

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: Room 1, Civic Office, Euclid St, Swindon SN1 2JH
Date: Wednesday 2 December 2015
Time: 10.30 am

Please direct any enquiries on this Agenda to Emily Higson, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713990 or email emily.higson@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 Oliver Donachie, Swindon Borough Council
Cllr Sue Evans, Wiltshire Council
Cllr Nick Fogg MBE, 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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AGENDA

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 5 - 12*)

To confirm the minutes of the meeting held on 3 September 2015.

3 **Declarations of interest**

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

4 **Chairman's Announcements**

- Police and Crime Panel composition
- Tone from the Top report and recommendations for Police and Crime Panels

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm on Thursday 26 November 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.

6 **Comprehensive Spending Review**

A summary of the impacts of the CSR on police funding from Clive Barker – Chief Finance Officer, Office of the Police and Crime Commissioner.

7 **Quarterly data (Q2) - Risk / Performance / Finance / Complaints (Pages 13 - 14)**

To provide the panel with quarterly performance data (OPCC).

Strategic Alliance with Avon & Somerset

To receive an update on the Strategic Alliance between Wiltshire and Avon and Somerset Police constabularies.

9 **Task Group Updates**

10 **STOP progress update**

To receive an update from Kieran Kilgallen - Chief Executive, Office of the Police and Crime Commissioner.

11 **PCC Diary report**

To receive the report of the Police and Crime Commissioner.

12 **Forward Work Plan (Pages 15 - 16)**

To note the forward work plan.

13 **Future meeting dates**

To note the future meeting dates below:

- Wednesday 13 January 2016 – Monkton Park, Chippenham
- Thursday 4 February 2016 – County Hall, Trowbridge
- Thursday 3 March 2016 – Corn Exchange, Devizes

WILTSHIRE POLICE AND CRIME PANEL

**DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING
HELD ON 3 SEPTEMBER 2015 AT MEETING ROOM - CITY HALL, MALTHOUSE
LANE, SALISBURY, SP2 7TU.**

Present:

**Cllr Abdul Amin, Cllr Glenis Ansell, Cllr Andrew Bennett, Cllr Alan Bishop,
Cllr Richard Britton (Chairman), Cllr Trevor Carbin, Cindy Creasy, Chris
Henwood, Cllr Charles Howard, Cllr Peter Hutton Cllr Julian Johnson and
Cllr Teresa Page**

Also Present:

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPPC
Chris McMullen – OPCC
Prof Allan Johns – OPCC
Naji Darwish - OPCC
Emily Higson – Wiltshire Council
Henry Powell – Wiltshire Council
Kevin Fielding – Wiltshire Council

1 Apologies for Absence

Apologies were received from Cllr Chris Caswill.

2 Minutes and Matters Arising

Decision:

**The minutes of the meeting held on 18 June 2015 were agreed as a correct
record and signed by the Chairman will the following amendment:**

Declarations of Interest

Cllr Trevor Carbin declared none pecuniary interests in matters relating to Custody Visits, Community Speedwatch and Licensing.

3 Declarations of interest

There were no declarations of interest.

4 Chairman's Announcements

The Chairman apologised for moving the start time of the meeting in order to accommodate council business at County Hall.

5 Public Participation

There was none.

6 New Police and Crime Plan: 2015-2017

The Commissioner introduced the new Police and Crime Plan 2015-2017.

The Commissioner explained that the plan had now been through its consultation stage and that various changes had been made to the draft version.

It was agreed that the Panel liked the appearance and content of the new plan.

Points made by the Panel included:

- Concerns re the possible closure of Chippenham Courts.
a. That it was hoped that the Chippenham Courts would remain open, and that there would be proper investment in the Swindon Courts, which were now showing their age.
- Could the level of Local Policing Teams be maintained?
a. Yes.
- Concerns re Officers covering rural and edge of town areas.
a. Mobile/remote technology was being rolled out which meant that Officers could be deployed where they were most needed and not tethered to an office desk.

- That the Plan made no specific mention of Army Rebasing, which would have a huge impact on certain communities within the county.

Decision

- **That the Wiltshire Police and Crime Panel endorses the Police and Crime Plan 2015-2017.**

The Chairman thanked the Commissioner for his presentation of the plan.

7 Community Policing (STOP)

The Panel was given a presentation that outlined the Wiltshire Police STOP trial, a pilot that would see the Trowbridge and Warminster community areas brought under the control of one Inspector. The exercise would see all service areas of Wiltshire Police being deployed at these two areas, rather than brought in when needed.

It was hoped that the exercise would demonstrate if successful, that this leaner way of working could be rolled out across other community areas across Wiltshire.

Questions raised included:

Would more staff be based in Trowbridge and Warminster locations?

a. Yes, more back office staff. 101/999 calls would still be covered by the Devizes control centre.

Why six months?

a. This would give a full rotation of shift patterns during this six month period. Trowbridge and Warminster residents would be contacted during the trial to get their feedback on whether they have noticed any changes in policing during the six month period.

Would parish level policing carry on during the six month period.

a. Yes.

Would Swindon be considered for a similar trial?

a. Yes, Swindon could be considered. It had its own local challenges, so would perhaps need a slightly different approach than Trowbridge/Warminster.

It was agreed that the Stop trial would be put on the panel's forward work plan and re-visited in around six month to receive feedback on the trial.

8 Quarterly Data (Q1)- Risk / Performance / Finance / Complaints

The Commissioner introduced a report setting out his quarterly performance data – Quarter One 2014-15 (1 April to 30 June 2015).

Cindy Creasy – Co-opted Independent member - gave a short overview of the recent work of the Police Performance Review Working Group.

Points made included:

- The working group was formed in 2014 with two main purposes:
 - a) To learn about, monitor and provide constructive feedback on Wiltshire Police's internal review of its performance culture, and
 - b) To work with the Commissioner and his team to agree a performance reporting mechanism that enables the Panel to effectively monitor delivery of the Police and Crime Plan. (The Panel agreed that this mechanism should emphasise contributing to a culture of achieving positive outcomes, rather than a culture of target-chasing leading to perverse incentives).
- Interim report had been brought to the PCP, March 2015.
- A collaborative approach.

The Commissioner was thanked for inviting the working group to contribute to the performance review, and to Chris McMullin and his team for engaging with the working group. Chris McMullin thanked the working group and Henry Powell for their hard work.

The Chairman then outlined the report.

1. Prevent Crime and ASB

- Some increase in recorded crime.

2. Protect the most vulnerable in society

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

- Outcome Rates – why below the required position?
 - a. *When compared to other forces within the region, the outcome rate has a much closer distribution. Wiltshire Police outcomes are dealt with properly, victim satisfaction very important.*

4. Secure, high quality, efficient and trusted services

- 85% Response rate?
 - a. *Causes can be linked to busy Summer periods, no immediate units available to get to an incident, and high turnover of call centre staff, taking slightly longer to dispatch units to incidents.*

The Panel felt that the Wiltshire Police internal newsletter “Transforming Times” was a welcome and useful addition to the agenda pack.

Complaints Review – August 2015 to July 2015

The Panel queried the spike in the figures (June 2014), Percentage of complaint cases recorded within 10 working days.

Prof Johns advised that this could be down to some catching up of the data.

Resolved:

- **That the Panel receives and notes the contents of the Commissioner’s report setting out his quarterly performance data for the first quarter of 2015.**
- **Following discussion of the new report format it was agreed that the Panel would review it again after having the benefit of seeing a second quarter.**

The Chairman thanked the Commissioner for his report.

9 **Professional Standards Annual Report**

Prof Allan John outlined the report which covered the period April 2014-March 2015. He advised that there remains some uncertainty as to when the IPCC would publish information for all Police Forces and was therefore unable to produce fully comprehensive information on where Wiltshire Police stood nationally.

Decision

- **That the Panel receives and notes the report.**

The Chairman thanked Prof Johns for his report.

10 **Strategic Alliance with Avon & Somerset**

Kieran Kilgallen – Chief Executive, OPCC gave a short verbal update.

Points made included:

- That Julian Moss had been appointed as the programme lead.
- First Programme Board meeting slated for September 2015.
- The importance of getting the culture right during the early work being carried out between the two forces.
- That the process was aimed at bringing about an alliance, and not a merger.

The Chairman made the point of the importance of the Wiltshire voice being properly heard during negotiations with the Avon & Somerset force.

It was agreed that the Panel members were frustrated by the perceived lack of progress shown so far with the Alliance.

Decision

- **That the Panel requests from the OPCC a written update at the December 2015 PCP meeting, with a report containing defined project areas.**

The Chairman thanked Kieran Kilgallen for his update.

11 **Task Group Updates**

- Police Performance Review Working Group – Noted under agenda Item No.9
- Strategic Alliance Task Group – Noted under agenda item No.11

12 **Innovation Fund Evaluation**

The report was noted.

13 **PCC Diary Report**

The report included in the agenda pack was noted.

14 **Forward Work Plan**

The Forward Work Plan was noted.

15 **Future meeting dates**

The next meeting of the Police and Crime Panel will be on Wednesday 2 December 2015 at the Swindon Borough Council Offices.

(Duration of meeting: 2.30 - 5.30 pm)

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

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

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Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter Two 2015-16 (1 April to 30 September 2015)

For Police and Crime Panel meeting 2 December 2015



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Introduction by Commissioner Angus Macpherson

Welcome to the second edition of my new performance report, assessing progress made to deliver the priorities set out in my Police and Crime Plan. This new performance report reflects my Police and Crime Plan 2015-17 and the new performance culture within Wiltshire Constabulary.

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.

My key priorities are:

- Prevent Crime and ASB
- Protect the most vulnerable in society
- Put victims and witnesses at the heart of everything we do
- Secure, high quality, efficient and trusted services

This report reflects my desire to focus on the quality of services delivered rather than a series of arbitrary targets that led to negative behaviours. I recognise that no one single measure can provide the answer to the complex world of policing and criminal justice.

The Constabulary, Police and Crime Panel, and my office have worked hard to develop this new style of report that provides a more holistic range of information that I make my assessments on.

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.



Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon

Governance structures

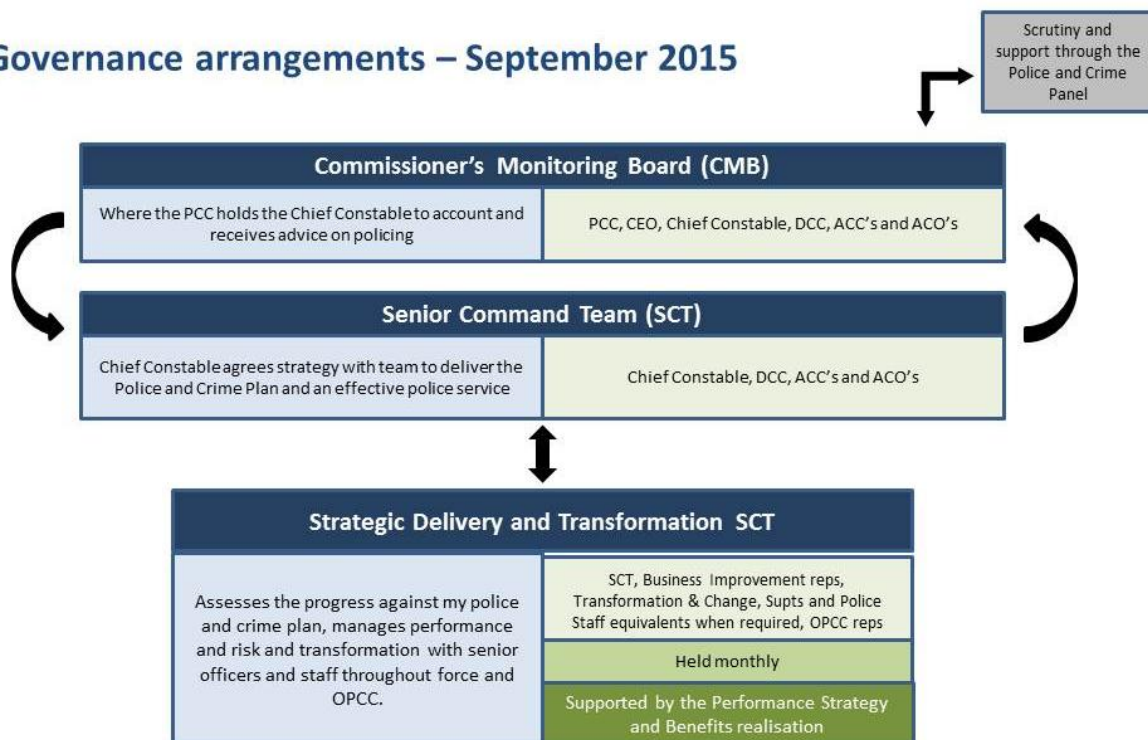
I have worked collaboratively with the Chief Constable to integrate our governance, embedding transparency, accountability and challenge into the process.

The Commissioner’s Monitoring Board is where I hold the Chief Constable to account for delivery of my Police and Crime Plan and for ensuring that Wiltshire and Swindon has an effective police service. It is also where I receive advice on policing. This also provides a forum for discussion of strategy, finance, collaboration and partnerships.

Wiltshire Police holds a weekly Senior Command Team (SCT) which manages the day-to-day running of the organisation. Every fourth meeting details progress against my Police and Crime Plan, manages performance and risk and transformation with senior officers and staff throughout the Force and OPCC.





In addition to this formal accountability, our collaborative approach enables my office to shape developments and have a deep understanding of performance and risk.








Governance arrangements – September 2015



















The remaining areas of my plan are delivered through the respective partnership governance arrangements.













Overall Performance Dashboard

Priority 1: Prevent crime and ASB			
Measure	Data	Infographic	Context
Crime volume	9,638		Significant increasing trend but in line with peers
ASB volume	5,548		Low and reducing
Crime recording compliance	84%		Stable but requires improvement
Satisfaction with visibility	58%		Consistent since Autumn 2012

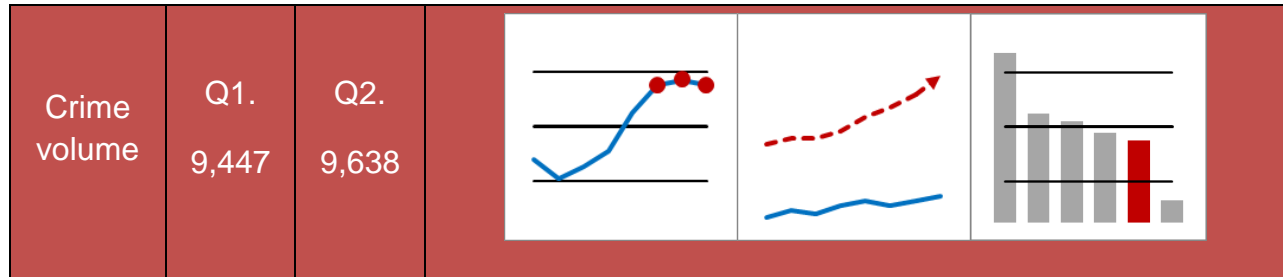
Priority 3: Put victims and witnesses at the heart of everything we do			
Measure	Data	Infographic	Context
Victim Satisfaction	83%		Inline with peers but reducing trend
Satisfaction with investigation	78%		Stable
Satisfaction with being kept informed	79%		Stable trend but restricted method (Completely and Very satisfied) showing improvement
Outcome rate	22%		Significantly lower than peers
End to end time			In development through Community Policing pilot
Cracked and ineffective trials	49%		Stable
Cracked and ineffective trials due to prosecution	19%		Consistently within expected bounds

Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last 8 months have all been above the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Increasing
	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have all been below the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Decreasing
	The Rolling 12-month trend, for the past 12 months, is significant and Decreasing
	Does not trend with Peers
	No data has been recorded for this measure for at least 12 months

Priority 2: Protect the most vulnerable in society		
Measure	Data	Infographic
Assessment to be provided within the report drawing upon a range of Management Information indicators		

Priority 4: Secure high quality, efficient and trusted services			
Measure	Data	Infographic	Context
Public Confidence	84%		Stable and high
Wiltshire Police deal with things that matter to the community	76%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	69%		Stable since Autumn 2012
Wiltshire Police treat me with respect	90%		High and stable since Autumn 2012
OCCD compliance rate			95% in September 2014. Further detail within report.
Response rate	79%		Reducing trend due to taking longer to priority incidents. Emergency calls remain stable.
999 calls answered within 10 seconds	93%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	95%		Stable and high
Quality of files	100%		Only 1 file out of 446 with a quality issue
Volume of complaints	160		Trend stabling following reduction
% of complaints recorded within 10 days	85%		Significantly improved
% of complaint appeals upheld	29%		7 appeals completed with 2 upheld

