year eight students across the county.

I then had a teleconference with Wiltshire Council Leader, Jane Scott and Leader of Swindon Borough Council, David Renard before chairing the judging panel for my Neighbourhood Policing Awards 2015. The panel consisted of Chief Constable Pat Geenty, Chief Executive of Wiltshire Council, Carlton Brand, High Sheriff, Lady Gooch and Swindon Borough Council Chief Executive, Gavin Jones. We had 35 nominations and we will be announcing the winners at an awards ceremony on Friday 5 June. The quality and quantity of applications are an improvement on last year. We have shortlisted the top three or four nominations for each award.

In the afternoon, I attended the Emergency Services Show cheque presentation which was based at Headquarters in Devizes. More than £30,000 has been donated to local good causes following the record-breaking success of the 2014 Emergency Services Show. I have been to the show twice as PCC and it is a fantastic, well organised, family fun day out. I am looking forward to attending this year's show on Sunday 13 September.

Before leaving Devizes for a meeting in Swindon, I spoke with my communications team in regards to the latest crime figures. My Swindon meeting was with Wiltshire Law Centre which offer a valuable service to the people of Wiltshire with legal advice on housing, welfare or debt.

In the evening, I drove the Filling Station charity van. The charity provides food, clothing and advice to the homeless in Swindon. I was pleased, that even there, I was able to deal with an issue one of the users had with the police and is a matter I will be taking up with the Chief Constable's office in the morning.

Friday 24 April

TGI Friday! Our week of engagement continues with Chippenham Market this morning. Also being launched in Chippenham was Safe Places in Emery Gate shopping centre. The scheme was piloted in Salisbury and Devizes and I provided funding to help roll it out across the county. There were a number of supporters at the launch and I was pleased to see that a number of businesses in Chippenham are enthusiastic towards this great scheme.



Angus talking at the Chippenham Safe Places launch

I also had a few telephone interviews while at the market about the latest crime statistics. You can read about the most recent figures [here](#).

My office, always considerate of my health, gave me a free Friday afternoon.

Sunday 25 April

I knew there was a reason for a free Friday afternoon given to me by my office. This was because I was invited to celebrate the Bengali New Year at Broadgreen Community Centre on Sunday. I am really pleased to support the Bengali community, and I enjoy celebrating different cultures and traditions with all the varied communities in Swindon and Wiltshire. It was a very enjoyable afternoon of music, dance and food. I was warmly welcomed by them and certainly will go back next year.

WE NEED TO BE VIGILANT ABOUT HUMAN TRAFFICKING AND CHILD SEXUAL EXPLOITATION

Posted: Thursday 14th May 2015

Monday 27 April

Had an early morning visit to the chiropractor before chairing the Commissioner's Monitoring Board in Devizes. The board considered reports on computer support for the tri-force and Automatic Number Plate Recognition (ANPR). I then heard updates in respect of Zephyr (the regional organised crime unit) and our progress on the strategic alliance with Avon and Somerset Constabulary. That was followed by some time to prepare for the Youth Parliament members who are visiting on Wednesday.

Tuesday 28 April

I attended a conference run by the Diocese of Salisbury at Sarum Academy. The conference was on human trafficking, modern slavery and child sexual exploitation. The day started by raising awareness of the international issues with a presentation by members of the charity tearfund. Then we heard from organisations that are working in Britain to tackle these major issues, in particular The Salvation Army.

After lunch we had a performance of Chelsea's Choice. You may recall I have seen this play about child sexual exploitation several times. The day finished with Wiltshire Police giving me an update on the issues facing residents of Wiltshire and Swindon, one of which was human trafficking.

You may be aware of a recent police operation around the Semmington travellers site where officers worked in partnership with Wiltshire Council, The Salvation Army, British Red Cross, NHS England and the UK Human Trafficking Centre. Eight Romanian men who had potentially been exploited were removed from the site. I encourage everyone to report any suspicious activity going on in their community as you never know what could be going on behind closed doors.

In the evening, I was joined by my wife Sarah-Jane and we visited Salisbury Playhouse to see Little Shop of Horrors. I have never been to the Playhouse before and I was very impressed by the quality of the performance and the production that was developed locally. We must go again.

Wednesday 29 April

This morning I had an introduction to the new Unison representative for Wiltshire Police and was updated by Unison on issues they are currently pursuing. I found this very useful because, although I don't have direction or control of the Constabulary operationally, I wanted the new representative to know that my door is always open. I then had a meeting with an organisation called My Community. It was interesting to hear what they could deliver for my office.