1. Prevent Crime and ASB



ONS Crime Statistics Release (12 months to June 2015)

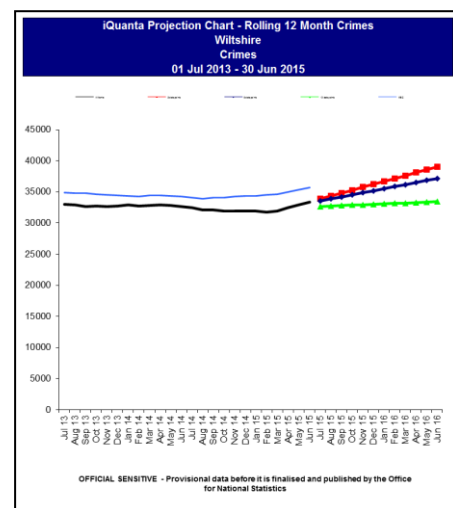
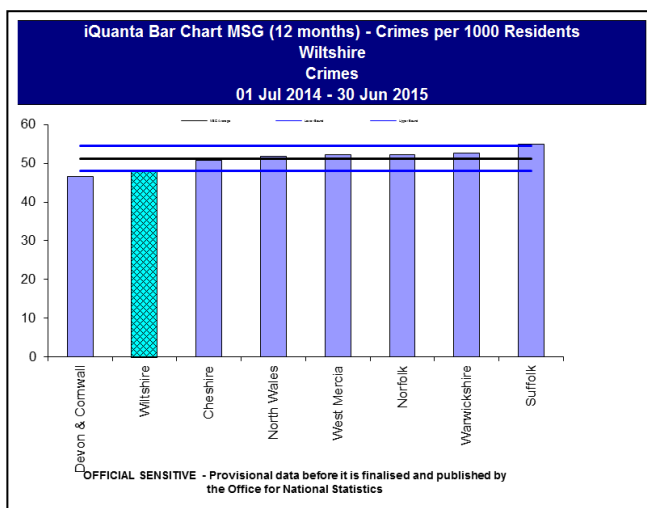
1. On 15 October 2015, the ONS published the National Crime Statistics for the 12 months to June 2015¹.
2. The key messages from this publication were:
 - a. Recorded crime within England and Wales increased by 4.5%. 34 forces are recording more crime than the previous year.
 - b. Recorded crime within Wiltshire had increased by 2.4%. This equates to 768 crimes with a total of 33,397 recorded.
 - c. This was the first release in which the overall crime volume has shown an increase in Wiltshire.
 - d. The increase is primarily driven by continued increases in violence against the person (VAP), public order, sexual offences and shoplifting which are now outweighing the reduction in other crime types such as non dwelling burglary, vehicle offences and criminal damage.
- 3.

¹ ONS Crime Stats Release – 12 months to June 2015 <http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/year-ending-june-2015/index.html>

Areas	Earlier Period Jul-13 to Jun-14	Later Period Jul-14 to Jun-15	Change	
			Numeric	Percentage
England & Wales	3,460,480	3,616,332	+ 155,852	+ 4.5%
South West Region	279,750	281,717	+ 1,967	+ 0.7%
Avon & Somerset	97,168	101,669	+ 4,501	+ 4.6%
Devon & Cornwall	84,469	79,648	- 4,821	- 5.7%
Dorset	36,501	37,303	+ 802	+ 2.2%
Gloucestershire	28,983	29,700	+ 717	+ 2.5%
Wiltshire	32,629	33,397	+ 768	+ 2.4%
Most Similar Group	369,720	381,734	+ 12,014	+ 3.2%
Wiltshire	32,629	33,397	+ 768	+ 2.4%
Devon & Cornwall	84,469	79,648	- 4,821	- 5.7%
Warwickshire	27,651	28,981	+ 1,330	+ 4.8%
Suffolk	35,857	40,613	+ 4,756	+ 13.3%
North Wales	36,990	35,922	- 1,068	- 2.9%
West Mercia	57,631	64,727	+ 7,096	+ 12.3%
Norfolk	39,600	45,798	+ 6,198	+ 15.7%
Cheshire	54,893	52,648	- 2,245	- 4.1%
Number of forces in England & Wales with an increase in this category			34	

All Crime up to June 2015 – Most Similar Group (MSG) and Regional Comparison

4. The charts below show that Wiltshire has the second lowest crime per 1,000 population within the MSG and the current trend is in line with its peers.

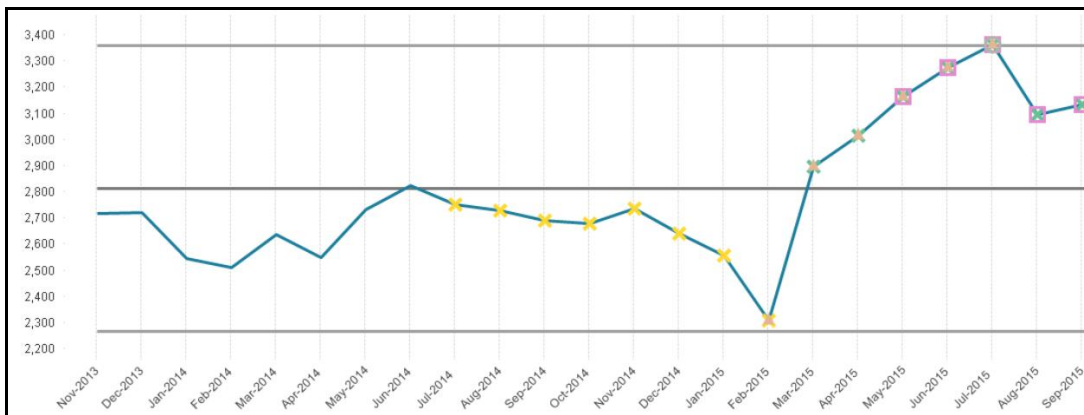


All Crime up to June 2015 – MSG Position and Trend

Quarter two performance

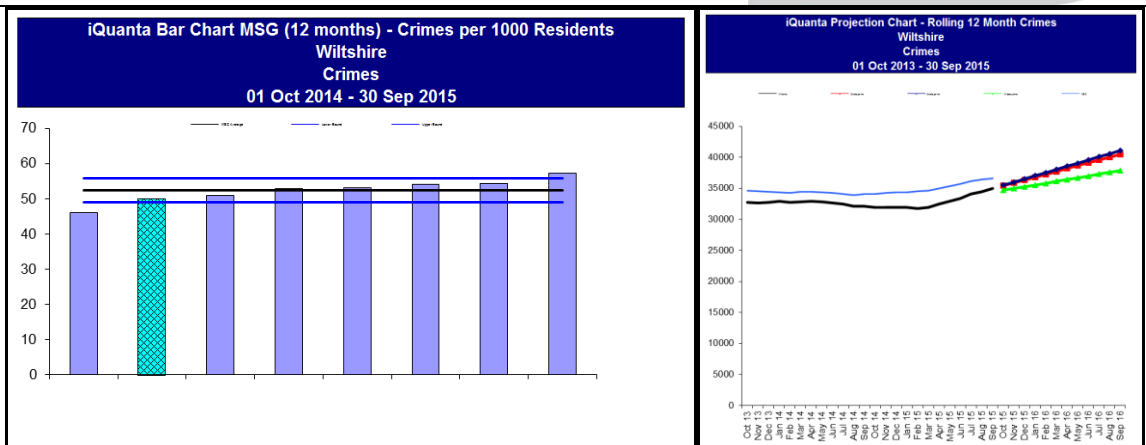
5. 9,638 crimes were recorded during quarter two. Each of the three months saw statistically high volumes, exceeding the expected seasonal summer increase.
6. The control chart below shows that the monthly volume of crime recorded in the last seven months is above the monthly average of the last two years. To have this many consecutive months above the average statistically points towards a potential change in processes which may be affecting the volumes.

7.



All Crime up to September 2015 – Control Chart

8. For the 12 months ending September 2015, Wiltshire recorded 34,959 crimes. This represents an 8.8% increase on the previous year.
9. This increase is in line with the national rate of change but slightly ahead of the MSG. This has seen Wiltshire move from “significantly lower than peers” to “in line with peers – below average”.



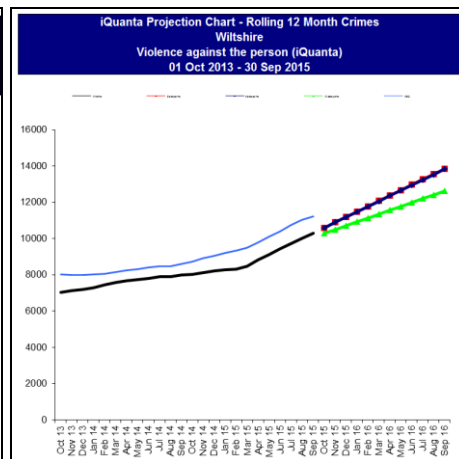
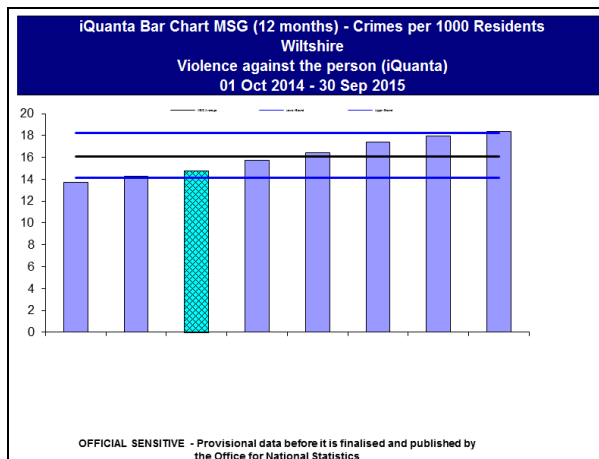
All Crime up to September 2015 – MSG Position and Trend

10. A full breakdown of the recorded crime volumes for each crime group can be seen below.

Crime Category	Period		Change	
	Earlier	Later	Numeric	Percentage
All Crime	32,129	34,959	+ 2,830	+ 8.8%
Victim-Based Crime	29,217	31,473	+ 2,256	+ 7.7%
Violence Against The Person	7,261	9,102	+ 1,841	+ 25.4%
Homicide	4	5	+ 1	+ 25.0%
Most Serious Violence	132	120	- 12	- 9.1%
Violence WITH Injury	4,040	4,485	+ 445	+ 11.0%
Violence WITHOUT Injury	3,217	4,612	+ 1,395	+ 43.4%
Sexual Offences (All)	897	1,260	+ 363	+ 40.5%
Rape	286	443	+ 157	+ 54.9%
Other Sexual Offences	611	817	+ 206	+ 33.7%
Robbery (All)	131	187	+ 56	+ 42.7%
Robbery (Business)	13	21	+ 8	+ 61.5%
Robbery (Personal)	118	166	+ 48	+ 40.7%
Theft Offences	15,294	15,517	+ 223	+ 1.5%
Burglary (All)	3,697	3,858	+ 161	+ 4.4%
Burglary (Dwelling)	1,096	1,261	+ 165	+ 15.1%
Burglary (Other)	2,601	2,597	- 4	- 0.2%
Shoplifting	3,106	3,709	+ 603	+ 19.4%
Vehicle Offences	2,690	2,476	- 214	- 8.0%
Theft from a Vehicle	2,002	1,703	- 299	- 14.9%
Theft of a Vehicle	489	524	+ 35	+ 7.2%
Vehicle Interference	199	249	+ 50	+ 25.1%
Theft from the Person	330	282	- 48	- 14.5%
Bicycle Theft	768	867	+ 99	+ 12.9%
All Other Theft Offences	4,703	4,325	- 378	- 8.0%
Criminal Damage & Arson	5,634	5,407	- 227	- 4.0%
Criminal Damage	5,473	5,277	- 196	- 3.6%
Arson	161	130	- 31	- 19.3%
Other Crimes Against Society	2,912	3,486	+ 574	+ 19.7%
Public Order Offences	841	1,392	+ 551	+ 65.5%
Possession of Weapons Offences	137	196	+ 59	+ 43.1%
Drug Offences	1,544	1,332	- 212	- 13.7%
Drugs (Trafficking)	244	245	+ 1	+ 0.4%
Drugs (Possession)	1,300	1,087	- 213	- 16.4%
Miscellaneous Crimes Against Society	390	566	+ 176	+ 45.1%
Racially/Religiously Aggravated Offences	216	318	+ 102	+ 47.2%

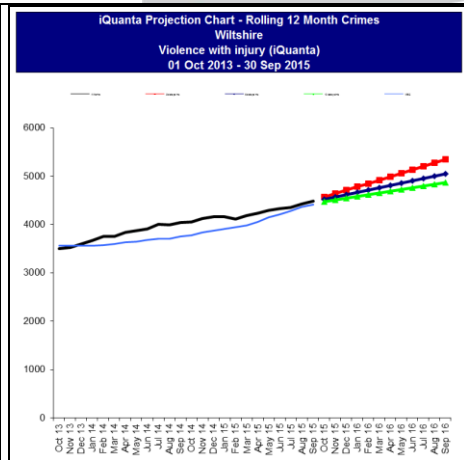
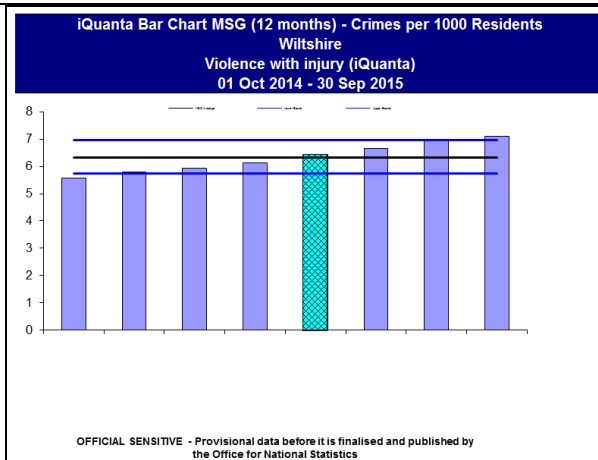
Crime Group Volume 12 months to September 15 compared to previous year

11. It is recognised that the data above is simply comparing this year versus last year and there are significant flaws and limitations with assessing data in this way.
12. The Business Intelligence Team uses the information provided by the Home Office in combination with a range of statistical methods and techniques in order to understand whether there are any exceptions which need attention.
13. The key crime groups influencing the overall crime increase are VAP, shoplifting and public order offences.
14. Exceptions within robbery and dwelling burglary have also been reviewed.
15. The increase in VAP and sexual offences has been well documented both nationally and also within previous Police and Crime Panel reports. The charts below outline Wiltshire’s position and trend for these crime groups.

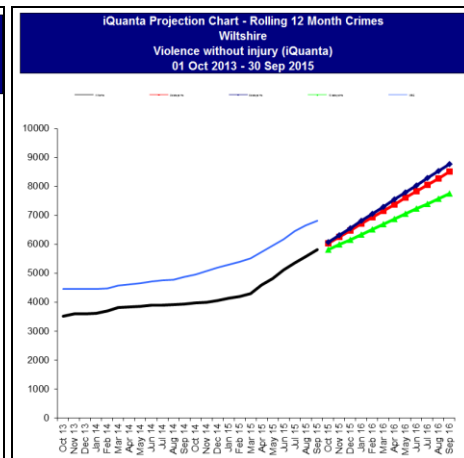
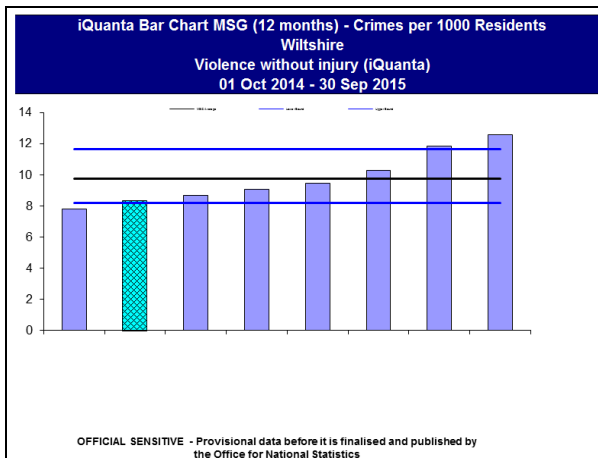


VAP up to September 2015 – MSG Position and Trend

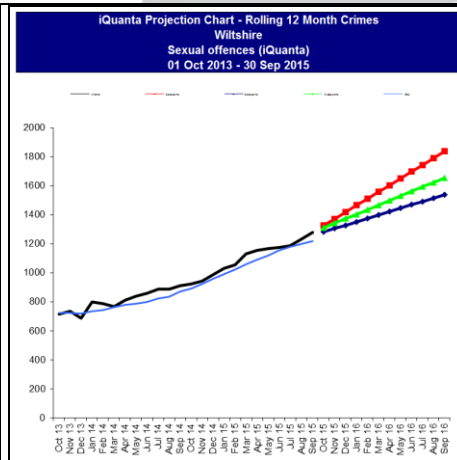
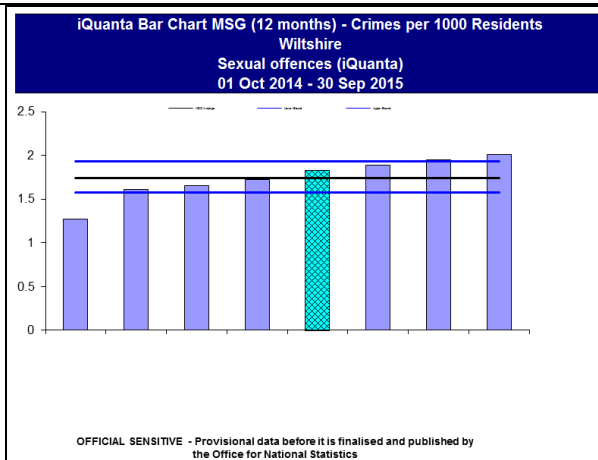
16. A significant proportion of the VAP increase is related to low level common assaults where there is no injury. This is classified as “violence without injury”.



Violence with injury up to September 2015 – MSG Position and Trend

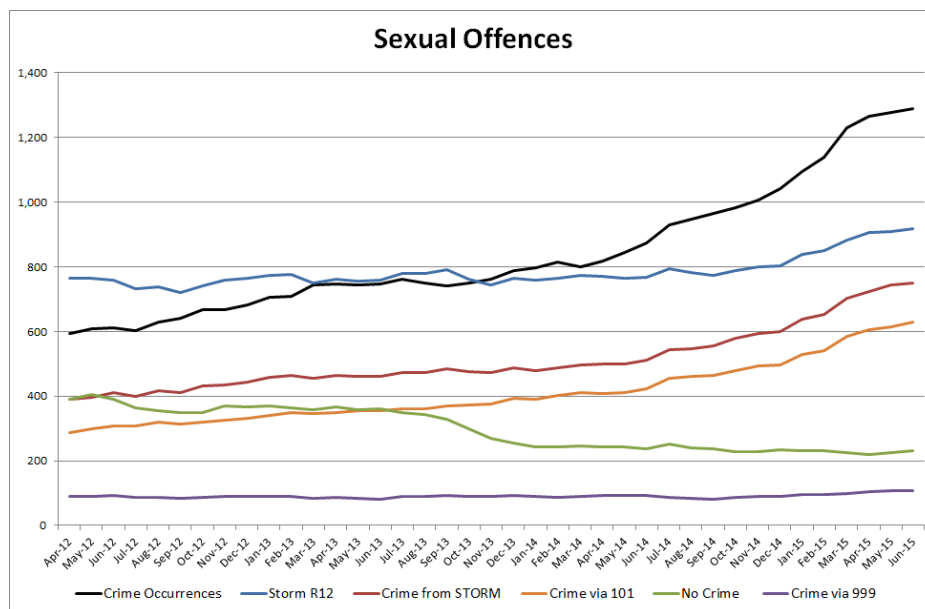


Violence without injury up to September 2015 – MSG Position and Trend



Sexual offences up to September 2015 – MSG Position and Trend

17. The Force’s Business Intelligence Team has regularly reviewed the increases in these crime types to ensure we do not get complacent. Evidence continues to suggest that these offences are increasing because of better recording practices.

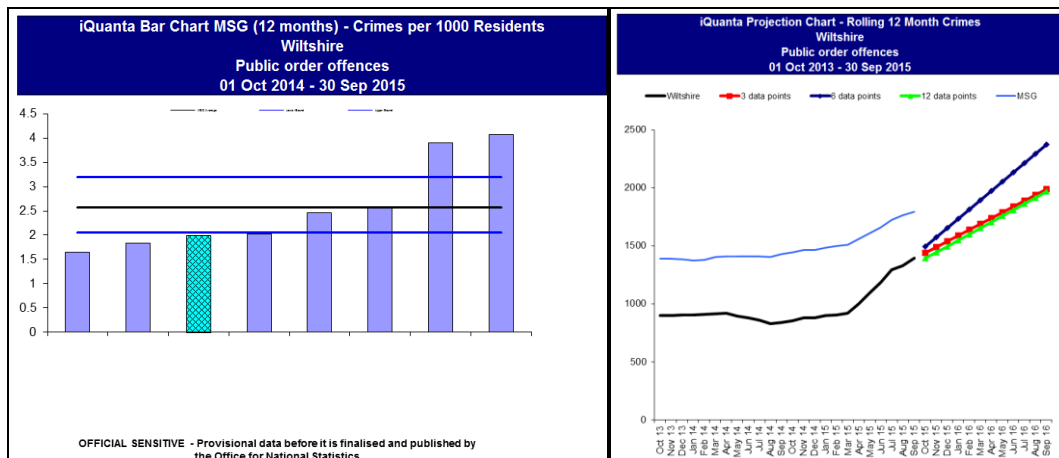


Sexual Offences – Rolling 12 Months

18. Wiltshire, along with 28 other Forces has seen a significant increase in the

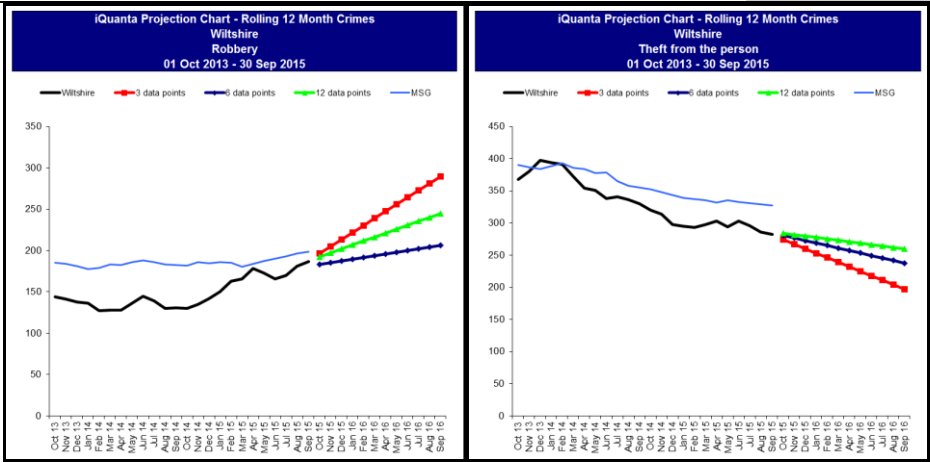
volume of recorded public order offences.

19. Wiltshire's 66% increase appears concerning as it is double the national rate of increase. However, as the charts below will indicate, Wiltshire has a low public order rate. The rate of change is therefore exaggerated because of the low volume.



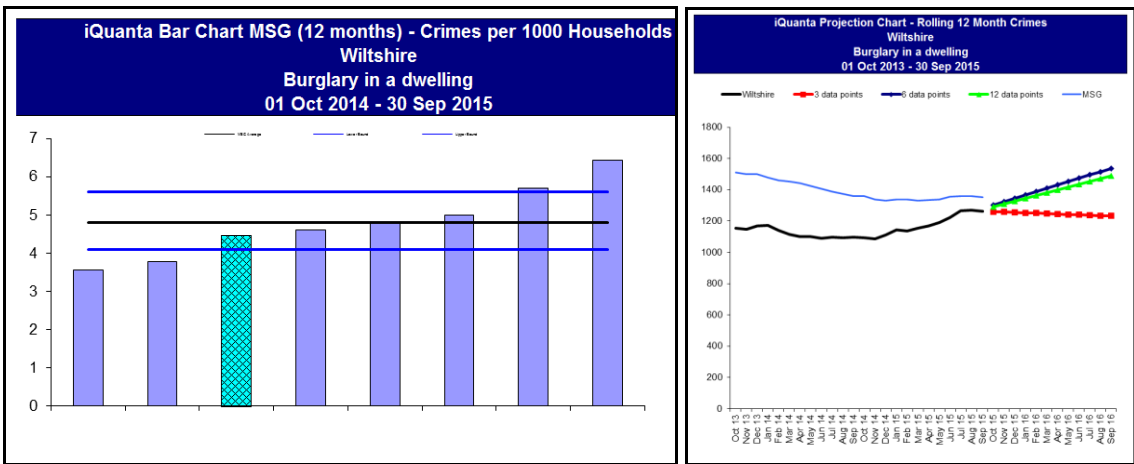
Public order up to September 2015 – MSG Position and Trend

20. In the “Deep Dive” section of the Q1 2015-16 report, under section 1.12 it was reported that the staff within the Crime and Communications Centre (CCC) would receive additional law training. Public Order was a specific area of focus for this training and an increase in the volume of offences recorded would be expected as operators will be more able to distinguish between a public order offence and anti-social behaviour incident for example.
21. The volume of robbery offences appears to have had a significant increase at 43%. Because of the low volumes, this rate of change looks alarming but in fact relates to 56 offences.
22. The increase in robbery has been offset by an almost identical reduction in theft from the person. The difference between whether an event is recorded as a robbery rather than a theft from the person is whether violence is used and if so, at what time during the event was it used.
23. The relationship between these two crime groups would suggest a more accurate recording of robbery offences. The combined volume of both offence types remains stable.



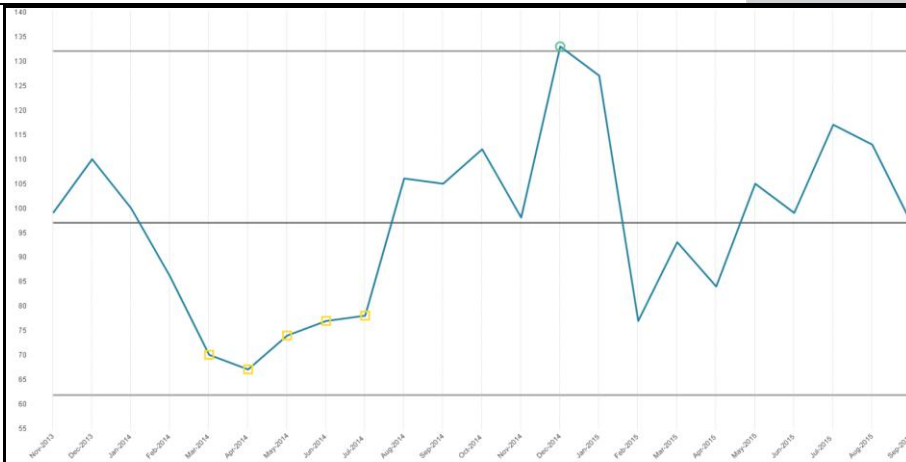
Robbery and theft from the person up to September 2015 – MSG Trend

- 24. Operational superintendents have reviewed the increased trend through their monthly performance meeting and are satisfied that there are no exceptional matters that need addressing in relation to robbery.
- 25. Dwelling burglary volume has increased 15% on the previous year. This amounts to 165 more offences.



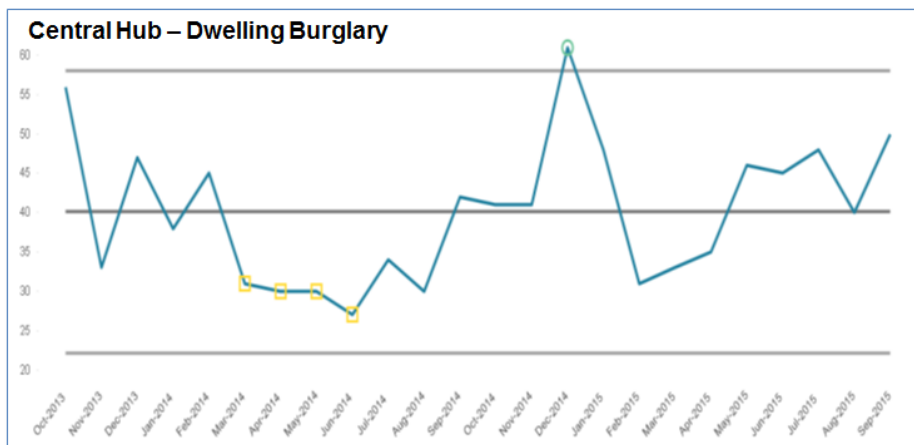
Dwelling burglary up to September 2015 – MSG Position and Trend

- 26. The rolling 12 month trend has stabilised during quarter two. The primary reason for the increasing trend is a significant spike in the number of offences that occurred in December 2014.



Dwelling burglary up to September 2015 – Control Chart

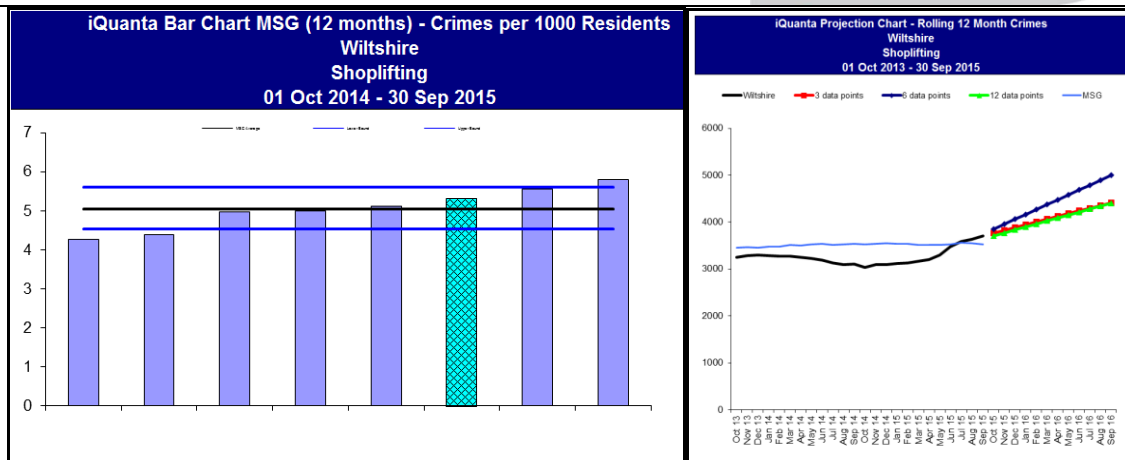
27. The spike in December 2014 relates to a series of cross border offences which occurred within the Chippenham/Royal Wootton Bassett area (Central Hub) over a couple of days. Offenders have been identified and dealt with.



Central Hub dwelling burglary up to September 2015 – Control Chart

28. When monthly volumes are displayed within a control chart, it is clear that there are no exception concerns and in fact year-on-year the comparison is exacerbated due to an exceptionally low period between March and June 2014.


29. Shoplifting has increased by 19% (603 offences) and, in volume terms, accounts for the second largest proportion of the overall increase in recorded crime (2,830 offences) behind VAP.