This was followed by my meeting with four members of the Youth Parliament. It was a great pleasure to host a meeting with them and I look forward to them coming back in the summer to work with my office to create a survey for schools to complete about Personal Health and Social Education (PHSE).

In partnership with the youth parliament we want to make sure that every pupil is taught the same PSHE topics. At the moment there isn't a set PHSE curriculum for every school. We want to gather information from every school in Wiltshire and evaluate the results to see what topics are being missed out or if there is a common curriculum. The aim will be to take this forward to the whole of the youth parliament.

Thursday 30 April

In the morning, I attended a governors meeting at Dauntsey's School and in the afternoon I attended the Wiltshire Magistrates Association where I spoke about domestic violence and updated them on the availability of video links in courts for victims and witnesses. It was a great opportunity to speak with old colleagues as I served as a magistrate for 20 years before this current role.

Friday 1 May

In the morning I attended a friend's funeral then I headed back to the office.

At lunchtime I had a meeting with staff in my office to discuss the revision of the Police and Crime Plan which will be brought to the Police and Crime Panel on 18 June.

In the afternoon, I had a meeting on mental health and autism. I am very pleased that SEQUOL, who I funded through my Innovation Fund, have been shortlisted for a national award at the National Learning Disabilities Awards Show. I will be watching for news of how they got on later this month.

Saturday 2 May

Up early this morning to be at Downton Cuckoo Fair for 8 am to set up my stand. This is one of the major events in the south of the county and I understand from one of the organisers it is one of the top ten things to do this bank holiday weekend.

The event was very busy with stalls, dancing and music. Our stall was next to a hog roast but with determination we resisted the smell and our growling stomachs until it was lunchtime.



Angus at Downton Cuckoo fair

My stall was also a Safe Place and we were put into action when a woman who had been searching for her son and husband for over an hour and couldn't find them approached us for some help. We took her to events control for an announcement to be put out and they were reunited.

Overall, Downton Cuckoo Fair was a pleasant day out and a nice change from being in the office. I was pleased that we were a successful Safe Place for the event and that we engaged with the public.

CHOOSING OUR NEW CHIEF

Posted: Friday 15th May 2015

Tuesday 5 May

This was a big day for the future of Wiltshire Police. First thing in the morning myself, Wiltshire Council Leader, Jane Scott, Chief Executive of Swindon Borough Council, Gavin Jones, Chief Executive of the Community Foundation, Rosemary Macdonald and an independent human resources specialist, Geoff Pears, interviewed Deputy Chief Constable. Mike Veale for the role of Chief Constable. The interview consisted of the candidate being given 45 minutes

to prepare a ten minute presentation around the Police and Crime Plan with the financial parameters which we will be working to in the future.

Then, after a short break, we went into the formal interview process which took around two hours. It was necessarily a long and vigorous process. At the end the panel was unanimous in recommending that I appoint Mike to be the new Chief Constable of Wiltshire Police. There will be a confirmation hearing by the Police and Crime Panel in a week's time to cement Mike's appointment.

I have every confidence that Mike Veale will make an excellent Chief Constable for Wiltshire. He understands Wiltshire and Swindon and has been at the heart of developing strong relationships with Wiltshire Council and Swindon Borough Council and with our colleagues in Avon and Somerset Constabulary. He is committed to my agenda of maintaining local policing.

In his interview, Mike demonstrated a clear understanding of the principles of British policing, with integrity, fairness and public service at the core.

The rest of the afternoon was spent in the office on a variety of topics and preparing for the new announcement of the new Chief to the media tomorrow morning.



Angus with the newly appointed Chief Constable, Mike Veale

Wednesday 6 May

An extremely busy morning with media interviews that started at 8 am and finished around 10.30am.

Then I was pleased to welcome two staff members from the Home Office who will be liaising between their office, the Force and my office.

In the afternoon, I had a briefing in regards to the latest stop and search figures. One outstanding note in the figures is that, in line with the national trend, some 40 per cent of stop and search procedures are down on the previous year. Quite a lot is going on internally around the recording of stop and search. This is a matter the Force is inspected on and it has liaised with the [National Black Police Association](#) to make sure it plays a key role on the consultation of procedures for this.

This was followed by a briefing regarding the PEEL inspections. PEEL stands for the police effectiveness, efficiency and legitimacy programme which [Her Majesty's Inspectorate of Constabulary \(HMIC\)](#) draws together evidence from its annual all-force inspections. I understand that HMIC will be visiting the Force towards the end of May.