Shoplifting up to September 2015 – MSG Position and Trend

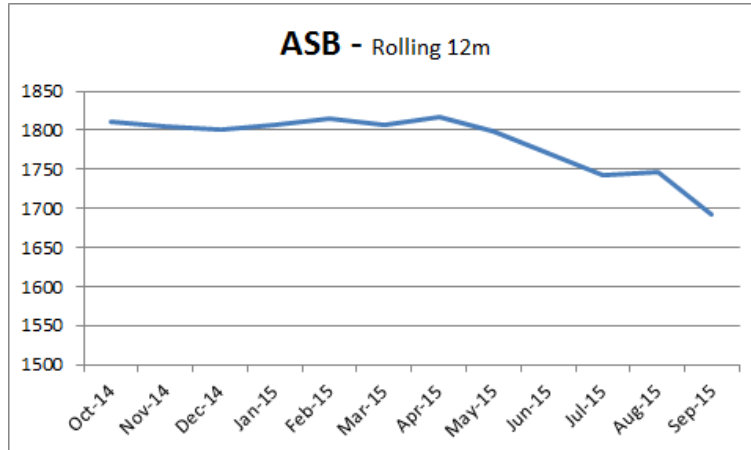
30. The volume of shoplifting offences recorded each month is increasing across the Force with exception of the South Hub (Amesbury, Salisbury and Warminster).
31. The average monthly volume of shoplifting offences recorded between April and September 2015 is 341. This is 20% higher than the monthly average of the last two years (284).
32. Part of this exception is driven by three months of high volume in Swindon between May and July 2015. Resources were focused on tackling organised crime group (OCG) activity in line with the Control Strategy.
33. The Force has been exploring opportunities to operate more efficiently and effectively in light of increasing demands and reducing budgets.
34. On 3 November 2015, Chief Constable Mike Veale published a message on Community Messaging outlining a new Force initiative in Swindon town centre².
35. The initiative intends to make the best use of technology to secure CCTV footage from business premises where the offender is no longer present rather than sending an officer in person.
36. This is with the aim of *“enabling our community officers to spend more time walking the beat, preventing crime and keeping the public safe”*.

²Chief Constable Mike Veale's monthly column: November
https://www.wiltsmessaging.co.uk/da/128592/Chief_Constable_Mike_Veales_monthly_column_November.html

ASB Volume	Q1. 5,268 incidents	Q2 5,548 incidents	
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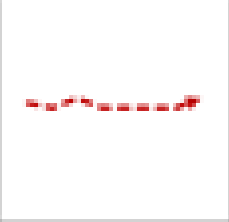
37. The volume of anti-social behaviour (ASB) continues to reduce. There were 5,548 incidents reported during quarter two.

38. ASB volume follows a clear seasonal pattern of higher volume in the summer months and lower volume in the winter months. However, volumes did not reach their expected seasonal peak between June and August which has caused the rolling 12 month trend to reduce as shown on the chart below.

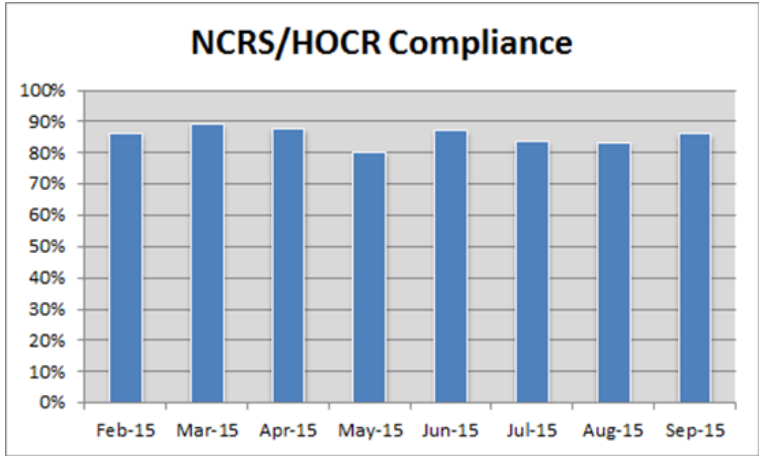


ASB up to September 2015 – Rolling 12 months

39. Peer information is not available for ASB and so drawing comparisons against Forces of a similar size and demography is not possible.

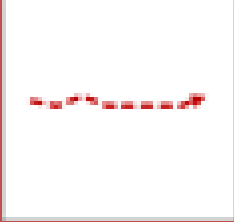
Crime recording compliance rate	86 per cent as of September 2015	
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40. The integrity of crime recording standards is vitally important and is something which I am very interested in. The chart below shows that the proportion of crimes accurately recorded in line with the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) is 86 per cent for the month of September.



NCRS/HOCR Compliance Rate up to September 2015

- 41. The proportion of crime accurately recorded has remained relatively stable and is consistently close to the average for the past nine months.
- 42. The auditing process covers a wide range of offences and incident types. It is reassuring to see that the audit found 100% of domestic incidents to be correctly classified and recorded in September.
- 43. The Force continues to review its recording compliance on a monthly basis and I will expect to see an improvement in its recording compliance rate over the coming months as a result of the training investment.

Satisfaction with visibility	58.2 per cent (±2.1 per cent; Wave 12 Spring / Summer 2015)		No significant change, stable since Autumn 2012.

44. This information comes from the public opinion survey which I commission. The Autumn/Winter survey is currently being conducted and I expect to be able to share the results within the quarter three report.

Priority One: Commissioner's Comments

- 1.

2. Protect the most vulnerable in society

Management Information

45. As agreed with the panel's working group members, numerical outcomes are not suitable for this priority. I am using management information and assessment of the way partnerships identify and manage vulnerability, as quality measures for this priority. This is further explained within the detailed section on this priority, later in the report.
46. Through the public protection department, and Force governance arrangements, I have access to a wide range of management information indicators which provide an understanding of the demand from vulnerable members of our community and some of the risks associated with that demand.
47. The police regularly review the volume and trend of robbery, domestic abuse, VAP and sexual offences, with a particular focus on whether the victim or offender is a vulnerable adult or child. This is further discussed through the work ongoing in the 'single view of the customer' project, as detailed within objective 2.02 in the latter section of this report.
48. These indicators are predominantly showing increases in line with the increases outlined within the crime volume section of this report. I am assured that there is enough scrutiny in place to ensure genuine increases do not go unnoticed.
49. As the majority of crimes associated with vulnerability are generally more challenging to investigate, and carry a strong element of safeguarding, there is a greater requirement to understand the full demand placed on the Force and the staff involved. In addition, there is an unknown level of true demand in areas such as child abuse, online grooming and domestic abuse, and we have seen nationally that these areas are traditionally under-reported.
50. To support the understanding of demand in this area, the Force conducted a 'demand and process' review of public protection, with the purpose of informing where further work and actions are required, and to improve the efficiency and effectiveness of the department. This was conducted in August and September 2015, and reported to the senior team in October 2015.
51. The review was undertaken by the Force's continuous improvement team, who combined environmental scanning, desktop research and learning from previous external inspections, with holding interviews and focus groups with staff, to pull together the findings. Conducting a review like this is a positive sign that the Force is continually learning about the demand and effectiveness of the department, in light of the increasing trends in this area.
52. The findings from this review showed that the increased staff investment in high risk areas

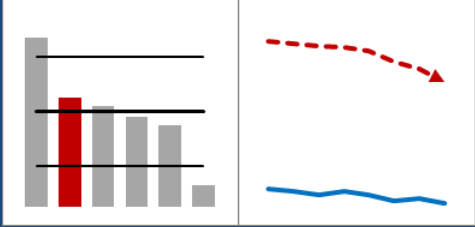
over the last year has put the Force in a good position to be able to deal with the demand coming in. However this demand is likely to continue to increase and so there is a need to continually review the staff ratios and processes within the department. Offences such as child sexual abuse, domestic abuse, internet exploitation, and abusing vulnerable adults are areas which need continual engagement to encourage reporting, whilst ensuring the police are effective at carrying out the investigation.

53. A number of recommendations have been identified through the report, which range from reviewing some departmental structures, the shift patterns which are worked by the teams, and the way that information is stored and analysed.

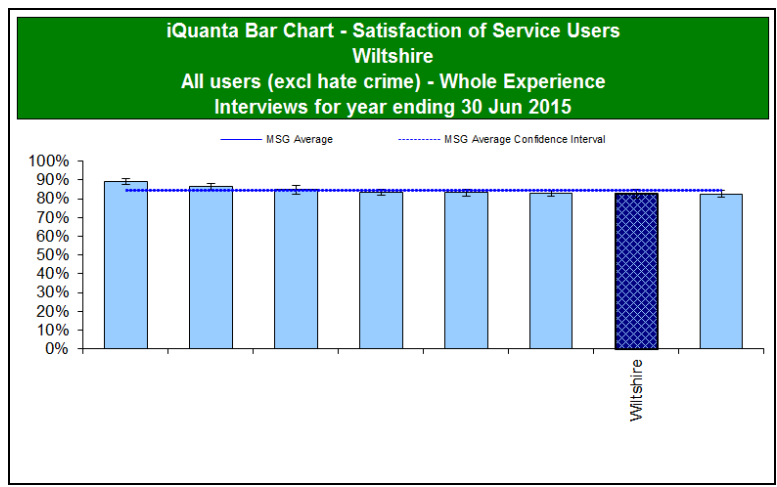
54. The recommendations will be managed internally through the Force's vulnerability board, and my office will be kept up to date with the progress made.

55. Additional information on this priority is available within the section, later in this report.

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

Victim satisfaction	83 per cent (12 months to June 2015)	
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56. 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.
57. 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
58. As was included within the previous report, Wiltshire has seen a rise and fall within the last 12 months, which, when analysed, equates to a change in 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', and gives an indication of how the rates are changing over time.
59. Wiltshire remains in line with peers for victim satisfaction, within a percentage on the average of similar Forces.



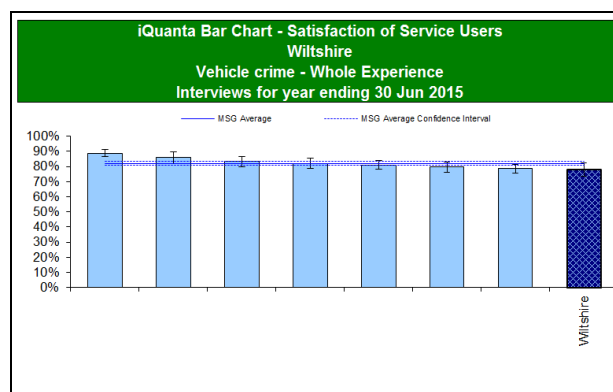
Overall satisfaction rate within the similar force group

60. There are still improvements which can be made in maintaining a consistent and high quality service, and expanding engagement with victims of crime.

61. The survey which is conducted is broken down into four sub-groups:

- iv. Violent crime
- v. Vehicle crime
- vi. Burglary
- vii. Hate crime

62. Both burglary and violent crime satisfaction levels are in line with peers. However, vehicle crime remains low compared to peers, and an area which is potentially pulling the overall satisfaction down. This can be seen from the below graph:



Victims of vehicle crime overall satisfaction rate within the similar force group

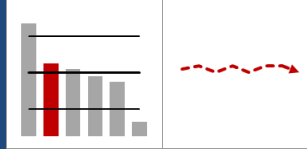
63. From reviewing those vehicle crime victims who were dissatisfied with the service, there is a clear theme of dissatisfaction with the actions taken by police, and the provision of updates. Wiltshire is currently 33rd nationally up to the end of June 2015 which is a further drop in position from previous reports.

64. Analysis into victim satisfaction results has identified a reduction in individuals saying that they were given updates without asking. As a result of this, further analytical work is currently taking place to identify issues within the hierarchical crime review process that may impact upon updates being provided to victims.

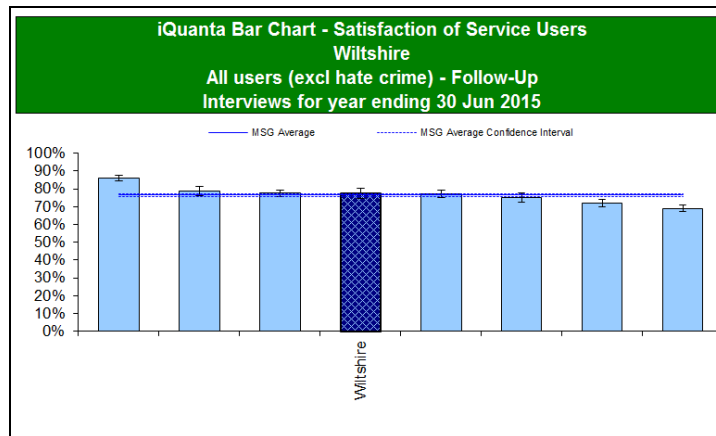
65. The Home Office now requires forces to measure hate crime victim satisfaction. This is a change from the previous requirement to measure racist incident victim satisfaction. As a result comparisons with the peer group should not be made until there are enough responses to ensure a statistically significant sample. This will be available when results for March 2016 are published.

Satisfaction with being kept informed

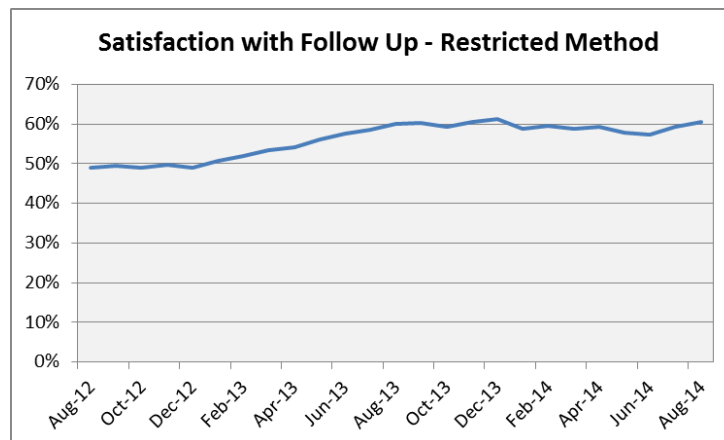
78 per cent
(12 months to June 2015)




66. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is above average and in line with its peers. Nationally, Wiltshire is rated 13th out of 43 forces for the same measure. This area can be a significant driver for overall satisfaction and it is therefore important that this measure is monitored.
67. The trend at the moment is a decreasing one for the overall data; however the most recent quarter has seen stability. The restricted method (only those completely and very satisfied) is showing an increase which shows that more people are very or completely satisfied.



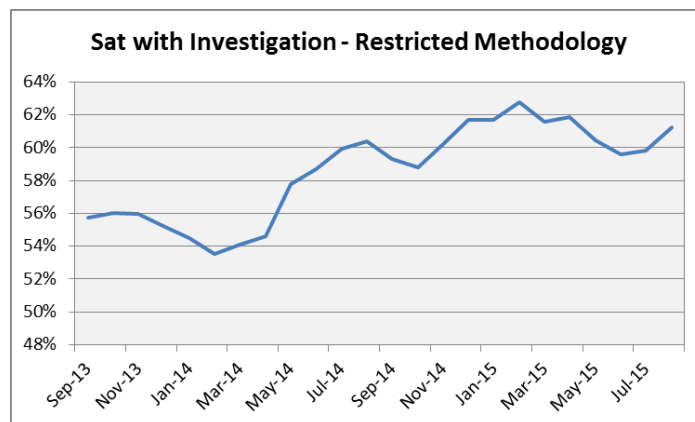
Satisfaction with being kept informed within the similar force group



Satisfaction with being kept informed – restricted method

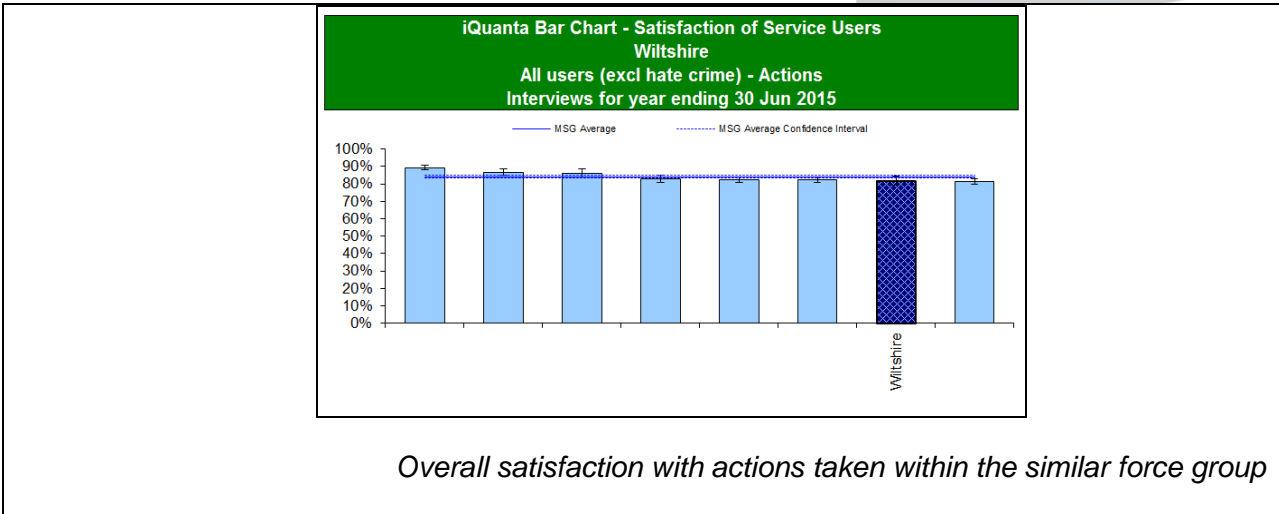
Satisfaction with investigation	76 per cent (12 months to June 2015)	
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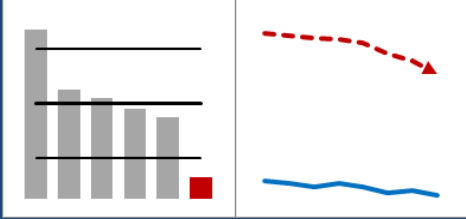
68. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a question mandated by the Home Office. The below chart shows how the results have changed over time, with an increasing trend over the last two years, with more recent performance showing stability.



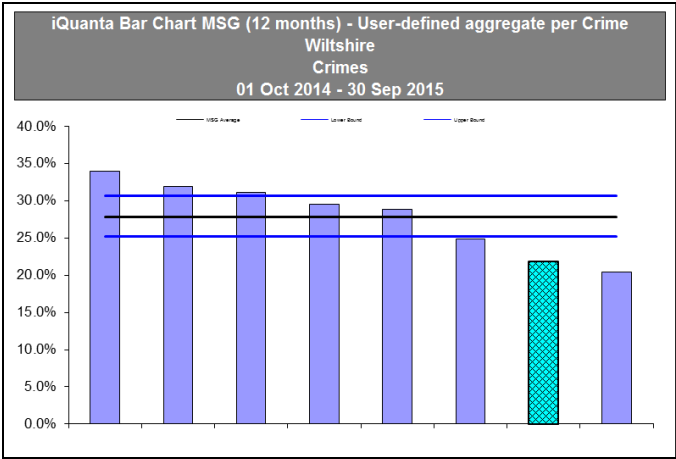
Satisfaction with investigation

69. Although not a question, a related theme of satisfaction with the 'actions taken' places the Force in line with peers.



Outcome rate	21.8 per cent (12 months to September 2015)	
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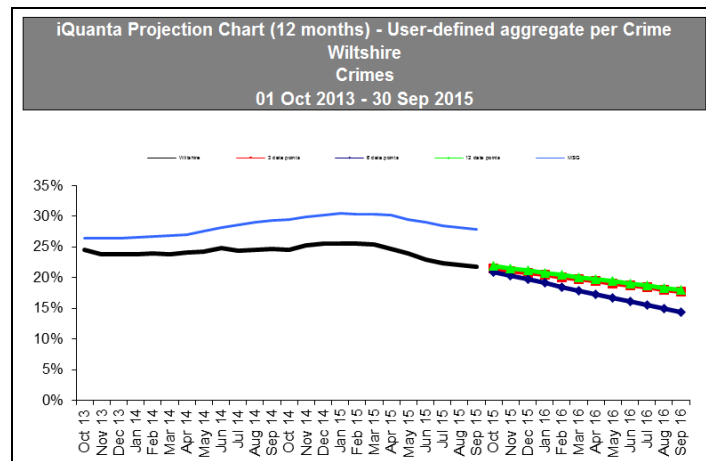
70. The resolution rate at the end of the second quarter was 21.8 per cent. This remains significantly below the average of our peer group.



71. When comparing to other forces within the region, however, the outcome rate has a much closer distribution, albeit Wiltshire remains the lowest.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	3,687,089	920,294	25.0%
South West Region	285,160	72,695	25.5%
	103,852	24,644	23.7%
	78,628	23,395	29.8%
	38,334	10,515	27.4%
	29,387	6,514	22.2%
Wiltshire	34,959	7,627	21.8%
Most Similar Group	389,360		28.0%
Wiltshire	34,959	7,627	21.8%
	78,628	23,395	29.8%
	29,817	6,098	20.5%
	42,291	12,219	28.9%
	36,800	11,886	32.3%
	67,571	16,780	24.8%
	46,453	15,901	34.2%
	52,841	16,798	31.8%

Wiltshire outcome rate compared to the most similar group and South West region



Wiltshire Police outcomes trend

72. The Home Office is putting much more emphasis on understanding the full range of outcomes rather than the traditional approach of looking at “detection rates”.

There is recognition that not all outcomes are equal.

73. As this new framework becomes embedded within policing, I will be able to report any analysis which may materialise to understand the areas and trends of unresolved crimes.

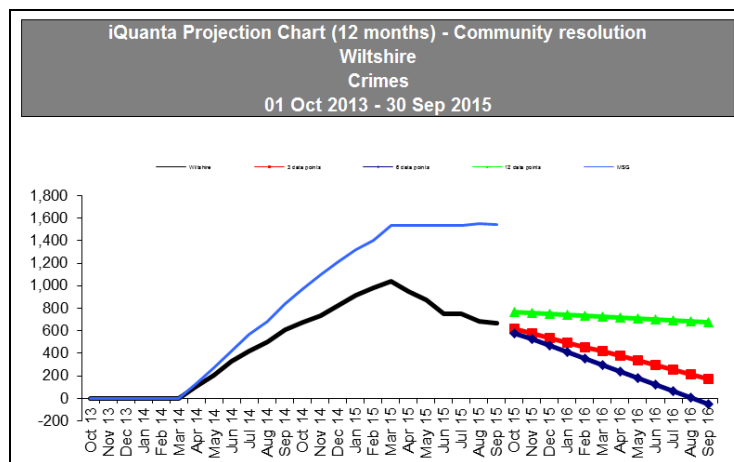
74. There are challenges when comparing trends both internally and externally for a range of reasons.

75. iQuanta have stated two flaws with their framework.

- a. Cross sectional - there is a mix of forces reporting different subsets of outcomes.
- b. Impact on historical time series – this relates to differences when outcome types are adopted by each force, and when they subsequently report this data to the Home Office.

76. The iQuanta framework does not give any indication of the accuracy and quality of the outcomes used across each force.

77. Internally, there is a process issue which is affecting the apparent trend for the use of community resolutions.



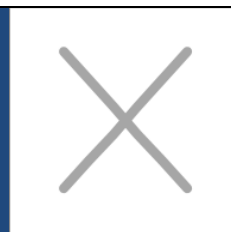
Community resolution outcomes trend

78. There was a vacancy within the Out of Court Disposal (OoCD) administrator role for the first six months of 2015. This individual is responsible for reviewing the appropriate use of the OoCD before filing. The vacancy caused a backlog of

OoCDs within the crime standards in-box.

79. Between 450 – 500 OoCDs were in the in-box waiting to be added to the system. The majority of these were community resolutions. The trend looks like it is decreasing although this just reflects that we are not submitting data to the Home Office as the outcomes are waiting to be filed.
80. It is for this reason that our overall rate is not representative of our actual performance but merely what we have filed on the system. Comparing to peers is just a proxy.
81. The Force has since recruited an OoCD administrator and there is a process in place where the most important disposal types are prioritised (i.e those that require the Police National Computer to be updated).
82. The backlog has reduced to approximately 100 disposals as of 4 November 2015.
83. One of the knock-on effects will be the apparent time it takes to resolve a crime. The crime is effectively resolved once an officer issues a community resolution for example. The fact it sits in an in-box waiting to be filed adds days on to the end.
84. Unless the process for assessing the measure changes, there will be an apparent skew in the time it takes to resolve crime.

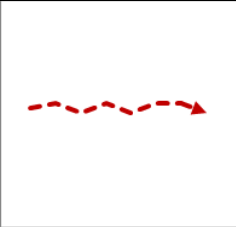
End to end time



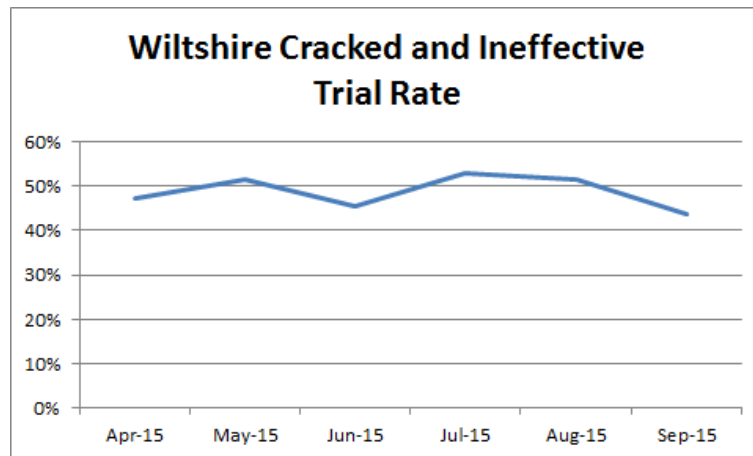
85. This is a measure in development through the community policing pilot, which is driven by the systems thinking philosophy. The operating model is designed to remove bureaucracy from the system and improve efficiency.
86. The measure assesses how long on average it takes a case to go through the

system and can be broken down to particular pinch points within the process where we expect there to be improvements as a result of the new model.

87. The Force will be conducting a thorough review of the pilot. The terms of reference have been signed off and the review will produce its findings in January 2016.
88. The review aims to gather evidence that can be used to support the further roll out of the community policing model.
89. The evaluation will aim to provide evidence of what outcomes have been obtained from the pilot, and whether the anticipated benefits have been realised/are likely to be realised if full roll out takes place. The evaluation will also, if necessary, provide recommendations on areas for further improvement.
90. The evaluation outcomes will attempt to establish:
 - a. potential financial savings if the model were rolled out further/across the Force
 - b. feedback from staff working in the pilot
 - c. feedback from public affected by the pilot
 - d. impact on relationships with partners as a result of the pilot
 - e. whether there has been an impact on staff not directly linked to the pilot
91. The evaluation of the community policing pilot will provide an early indication of whether the outcomes and benefits identified in the full community policing benefits realisation map are likely to be achievable should the pilot be rolled out across the entire Force area.
92. It will also provide early indications of where blockages exist in the pilot model which need to be removed to release the benefits from a wider roll out.

Cracked and ineffective trials	Q1 43 per cent	Q2 49 per cent	
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93. 347 trials were listed during the second quarter 2015/16 of which 171 (49 per cent) were cracked or ineffective.




Wiltshire cracked and ineffective trial rate 2015/16

94. It is useful for me to be able to monitor this high level measure as it enables me to hold to account members of the Wiltshire Criminal Justice Board for the part they play in providing a good service to the victims and witnesses within Wiltshire.

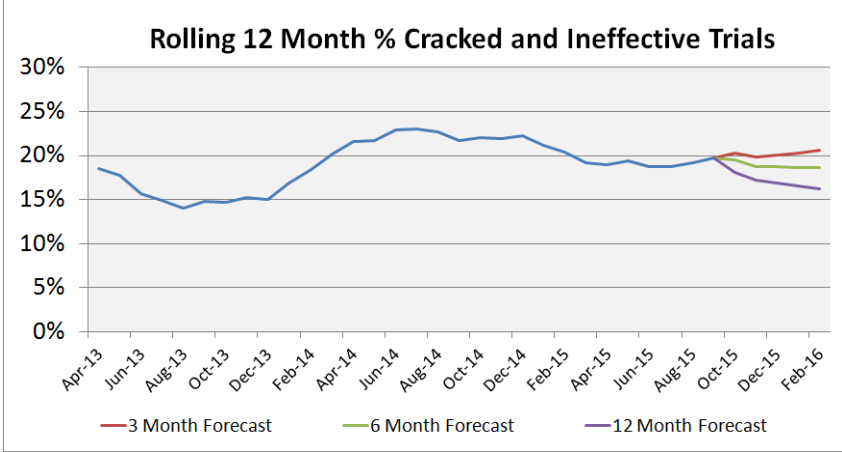
95. The table below shows Wiltshire in a positive position when compared to the South West region crown courts.

Magistrates		Crown	
Wiltshire	SW Region	Wiltshire	SW Region
52%	48%	33%	49%

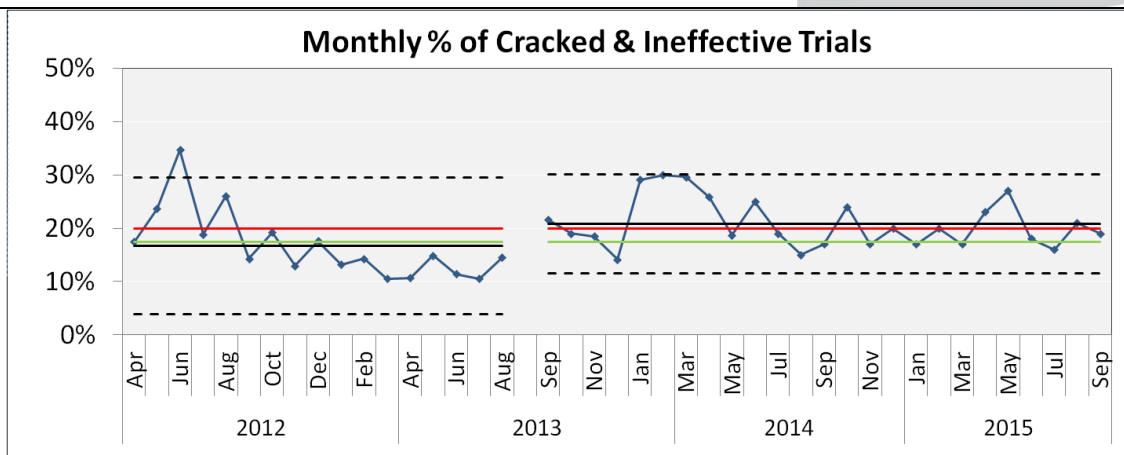
Q2 2015/16 regional and national C&I trial rate comparison

Cracked and ineffective trials due to prosecution	Q1 18 per cent	Q2 19 per cent	
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1. There were 66 trials cracked and ineffective due to prosecution within the first quarter which equates to 19 per cent of the total trials listed (347).
2. 61 relate to trials listed at magistrates court (92 per cent) with the remaining five listed at crown court (eight per cent). These proportions remain consistent with the breakdown over the last two years.



percentage of trials cracked & ineffective due to prosecution – rolling 12 months



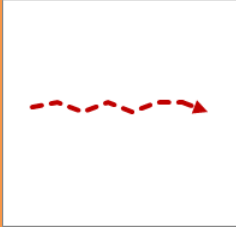
percentage of cracked and ineffective trials for magistrate and crown courts – control chart

3. Whilst there are no exceptions present with the overall measure, analysts are provided with information which enables them to see the reasons for trials being cracked and ineffective and also which court it relates to.
4. Of the magistrates cracked and effective trials, there are two issues that stand out from the second quarter.
 - i. 19 out of the 21 trials C&I due to not being in the public interest were within Salisbury Magistrates Court.
 - ii. The predominant reason cited for C&I trial due to prosecution is witness absent/withdrawn followed by insufficient evidence.
5. The public interest trials were discussed at the Wiltshire Criminal Justice Board (WCJB) and it was suggested there are more agency/temporary staff fulfilling roles within Salisbury which brings with it less consistency when reviewing files.
6. Managers within the justice department are now getting the unique reference number (URN) information from the cracked, ineffective and vacated trials on a monthly basis.
7. Each month there is a cracked and ineffective trials scrutiny panel attended by representatives of the police, courts and Crown Prosecution Service CPS. The panel reviews the case files of C+I trials with a view to identifying areas for improvement.
8. Although this process is in its infancy, there is positive activity already taking place.

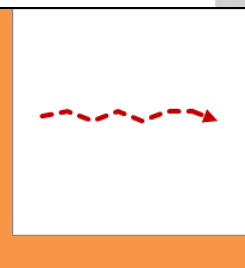
9. One example given to the panel found a particular issue with a witness being absent. The justice manager was able to review the witness management system (WMS) which is an effective audit trail of all the contact with witnesses.
10. The review found that the Force had taken all the necessary steps to encourage the witness to attend.
11. Where issues are identified, each partner agency compiles an action plan which consists of what they have done and what they are going to do to resolve the issue.
12. In future, there is an opportunity for the governance of these action plans to sit with the WCJB.