Thursday 7 May

Election day has finally come. After casting my vote I had a monthly briefing from Superintendents Andrew Carr and Marion Deegan the incoming and outgoing leads on crime prevention. This is a wide brief and we talked about joint working with [Wiltshire Fire and Rescue Service](#), Lorry Watch, mental health and many more. I am particularly looking forward to a presentation on CCTV in the county and the formal presentation on the Force's new crime prevention strategy in the near future.

Mid morning I travelled with the Chief Constable, Pat Geenty to the new Haywards Care Centre in Devizes. This care home is named after war veteran Reginald Hayward, who served in the 1st Battalion Wiltshire Regiment, and was awarded the Victoria Cross and two Military Crosses. Over the years the Wiltshire Regiment has been incorporated into what is now The Rifles Regiment of which Prince Philip is Colonel in Chief. Good to see His Royal Highness the Duke of Edinburgh. He is spritely and bright as ever. The Chief and I also enjoyed a tour of the centre.



Angus and Chief Constable, Pat Geenty at Haywards Care Centre meeting Prince Philip

Then I had a meeting with staff from the Community Foundation about a jazz lunch I am planning to hold in Swindon for them on 27 September.

Friday 9 May

In the morning, I had my regular meeting with Steve Cox, Head of Tri force Roads Policing Operations at which we discussed some of details in respect to the seven fatal collisions on the roads of Wiltshire this year. Every death is a tragedy but I am pleased that the numbers of incidents are lower than the same period last year. We also discussed the working of the tri-force arrangements with Avon and Somerset and Gloucestershire. These partnerships will shortly be independently assessed.

After a fire drill and some networking in the car park while the building was evacuated, I had a meeting with Andrew Murray who has been appointed to the post of volunteer development officer. The aim of the meeting was to talk about his role and what he wants to achieve, but we also went through the updates to my Police and Crime Plan.

In the afternoon I had a meeting with the Police Federation representatives which was in part a routine catchup but also to talk about the appointment of the new Chief Constable and the recent employment tribunal result. Just like Unison I am pleased that the federation have come to visit and brief me on their concerns on a regular basis .

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

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POLICE AND CRIME PANEL
18th June 2015

THE ROLE OF VOLUNTEERS AND SPECIAL CONSTABLES IN THE PCCs

POLICE AND CRIME PLAN

FOLLOW-UP REVIEW OF THE PCP'S RECOMMENDATIONS

INTRODUCTION

In June 2014 the PCP's Task Group on Volunteers and Special Constables submitted its final report to the PCC. It contained 7 key recommendations to which the PCC responded on 4th September 2014.

The PCP now wished to ascertain the status of those recommendations in terms of implementation and would be grateful if the Commissioner would provide answers to the following questions.

QUESTIONS

1 Clearly define how Special Constables will be attached to communities.

In his response the Commissioner explained the model of the employment of Specials which had been used in Trowbridge and told the PCP that this model was to be rolled out across the County.

Please could the Commissioner confirm that the Chief Constable agrees this model as being the one to be rolled out across the County and Swindon?

The Chief Constable agrees this model as being the one to be rolled out across the County and Swindon and is now in place. The model is one where the Special Constables and Special Sergeants are aligned to specific NPT areas. This gives each NPT a team of Special Constables and a Special Sergeant to rely on. The communication is improved as there is not regular change on which Specials may be in a specific area. There is improved tasking with Specials being involved in finding solutions to the priorities for specific areas. The Specials are part of the NPT team and therefore they feel valued for the contribution they give to a specific community. Where a requirement exists, as in a recent countywide operation, Specials from neighbouring areas will join together to tackle a singular issue.

Each sector area has a Special Inspector who is part of the area management team. They are responsible for the Specials in the NPT's on their areas in regard to welfare, standards and development. They also receive wider tasking on a hub area basis for involvement of the Specials.

Could the Commissioner tell the Panel how many NPTs now have a team of Specials attached to them?

All NPT's now have a team of specials attached. In some cases, there are several teams for one NPT (such as Swindon Town Centre), in others the Specials cover more than one area (such as Mere, Tisbury and Warminster); there are 27 NPT's across Wiltshire.

2 Agree an appropriate number of Special Constables and develops a strategy and implementation plan for the recruitment, retention and training of Special Constables.

Could the Commissioner confirm that his target of having 300 Specials is now agreed with the Chief Constable?

The strategy and implementation plan is agreed with the Chief Constable. Work is ongoing with regard to the target of 300 Specials. A recruitment strategy is in development to tackle four specific areas and is being led by People Services on behalf of the Special Constabulary. The areas are attraction, recruitment, training and retention.