Priority Three: Commissioner's Comments

4. Secure, high quality, efficient and trusted services

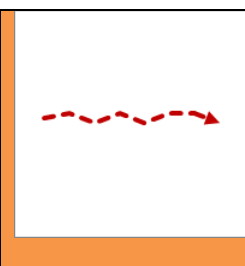
Public confidence	84 per cent Stable and high		
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13. Public confidence in policing is the headline measure from my public opinion survey which I commission and it occurs twice a year.
14. The Autumn/Winter survey is currently being conducted and I expect to be able to share the results within the quarter three report.

Wiltshire Police deal with things that matter to the community	76 per cent Stable and consistent since Autumn 2012		
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15. This measure enables me to understand whether the Force is listening to its communities and dealing with things that matter to them. The data comes from the public opinion survey.

16. The Autumn/Winter survey is currently being conducted and I expect to be able to share the results within the quarter three report.

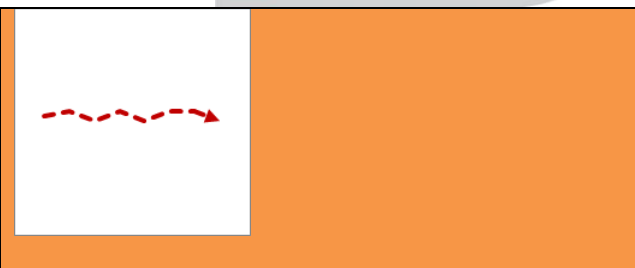
Wiltshire Police can be relied upon to be there when needed	69 per cent Stable and consistent since Autumn 2012		
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17. I am particularly interested in the public's perception of whether they think Wiltshire Police can be relied upon to be there when needed.

18. With national and local media reporting about the effects of austerity on the level of policing residents receive, being able to gauge public perception is important.

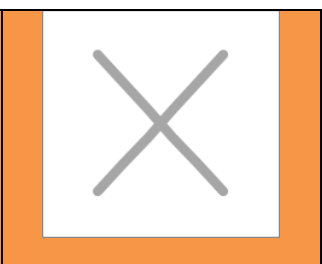
19. It is also a good indicator for overall confidence within the police because if the public do not feel they can rely on the police to be there, they are likely to be less confident in the police overall.

20. The Autumn/Winter survey is currently being conducted and I expect to be able to share the results within the quarter three report.

Wiltshire Police treat me with respect	90 per cent Stable and high since Autumn 2012	
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21. The data behind this measure comes from the public opinion survey.

22. The Autumn/Winter survey is currently being conducted and I expect to be able to share the results within the quarter three report.

Out of court disposal compliance rate		<ul style="list-style-type: none"> • No audit completed for 2015-16 • Most recent data end of 2014 was 95% compliant
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115. This measure relates to how compliant the Force is with its use of out of court disposals (OoCD). This is to ensure the quality of the method is at the forefront of focus rather than simply seeking to increase the use.

116. An audit of the compliance rate of OoCD has not been undertaken since December 2014. This is due to a vacancy for an administrator.

117. The last audit at the end of 2014 was 95 per cent compliant, which was classified as an 'excellent' grading.

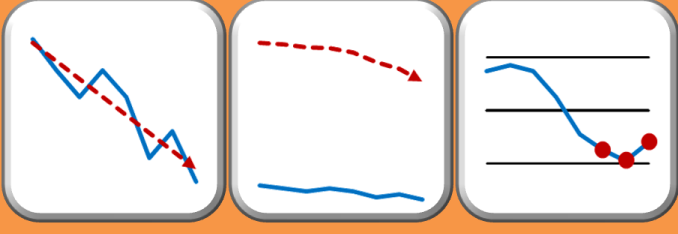
118. This post has now been filled and the administrator is focusing effort to reduce the backlog of OoCD waiting to be filed.

119. There is a thorough process in place to ensure OoCDs are compliant but the department has not had the capacity to check this via an audit.

120. The OoCD manager has spent a considerable amount of time training officers around the Force in the use of OoCDs. The focus of the training has been on

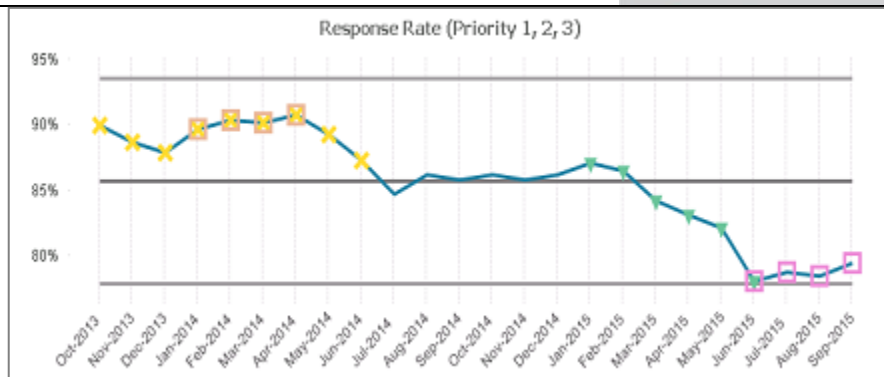
improving officers' understanding of OoCD and also ensuring that disposals are applied proportionately and appropriately.

- 121. There is qualitative evidence to suggest that since the training, officers have been using restorative justice to provide the victims more of what they want which also has a positive impact on the offender.
- 122. A good example of where restorative justice has been used effectively to prevent future offending is a youth found in possession of cannabis who had to spend time with Motiv8, a service for young people who need help with substance misuse.
- 123. This individual stayed engaged with the programme and is understood not to have used cannabis since. This is a good example of where restorative justice can be more effective than other traditional disposals (such as cannabis warnings) as ultimately it has led to a reduction in future offending.

Response rate	Q1 85%	Q2 79%	
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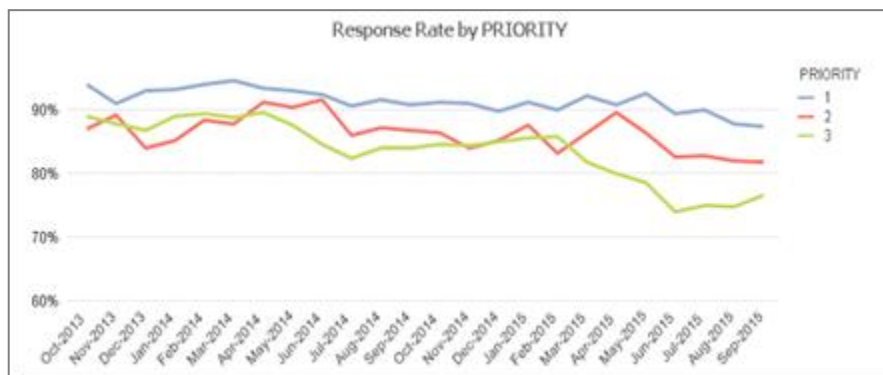
115. The response rate measure assesses how frequently Wiltshire Police arrives at emergency and priority incidents within a service level agreement (SLA) of 15 minutes for urban emergencies, 20 minutes for rural emergencies and one hour for priority incidents.

116. The Force attended 13,539 emergency and priority incidents within quarter two, of which 10,673 were within SLA (79 per cent). The chart below shows that the response rate has deteriorated.



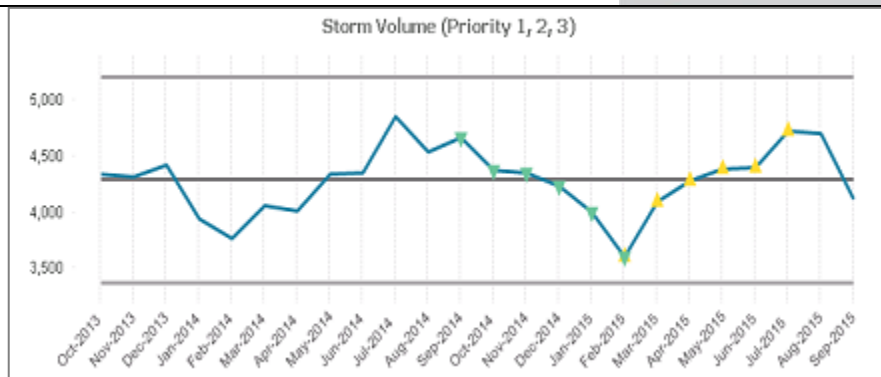
Overall Response Rates

- 117. Priority response is driving the worsening performance, with the Force responding to 75.5 per cent of 9,369 incidents within one hour.
- 118. Rural emergency response rates have also worsened slightly, with the Force responding to 82 per cent of 1,417 incidents within 20 minutes.
- 119. Urban emergency response rates have remained stable with only a minor reduction, with the Force responding to 89 per cent of 2,753 incidents within 15 minutes.




Response Rates by Priority

- 120. Response demand continues to follow expected seasonal variation, rising from February and peaking in July and August. The chart below shows the last two years' response demand.

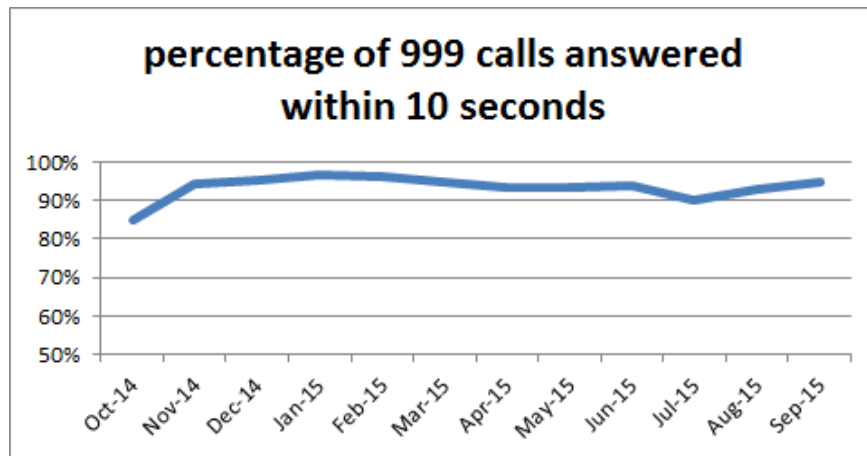


Response Demand (Emergency and Priorities)

121. Analysis has revealed that the time taken to dispatch incidents has increased (20 minutes in quarter two compared to 15 minutes in the previous 12 months)
122. Dispatch time refers to the length of time operators within the Crime and Communication Centre (CCC) take to task a police resource to attend the incident.
123. Research shows that the longer it takes to assign a resource, the less likely they are to arrive at scene within SLA.
124. All late dispatch / arrivals require the operator to provide context behind why this happened. The most commonly stated cause for delay in dispatching is due to no unit being available.
125. The Force has undertaken a number of focus groups with contact centre staff and response officers, the recommendations of which are now being reviewed by the operational superintendents.
126. Key themes from the focus groups have highlighted invisible demand, up to date training and resourcing issues as key to improving performance.
127. Invisible demand refers to workload not recorded in the Force's databases.


999 calls answered within 10 seconds	Q1 93 per cent	Q2 93 per cent	
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128. 93 per cent of all 999 calls received during quarter two (15,747) were answered within ten seconds.

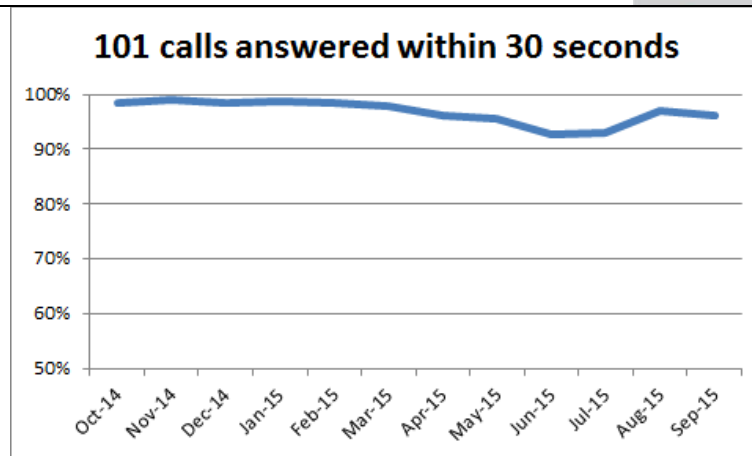


Percentage of 999 calls answered within 10 seconds

129. There are no concerns with Wiltshire’s capability to answer 999 calls.


101 calls answered within 30 seconds	Q1 95 per cent	Q2 95 per cent	
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130. 95 per cent of 101 calls during quarter two were answered within 30 seconds. This figure remains stable and consistently high.



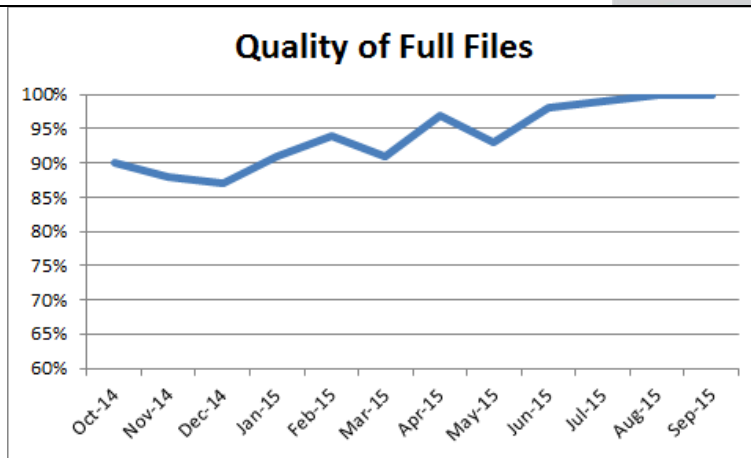
Percentage of 101 calls answered within 30 seconds

131. There are no concerns with Wiltshire’s capability to answer 999 calls.

Quality of files	Q1 96%	Q2 100%	
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132. This measure relates to an internal assessment of the quality of full files which the Force submits to the Crown Prosecution Service. The framework which supports this assessment enables managers to learn common errors and therefore can target the training at individuals, teams or departments.

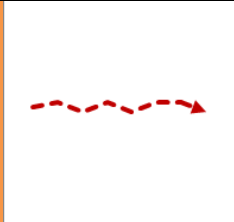
133. The quality of files during the second quarter was 100 per cent. Only one of 446 files had a quality flag recorded against it. This equates to 0.2 per cent of files. The flag indicates there is an element within the file which is not up to standard in terms of timeliness, content or accuracy.



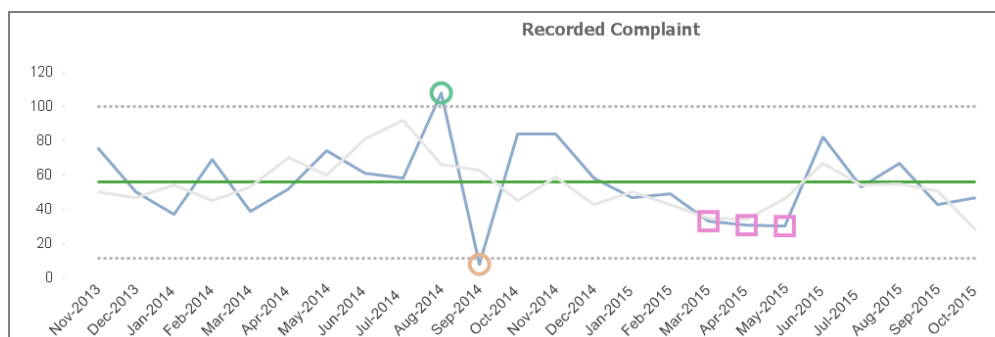
Quality of full files

134. The framework which assesses the quality of files is the most comprehensive it has ever been and, judging by the improvements seen, is adding value.

135. The quality of full files has significantly improved over the last 12 months and it is very reassuring to see that this performance is being sustained.

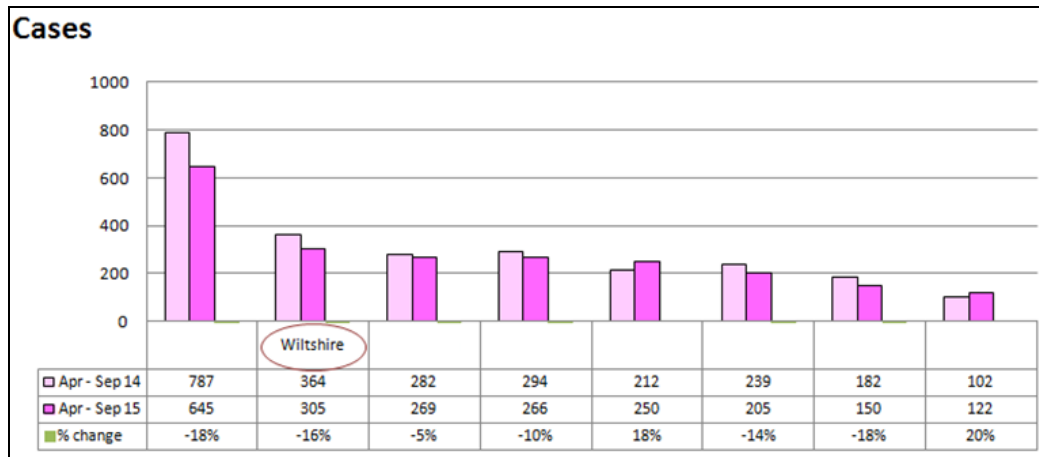
Volume of complaints	Q1 143	Q2 163		
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136. The volume of complaints recorded remains relatively stable and within expected levels as can be seen in the graph below.



Recorded Complaint Volume

137. The table below shows how Wiltshire compared to its peers.




Volume of cases recorded up to September 2015 - MSF

138. Wiltshire Police is one of six forces within the MSF group that has seen a fall in the number of complaint cases recorded when compared to the previous year.

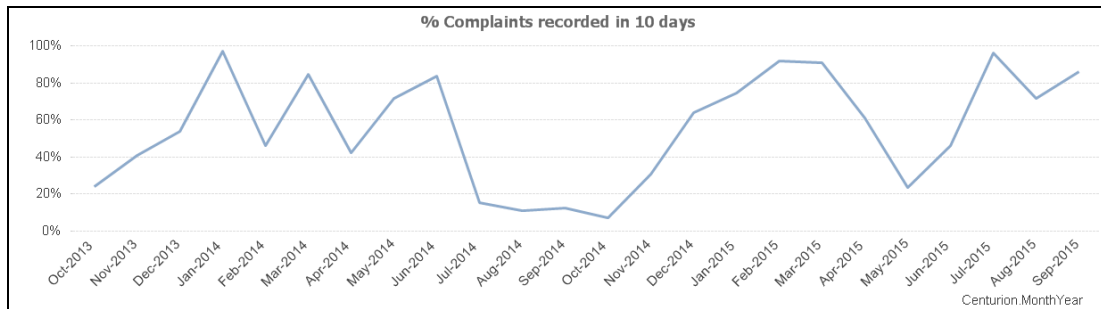
139. The volume of complaint cases is the total number received. This does not take into account the size of the police force; therefore the picture can be skewed depending on the population in the particular force area and/or number of police officers and staff.

140. In early September 2015 there were in excess of 300 complaint cases still showing as either 'live', 'sub judice' or 'in appeal process'. Professional Standards Department (PSD) investigating officers were tasked to concentrate on the oldest cases to clear the backlog. By mid-October the volume of cases that were 'live', 'sub judice' or 'in appeal process' was reduced to 158 cases.

Percentage of complaints recorded within 10 days	Q1 45 per cent	Q2 85 per cent	
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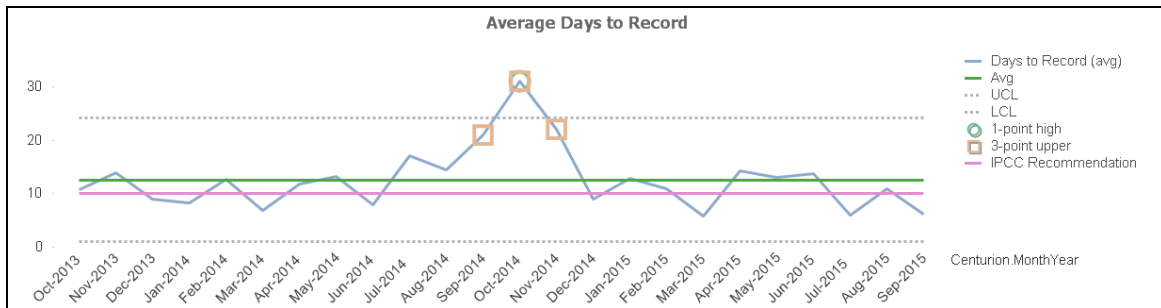
115. The performance in this area has been subject to previous panel reports, where it was shown that following a review and subsequent recommendations, performance significantly improved, back towards a required rating of 90 per cent recorded within ten working days

116. Quarter one saw a deterioration in performance, with the average number of days to record a complaint being 14 days instead of the required ten on average.




Percentage of complaints recorded within 10 days

115. There have been significant improvements throughout quarter two with the average number of days to record a complaint being consistently in the region of 10 days.

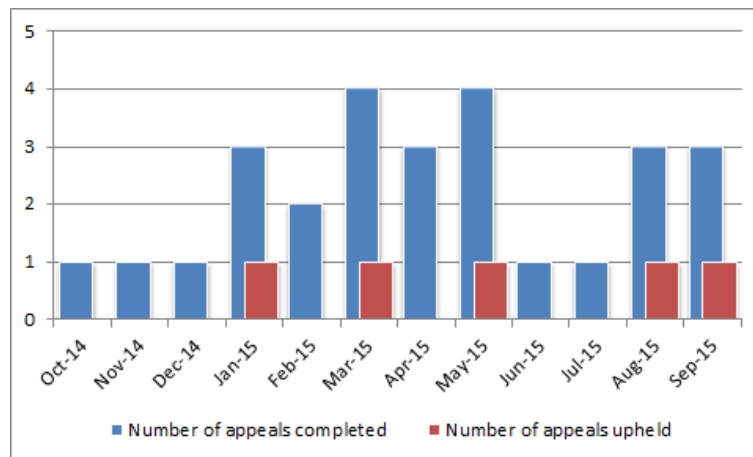


Average number of days to record a complaint

Percentage of complaint appeals upheld	Q2 29 per cent (2 out of 7 appeals)		
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116. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

117. If this proportion is high, it would indicate that the outcomes from our complaint processes are not effective.



Force appeals and appeals upheld

118. In the last 12 months, there have been 27 appeals with only five being upheld (19 per cent). For quarter two, two of the seven completed appeals were upheld. This is a low proportion and does not raise any cause for concern.

Priority Four: Commissioner's Comments



Focus on particular Police and Crime Plan objective

Introduction

This section of the report provides a more focused overview of a particular priority within the plan. Rather than attempting to review the whole plan in detail, this approach is more appropriate to enable effective conversations and scrutiny within the time limits provided of the Police and Crime Panel meeting. The approach has been adopted by other panels across the country and appears to be successful.

To avoid potentially missing anything significant from a priority, this report will also include a section where these things can be raised by me if appropriate.

The plan has four objectives which will be distributed throughout the year as follows:

Q1	Q2	Q3	Q4
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	Annual report where all priorities will be discussed
		4. Secure, high quality, efficient and trusted services	

Distribution of priority focus

The more focused approach will include updates on relevant projects and initiatives seen since the beginning of the financial year. The annual report will include an overall assessment of all priorities within my plan.

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.

There are three objectives within this priority:

- Develop a co-ordinated system for assessing and managing vulnerability, safeguarding and repeat victimisation.
- Protect, and provide support to, vulnerable people and prevent them from becoming victims of crime and anti-social behaviour.
- Protect children and young people at risk of sexual abuse and exploitation, working with Wiltshire Council and Swindon Borough Council's children's services.

The detail of this priority and others can be found in my plan through this link: [Police and Crime Plan 2015 - 2017](#)

Within the priority 'Protect the most vulnerable in society', there are 13 initiatives which will all be covered in this report, under their respective objective.

Objective one

Develop a co-ordinated system for assessing and managing vulnerability, safeguarding and repeat victimisation.

2.01 Develop a shared understanding of vulnerability and referral pathways with partners

Information sharing with partners in relation to anti-social behaviour (ASB) is conducted through the ASB risk assessment conference (ASBRAC) within Wiltshire and local

tasking meetings in Swindon. Relevant ASB partners attend these meetings to share information, intelligence and good practice.

Referral pathways also exist within the PPD1 (explained within 2.07) which is used within the multi-agency safeguarding hub (MASH). There is also a partnership pilot for referring victims of modern slavery through the national referral mechanism.

The Constabulary is currently developing a vulnerability strategy with partners, which incorporates a number of linked policy documents such as modern slavery and repeat victimisation.

The Constabulary also holds a vulnerability board, chaired by an Assistant Chief Constable, which addresses the main aspects of the 17 strands of vulnerability and public protection.

The 'single view of the customer' project (further explained within 2.02) is currently giving police and other partner agencies IT access to shared information (subject to data protection) which can then be used to problem solve, target offenders of ASB and to protect vulnerable people.

2.02 Implementing tools that can identify vulnerability to better direct resources and improve the service to vulnerable people

Wiltshire Police is working in collaboration with nine organisations to develop a new approach to the electronic sharing of data. This project is called 'Single View of the Customer' (SVOC), and will deliver an improved knowledge base to better serve the public, and make the management of parts of the community as efficient as possible.

As part of this project, an innovation bid has been submitted and accepted to develop predictive analytics for the management and potential prevention of crime, with a specific focus on vulnerability.

Police leads for the SVOC & predictive analytics project have been assigned, with the police SVOC lead working with partners to identify information to build into a portal which provides access to various services and allows vulnerabilities to be identified early. The predictive analytics lead is currently embedding statistical modelling software across police information, initially to provide insight into the identification of vulnerable victims before the two strands of this project converge.

This is a complex, multi-faceted project which will continue to embed for the remainder of this financial year, with a completed solution estimated to be in place towards the end

of 2016.

2.03 Working with both Wiltshire and Swindon Local Safeguarding Children Boards (LSCBs) to develop flexible local models for multi agency safeguarding hubs (MASH), where social workers, police, health professionals and others share information and work together to protect children from harm

The MASH is an important part of public protection, where information can be shared with the most appropriate agency in order to safeguard the public as effectively as possible.

In recent months, the police senior command team have agreed to an additional investment into the MASH of four decision makers and one researcher. This investment is in line with the increasing demand being seen in this part of the organisation.

The additional resources will enable a change to the MASH structures, with face to face collaboration able to take place in Swindon. An implementation team has been set up to ensure that commonalities still exist between the Swindon and Trowbridge MASH hubs. This additional resource will also explore the potential to include adult social care within the MASH structures, although this is not likely to be seen until later this financial year. There is a phased approach to implementation, which has commenced, with the Swindon MASH hub already seeing officers and staff seconded into that location. Other MASH business continues and is not adversely affected by the continuing implementation plans.

2.04 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

Wiltshire Police continue to be key partners within both Swindon and Wiltshire safeguarding adults boards. New LSAB chairs for both Swindon and Wiltshire have now been appointed (Diana Fulbrook MBE – Swindon, and Richard Crompton - ex-Chief Constable of Lincolnshire Police, for Wiltshire).

Initial conversations are starting with partners within children's care and adult care to understand the connections and the benefits from a fully integrated adult and children MASH.

A Care Act review has been conducted by the public protection department which has looked at the implementation of the Care Act and the impact of this on the police. The

Constabulary feels well placed for the changes.

LSAB partners are keen to explore developing the learning from the current MASH for children into adult safeguarding. The support of the LSAB chairs will be required, along with the children's social care from both Swindon and Wiltshire, to develop this learning.

Objective two

Protect, and provide support to, vulnerable people and prevent them from becoming victims of crime and anti-social behaviour. This will include:

2.05 Ensuring officers and staff offer crime prevention advice to communities and provide crime prevention measures to the most vulnerable

Online crime prevention training, covering the ten basic principles of crime prevention, and how best to provide advice to the public, will be rolled out to frontline staff in the latter part of 2015.

Training on crime prevention advice for supervising sergeants and inspectors will be delivered as part of the leadership development training, scheduled in from Spring 2016.

There is continuous liaison between the Bobby Van Trust (a charity that aims to protect the elderly, vulnerable and disadvantaged in Wiltshire and Swindon), and crime prevention officers to ensure victims receive appropriate input. In the cases of those most at risk, small CCTV cameras are installed and then maintained by Bobby Van Trust volunteers. In addition, the crime prevention team also work with local policing and Neighbourhood Watch, to ensure as many people as possible receive crime prevention messages and alerts via Community Messaging.

The existing establishment of two crime prevention posts does not provide the capacity to deliver as many face to face interactions as they would like. These post-holders also act as the crime prevention design advisers (also known as architectural liaison officers) for the organisation.

Community Messaging is on the increase, as there are now almost 8,000 homes signed up. Community Messaging can be targeted to provide crime trends and advice to the relevant cohorts within the community. After raising awareness with local police teams the Constabulary now has a Community Messaging 'champion' in each local area.

2.06 Working with partners and troubled families projects to identify and provide co-ordinated support to those individuals and families with complex needs

The troubled families project is an important way to reduce demand on many public services, with the aim of preventing further demand if they are managed effectively now. This work is linked to the SVOC project as the information held on the families is essential to be able to manage them as best as possible.

Wiltshire Police is working with identified leads in Wiltshire Council and Swindon Borough Council on providing the relevant data in a timely manner. A jointly funded data analyst was appointed in September 2015. However the time delay in getting this post filled has unfortunately delayed progress.

A multi-agency visit to Hampshire Police has taken place as it is seen as a leading force in relation to troubled families. Hampshire Police has a sergeant delivering full-time training to frontline staff on interventions and access to a number of analysts. This training material will be shared with Wiltshire as we must all understand that, ultimately, as well as helping families, this project is about demand reduction for a number of agencies including police.

The Constabulary has been working with Swindon and Wiltshire councils to identify the troubled families through government criteria and together they have identified 3,000 names in total. An information sharing agreement has been completed, meaning that information on individuals can be shared between the police and local authorities.

The next phase for this project is to provide coordinated support to those individuals and families with complex needs, to reduce the likelihood that they continue to require extensive combined public services.

2.07 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

The police currently use a form called the PPD1 to capture information in relation to:

- Domestic abuse (DA)
- Safeguarding children (child abuse or concern)
- Child sexual exploitation (CSE)

- Honour based violence (HBV)
- Safeguarding adults (safeguarding adults abuse/harm)

The form is used primarily by response officers, and captures information about the victim, the offender and any persons/children residing in the household at the time of the incident. The information is then shared with child and adult social care, domestic abuse partners, and health services.

There is currently a comprehensive review of the PPD1 taking place with partners to ensure that information is being captured and shared in the most effective way. This review will report towards the end of 2015.

A recent inspection by Her Majesty's Inspectorate of Constabulary (HMIC) gave positive feedback in respect of DA in a number of areas within the immediate de-brief. We are keen to understand areas we can develop highlighted by the HMIC when the final report is submitted.

Within the second quarter of this financial year, the governance regarding the partnership approach to domestic abuse scrutiny has been amended slightly. This is a combined governance model with the LSCBs, ensuring that the safeguarding children's boards have an opportunity to influence the service provided to children who are exposed to, and affected by, domestic abuse.

Wiltshire Police is developing a domestic abuse scrutiny panel, which will be a partnership group which scrutinises domestic abuse cases and the multi-agency response, ensuring that lessons are learnt and embedded into multi-agency practice where appropriate. My office will support this process where appropriate to ensure that learning is taken and implemented in this service area.

2.08 Implementing the Mental Health Concordat with partners in health and local authorities to ensure those in a mental health crisis are supported appropriately

The Mental Health Crisis Care Concordat is a national agreement between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together better to make sure that people get the help they need when they are having a mental health crisis.

The crisis care concordat local declarations and action plans for Swindon and Wiltshire are currently live on the national concordat website. The Wiltshire concordat group meets every month, with the Swindon concordat group meeting bi-monthly.

Action plans are reviewed at each meeting, with each action being updated and rated in terms of completion. The action plan is then revised accordingly and updated on the national site.

The action plans are a long term piece of work and form the backbone of any future multi-agency work. This work is part of the health and wellbeing boards in both Swindon and Wiltshire.

In order to ensure that the concordat remains at the heart of future multi-agency working, joint presentations by the police and NHS trust have recently been delivered in Wiltshire to an Avon and Wiltshire partnership locality event, which includes health workers and members of the public, and the executive board of the clinical commissioning group.