To what extent has the force's Action Plan:

- Reduced the training time for new recruits using e-learning?

The People Development department have reviewed the training plan and aim to introduce the new structure of training in the September intake of 2015. The reason this has not been done for the May intake is due to the lead time that recruits require for home learning. The aim of this program will reduce the time frame from application to attestation from 12 months to 9 months.

This work is still ongoing.

- been successful in improving retention of Specials?

The work with the ORIGIN records system has been updated. The most recent national figures indicate a retention rate of 69%. Part of this is the large amount of recruitment from the Special Constabulary into the regular force as well into the role of PCSO. Now ORIGIN is back up to date, the Force will be in a position to work out it's retention rate going forward from this time, but not retrospectively. The work of People Services on the recruitment strategy for the Specials will give guidance to this area.

- increased the number of hours contributed by Specials?

This work stream has seen improvement in the documenting of hours worked. This will be improved with the rollout of the new hand held smartphones which will enable Specials to record their hours simply. The survey completed indicated areas of dissatisfaction, such as some supervision. Engagement work continues, as does development of Special supervisors with planned leadership wheel inputs as well as specific development inputs. Also, following the recent Specials promotion process, an initiative to include Specials in certain Specialisms will begin.

- increased the number of Specials qualified for independent patrol?

The portfolio for probationary Specials has been computerised and rolled out in Jan 2015. This will mean that the completion of the portfolio and specifically the management of probationary officers is much simplified. The monitoring of this is reported to be "ongoing" and meaningful figures are awaited.

This work is still ongoing, and a large number of Specials will be gaining their independence certificates at the award ceremony on 7th June 2015.

3 Uses available national guidance and the experience of the Kent Constabulary to explore opportunities for achieving best practice in the recruitment, training and deployment of Special Constables.

In his response the Commissioner contrasted the current training programme of weekend training for around six months to having an intensive three week period at the beginning of the training period which has been trialled by Devon and Cornwall.

Which approach is now being followed by Wiltshire Police?

The activity of other forces has been examined. Wiltshire Police are moving forward with condensing the program by offering the non-restricted training elements as soon as the post is offered, and whilst vetting and references are being completed. Once these are received back, the restricted training takes place. This is aimed at reducing the training time frame by three months.

This work is still ongoing.

4 The Task Group recommended that the Commissioner considered various methods of recruiting, utilising and recognising the contribution of Volunteers. In response the Commissioner referred to the work of the force Lead on Volunteers, Scott Bateman, to whom the Panel's recommendations were passed.

DS Andy Murray has been selected to commence a 12 month attachment from 1/4/15 as Sgt to oversee Volunteers. This is a new role and will support the work of Scott Bateman and Sarah Holden (Volunteer Co-ordinator) who started in December 2014.

Is use now being made of the Volunteer Centre Wiltshire to help develop and enhance the Constabulary's use of volunteers?

Supt Deegan has chaired 2 partnership meetings with Fire Brigade, Wiltshire Council and Swindon Borough Council specifically to discuss volunteering. Discussions have focussed around moving forward together, although Wiltshire Police are clearly at a more advanced stage than Wilts Fire. The two local authorities have a slightly different agenda in that they also recruit for local charities as well as seek volunteers themselves. At the last meeting (5/2/15) it was agreed to invite the Chair of 'Develop' who will come and assist the partners to co-ordinate their approach. Engagement with the Volunteer Centre Wiltshire (VCW) has taken place. However, the police are not yet in a position to go public with any of the new roles due to vetting/insurance matters that have now been addressed and an ongoing revision of volunteer policies and procedures around recruitment/retention and valuing volunteers This will be done at the appropriate juncture in the development process.

Has the force signed up to the Valuing Volunteering Promise?

Not at this time.

Has, or will, the force introduce a time credits scheme to recognise the work of the many police officers who take part in unpaid voluntary work?

This is an aspiration but not currently.

Is any work being done to encourage employers to support and promote the recruitment of Police and Community Safety volunteers from within their workforces?

Yes, the police are actively engaged with the Employer Supported Policing (ESP) concept and are looking to expand this within Wiltshire with key employers for Special Constables and Police Community Volunteering roles. The Force Volunteer Strategic Lead, Scott Bateman, is part of this and receives two-days of paid support per month from his employer to undertake his public volunteer duties.

5 Confirms that Neighbourhood Alert will: (a) Be implemented with crime-reduction as its central purpose; (b) Be used to reinvigorate the Neighbourhood Watch schemes across Wiltshire and Swindon; and (c) co-ordinate the growing number of different 'Watch' schemes.

How far has the system been rolled out across the Area Boards and Localities?

Wiltshire and Swindon Community Messaging is now live in the entire of Wiltshire. (All Area boards and Localities).

Please illustrate how the system is being used to reinvigorate Neighbourhood Watch.

Neighbourhood Watch worked with Wiltshire Police to develop the system. The system offers Neighbourhood Watch a central database for its members which helps prevent the loss of member contact details when a coordinator or member moves on from an area. The system also offers a better flow of information between NHW, Wiltshire Police and the public.

The system also offers a central easy and simple way for members of Neighbourhood Watch to contact one another.

To what extent is the Commissioner's ambition to integrate the other 'Watch' schemes being realised?

Neighbourhood Watch are at present the only 'Watch' scheme integrated onto the system. The initial steps are currently being taken in regards to bringing on board Horse and Farm watch, linking in with the Rural Crime Team and Visav. Meetings have been had with representatives from Wiltshire Fire and Rescue and they have been shown the system and its benefits and given a quote for the cost of coming on board. They are now putting together a report for their senior management and Wiltshire Police are waiting to hear back. Other potential partners will be approached in due course.

6 The Panel acknowledged that achieving Neighbourhood Alert's full potential as a crime-reduction tool will require active and on-going commitment from Neighbourhood Policing Teams.

To what extent is the Neighbourhood Alert system being 'driven' by the NPTs?

After the NPTs initial training and launch events for Wiltshire and Swindon Community Messaging, the NPTs continue to sign up members of the public as part of their daily roles as well as using the system to send out messages. On the whole the NPTs have been positive and enthusiastic about the system and the number of members has steadily been increasing. They have also been proactive in signing the public up, and requesting more literature etc. when required. Due to the high turnover and changes in staffing additional training sessions have been set up to make sure

there is resilience within each NPT team for using Community Messaging. There has been a good uptake on these sessions.

How far has the PCC's Corporate Communications team got in training Neighbourhood Watch volunteers?

As with other forces who have bought in Neighbourhood Alert, it was not part of the Corporate Communications delivery remit to train NHW coordinators, as there is free support/training available to Wiltshire and Swindon NHW from national NHW and Neighbourhood Alert. However, to try and support the training provided by National NHW and Neighbourhood Alert, Corporate Communications produced a training guide which was designed for NHW coordinators. This guide remains with steering group members for formal feedback and once finalised will be distributed to coordinators. Training was also delivered by Corporate Communications to the Chair of NHW. Katrina Fleet is working closely with Amanda Clarke who is the Force's special point of contact (SPOC) for Neighbourhood Watch. Katrina has trained Amanda as an administrator on the system and they are working together to bring Neighbourhood Watch up to date on the system, by for example making sure all schemes are mapped correctly and all NHW members are signed up. Due to Neighbourhood Watch having some gaps in their structure at the top, training has not easily been cascaded down as originally planned, so Amanda is helping to rectify this gap.

7 The criteria used to monitor and assess Neighbourhood Alert's effectiveness.

When does the Commissioner intend to call for a formal review of the effectiveness of Neighbourhood Alert using the criteria he supplied to the Panel's Task Group?

As the roll out was 7 months long, (August 2014 – February 2015), the review will take place a year on, from February 2015 (so Feb 2016) when all the NPT areas have been launched. Otherwise an accurate review would only be possible for the initial four NPTs launched on the system, not the whole picture.

Angus Macpherson
Police and Crime Commissioner
For Wiltshire and Swindon

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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
18th June 2015	Corn Exchange, Devizes	<ul style="list-style-type: none"> • Election of Chairman and Vice Chairman • PCC Diary report • PCC Annual report (including Quarterly data (Q4) - Risk / Performance / Finance / Complaints) • New Police and Crime Plan • Strategic Alliance with Avon & Somerset – written report • Task Group Updates
3rd September 2015	City Hall, Salisbury	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Innovation Fund Evaluation
2nd December 2015	Swindon	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q2)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task Group Updates

<p>21st January 2016</p>	<p>County Hall, Trowbridge</p>	<ul style="list-style-type: none"> • PCC Diary report • Strategic alliance with Avon & Somerset • PCC Budget for 2016/17 • Task Group Updates
<p>4th February 2016</p>	<p>tbc</p>	<ul style="list-style-type: none"> • PCC Diary report • Strategic alliance with Avon & Somerset • Formal consideration of the proposed PCC precept for 2016-17 • Task Group Updates