2.09 Working with health partners to pilot access to mental health triage support for police to help those in a mental health crisis

Funding has been secured from NHS England for a pilot scheme to run from September until April 2016, which will include:

1. A mental health professional based in the police control room, providing advice and guidance in relation to any incident across the Force area, operating seven days a week from 2pm to midnight
2. A mental health professional based at Gablecross who is able to attend the scene of an incident, in the Swindon hub area only, operating Thursday to Sunday, 2pm to midnight.

Data is being collated regarding all mental health incidents, including those which fall outside of the 2pm to midnight period. Operating hours will be continually reviewed and adjusted if appropriate.

Whilst the pilot has only been running for a very short time, early feedback has been positive. Within the first week, the team assisted with over 100 incidents, sharing important information between agencies, speaking to officers and service users directly, and dealing with incidents at source, thereby negating the need for officers to be tasked to the scene.

2.10 Commissioning with both Wiltshire and Swindon councils' drug and alcohol services to reduce harm caused by alcohol and substance misuse, increase those in treatment and prevent crime and anti-social behaviour

Wiltshire Police is currently working with providers of drugs and alcohol services in both Wiltshire and Swindon to reinvigorate a process similar to the previous "Arpov" scheme (Alcohol referral programme for offenders and victims).

With the impending changes to out of court disposals, a plan is being designed where people who come to police attention as a result of alcohol or drugs will be considered to be put forward for treatment to providers, either as part of a conditional caution or community resolution.

Wiltshire Substance Misuse Service (WSMS) and Turning Point have both submitted their bids to Wiltshire Police in order to provide the services. A business case is now being written up which will be brought to me for potential funding.

2.11 Ensuring officers and staff are able to support those with vulnerabilities including older people, mental health, people with autism and victims of domestic and sexual abuse

A prioritised training plan has been developed which includes significant parts of vulnerability.

This includes training within the Horizon team where as part of the initial four week training for the new staff, there are telephone scenario training days, and guest speakers from many support agencies. The intention was for partners to highlight their services, and provide potential pathways of referral if required. Guests included the Swindon Council lead on domestic violence, social services, Citizens Advice, MASH and Victim Support.

In addition to Horizon, training schedules have been designed, in relation to the vulnerabilities listed in this activity, across a variety of public protection roles and public-facing officers such as PCSOs, local crime investigators, student constables, and child protection roles within the LSCB. As of January 2016, Special Constables will receive three hours of public protection training.

Objective three

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:

2.12 Providing identification and prevention for victims, increased training and awareness for staff and specialist services to support victims of sexual abuse

Significant training in relation to child sexual exploitation (CSE) has been delivered to staff through the local safeguarding children's board and in-house training. Over the last 12 months there has been a dedicated slot on the regular refresher training for officers.

Chelsea's Choice (a hard-hitting drama which portrays the dangers of CSE) has been rolled out across nearly all secondary schools in Wiltshire and Swindon highlighting to children the potential dangers of inappropriate relationships.

The West of England CSE Victim Identification and Support Service is now up and running across the Avon & Somerset and Wiltshire force areas and the seven local authority areas spanning the forces. Governance arrangements are in place and the funding from the Home Office Innovation Fund has now been made available to support additional services for victims of CSE.

Within the Wiltshire and Swindon LA areas, the funding is being used for additional social workers to provide ongoing therapeutic support through co-located CSE teams. Funding has also been used to provide an administrative support function to the co-located CSE teams.

In addition to this funding, two additional police officer posts have been secured for the CSE teams, so that further long-term support and investigations can be dealt with directly within the co-located teams, providing an end-to-end service for victims.

2.13 Working with schools, LSCBs, third sector agencies, Youth Parliament and others to raise awareness of cyber crime, grooming and sexual abuse to keep young people safe

A new detective constable has been put in post with the objectives of raising awareness of cyber crime, with the emphasis on prevention, and to highlight the risks of cyber security breaches to identified vulnerable groups. These groups include children and young people, businesses and senior citizens. Social media (Twitter and Facebook) is

being used to forge links with the community and disseminate cyber safety messages which are current and easy to understand.

Wiltshire Police currently has three youth engagement officers (YEOs) who have a dual responsibility with half their time as a school liaison officer delivering targeted lessons at secondary school level, and the other half working on general youth engagement in their respective geographical areas and supporting Neighbourhood Policing Teams.

There is a cyber awareness operation taking place this Autumn which has four phases:

- Phase 1: Volunteer Police Cadets establish pop up stands in Swindon and Wiltshire priority towns
- Phase 2: Local police teams are provided with a briefing pack and encouraged to attend their primary schools and deliver a lesson plan in relation to cyber crime. The pack will contain all relevant information for the Neighbourhood Policing Team staff and schools.
- Phase 3: Youth engagement officers attend all secondary schools with a peer-to-peer drama lesson around subjects including cyber awareness and CSE. Each school will be offered an education support session during an in-service day and further literature
- Phase 4: Identification and implementation of cyber champions

Raising awareness of significant topics

Regardless of which group of Plan objectives are being focused on, every performance report should address any performance issues which, for that period:

- a) Have shown a significant change
- b) Are of particular concern to me
- c) Are an area of excellent work or progress or
- d) Are prominent in the local or national media.

Sticking to these criteria should create a 'no surprises' agreement between my office and the panel when it comes to performance monitoring.

I would like to draw the panel's attention to the following areas which I consider require the panel to consider:

Recorded crime figures



This is the first increase in recorded crime for some time when compared to the previous year and is a reflection of the efforts made by police forces to improve crime recording consistency. It is also believed that victims have increased confidence in reporting sexual offences.

Of the 43 police forces in England and Wales, 34 are also showing an increase in recorded crime.

Recorded crime within England and Wales increased by 4.5%. 34 forces are recording more crime than the previous year. Recorded crime within Wiltshire had increased by 2.4%. This equates to 768 crimes with a total of 33,397 recorded.

The increase is primarily driven by continued increases in Violence Against the Person (VAP), Public Order, Sexual Offences and Shoplifting which are now outweighing the reduction in other crime types such as Non Dwelling Burglary, Vehicle Offences and Criminal Damage.

Wiltshire Police analysts predict further increases in the future as we begin to see the improvements in crime recording reflected in the figures. Wiltshire Police has been making significant changes to its crime recording processes and recently was given a good rating from HMIC. I want to assure the panel that recording compliance continues to improve to ensure that we have the most accurate information to protect our communities.

There are victims behind every one of these numbers and listening and recording these incidents accurately is fundamental to trust in policing. We are continuing our efforts to encourage victims of crime to report the offence to Wiltshire Police, and I have commissioned Horizon Victim and Witness Care to ensure that victims and witnesses receive the best possible support on their journey through the criminal justice process.

Whilst there are increases in recorded crime with specific elements outlined above, there has been no increase in emergency calls in response to violent incidents. Therefore the increase is thought to be due in part to changes in Home Office crime counting rules and closer partnership working through the MASH which is increasing awareness and the recording of crime.

Vulnerability

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.



During the first quarter of 2015, an inspection of vulnerability took place. HMIC originally intended to publish its findings in February 2016. This has been brought forward to December 2015. This was an important inspection which aimed to answer the following questions of Wiltshire Police:

- How well does the Force identify vulnerability and assess levels of risk?
- How well does the Force respond to vulnerable victims?
- How well does the subsequent police action, and work with partners, keep victims safe?
- How well does the Force respond to, and safeguard, specific vulnerable groups (such as missing, victims of domestic abuse; and how well prepared is it to tackle CSE?)

Whilst the report, has not been released it is anticipated that due to the national failures in protecting vulnerable victims from a range of offences, all police forces will have areas to improve. This will align with the numerous inquiries and inspections that have been completed and are ongoing.

As demonstrated in this priority there has been a significant investment in addressing this priority and I will be ensuring that the Chief Constable implements any recommendations that are provided by the HMIC.

Efficiency and Value for Money

The HMIC publicised its PEEL inspection report for Wiltshire Police in October 2015. It has assessed Wiltshire Police as good at being efficient at keeping people safe and reducing crime.

<https://www.justiceinspectors.gov.uk/hmic/wpcontent/uploads/wiltshire-police-efficiency-2015.pdf>

The HMIC found that Wiltshire Police is well prepared to face its future financial challenges. The force has successfully reduced its spending over the last spending review period, improved its understanding of the demand on its services, is trialling a new operating model and is planning effectively for future financial challenges. It has done this through robust financial management and a commitment to continuously improving services.

I am delighted that the HMIC has provided external confirmation of the excellent work. However both the Chief Constable and I recognise that there is more work to be done on planning a service that meets the future demands with the financial envelope available.



I am encouraged by the positive focus by the HMIC in the evidence based operating model (community policing) and the strength of our collaborative work within Wiltshire and across the police family.

This inspection confirms the relatively low spend per police officer in Wiltshire reflecting the relatively low central government funding and policing precept. Wiltshire officers cost £75 per head of population compared to £115 average in England in Wales. The recently provided HMIC Value for money profiles demonstrate the relatively low cost of policing to Wiltshire and Swindon.

Future inspections

Over October to December 2015 the HMIC will conduct the effectiveness and legitimacy part of PEEL which included assessing how effective the Force is at preventing and investigating crime. They will also examine how well the Force understands, engages and treats the people it serves.

As previously reported to the panel, all national and local reports can be found on the HMIC website (www.justiceinspectorates.gov.uk/hmic)

WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2015-16

Last reviewed : 29 October 2015
Risk Appetite is : 30

ID	Date identified	Event	Consequence	Main impact area(s)	Initial Risk Score April 15				Mitigation and controls	Residual Risk Score				Date reviewed	Recommendation
					L	C	I	Score		L	C	I	Score		

PUBLIC CONFIDENCE & INTEGRITY

1	18/08/15	Failure of PCC or CC to engage with communities and stakeholders to inform priorities and service changes	Reduced public satisfaction and confidence in OPCC Community voice not heard Public are unaware of how the PCC and Force are performing	Reputation Operational delivery	1	1	4	4	OPCC attendance at Area / community boards twice yearly PCC engagement at local markets events, community events and services Active social media presence Regular communications to inform public Formal consultation on police and crime plan Regular meetings with local authority leaders and senior teams	1	1	4	4	17/11/15	Remove- as risk is now managed through BAU
2	18/08/15	Transformation or service changes are not communicated to public / stakeholders and feedback is not considered	Reduced public satisfaction and confidence in OPCC Community voice not heard Increased resistance to changes Changes undermined Benefits expected are reduced	Reputation Operational delivery	2	3	3	18	Police and Crime plan public and partner consultation Police engage with area / community boards, local communities as service changes are developed Changes built on robust evidence and planning to plan engagement and reflective periods <u>Engage with staff association and partners</u> Publication of all relevant information on OPCC website - confirmed by Grant Thornton Police Transparency New updated PCC website launched and audited to ensure all required information is published All financial, decision and governance documents accessible on website FOI procedures in place with FOI officer in place Monthly FOI review by Commissioner Police and Crime Panel protocol in place and used during P&C plan / annual report	1	3	3	9	17/11/15	Maintain - Strategic risk - BAU residual risk
3	18/08/15	OPCC failure to fulfil statutory duty and publish all required information and respond to FOI requests.	Public are unaware of how the PCC and Force are performing Public cannot assess the performance of the PCC effectively. Public expectations are not satisfied and possible loss of confidence	Reputation Performance	1	2	3	6	Independent Adjudicator in place to review all appeals of police complaints to provide independence OPCC complaints officer fulfils PCC role and also has ongoing monthly monitoring in place of force complaints Professional standards performance part of PCC management of Wiltshire Police Quarterly reporting of complaints included within to PCP Annual report published summarising key themes, issues and areas for improvement - reported to PCP Complaints dip sampling takes place to review how cases handled	1	2	3	6	17/11/15	Remove- as risk is now managed through BAU
4	18/08/15	Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals.	Failure to deliver statutory duty on behalf of the public 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	2	4	16	Enhanced Professional Standards regime Police have standards and Behaviours framework in place PCC Register of Interests and Gifts and Hospitality (published on website) HMIC reports provides inspections covering aspects of legitimacy, standards and behaviours Whistle blowing policy and reporting mechanism in place Ethics and Standards Board established (PCC and CC attend) Robust vetting and employment checking is used as per HR policy	1	2	4	8	17/11/15	Revised score agreed
5	18/08/15	Loss of integrity of PCC, OPCC staff, and Chief Constable due to inappropriate behaviour	Damage to the reputation of PCC, OPCC and force Loss of public confidence in PC Criticism from government / HMIC Adverse media attention	Reputation Performance	2	2	4	16	Whistle blowing Policy published on OPCC website HMIC report on Integrity – 'good' grading	1	2	3	6	17/11/15	Remove- as risk is now managed through BAU
6	18/08/15	Effective whistle blowing systems are not in place to make staff aware and confidence in reporting incidents and behaviours	Incidents and behaviours go unreported PCC does not fulfil statutory duty to maintain an effective and efficient police force	Financial Reputation Performance	2	3	3	18	HR Policies sets out obligations and procedures to meets its duties Recruitment, redeployment and support policies in place Equality and Diversity Charter to be launched Recent ET raised areas for force to improve and increase staff training, PCC receiving regular Awaiting Diversity Development Plan due November from Police to address shortfalls	4	3	3	36	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
7	18/08/15	Wiltshire Police fail to have internal HR organisational policies and services that meet the duties and aims under the Equality Act 2010.	Do no fulfil legal duty and values of organisation Wiltshire Police does not reflect the diversity of the community it serves Failure to identify and respond to demands of diverse communities Damage to public confidence in policing - disproportionate effect in communities Reputational damage to PCC, OPCC and Police	Reputation Operational delivery Performance	3	3	3	27	Wiltshire Police have policies related to Stop and Search Assessment of victims vulnerability, including aspects of diversity Specialist support services in place for ensuring support for a range of diverse groups Work within the P&C Plan looks to increase awareness and training for officers in understanding different needs of communities	2	2	3	12	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
8	18/08/15	Wiltshire Police fail to have operational policies and services that meet the duties and aims under the Equality Act 2010	Do no fulfil legal duty and values of organisation Wiltshire Police does not reflect the diversity of the community it serves Failure to identify and respond to demands of diverse communities Damage to public confidence in policing - disproportionate effect in communities Reputational damage to PCC, OPCC and Police	Reputation Operational delivery Performance	2	3	3	18	OPCC works within procurement and rules Funding agreements ensures responsibilities are met by third parties Extensive relationship with community and vulnerability sector providers PCC signatory to Wiltshire Compact Innovation fund encouraged community and bids in areas that are hidden P&C Plan identifies areas of underinvestment based on JSA and strategic assessment Commissioning Strategy being developed	2	2	2	8	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
9	18/08/15	PCC and OPCC fail to commission services that meet the duties and aims under the Equality Act 2010	Do no fulfil legal duty and values of organisation Failure to attract most effective solutions and suppliers Failure to consider equality in Police and Crime Plan	Reputation Operational delivery Performance	2	2	3	12							

EFFECTIVE GOVERNANCE AND SCRUTINY

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date reviewed	Recommendation
10	18/08/15	PCC fails to hold the Chief Constable to account for the delivery of the Police and Crime Plan	Failure to fulfil PCC function Local community voice not heard Weak governance and accountability of CC Police and Crime Plan elements are not delivered Failure to improve services Critical feedback from PCP Reduced public confidence in PCC Reduced confidence in OPCC	Reputation Operational delivery Performance Legal	2	1	3	6	New P&C Plan - all CMB, Delivery Plan and Police performance structures have been reviewed Bi-Weekly CMB is where PCC holds CC and CEO to account for delivery Monthly SCT built around delivery of P&C Plan - OPCC attend Police performance framework built around delivery of P&C Plan Clear P&C organisational owners Contractual reporting of key performance indicators by commissioned services (quarterly)	2	1	2	4	17/11/15	Maintain - Despite low risk recommended to retain due to implications caused by SA and spending review
11	18/08/15	Failure to hold the Chief Constable to account for the delivery of an effective and efficient police service	Failure to fulfil PCC function Local community voice not heard PCC unclear of performance Weak governance and accountability of CC Failure to improve services Service efficiency, effectiveness and legitimacy failures Resources are wasted Critical feedback from PCP Reduced public confidence in PCC and OPCC Adverse media attention	Reputation Performance Legal	2	2	4	16	Bi-Weekly Commissioning Monitoring Board where PCC holds CC and CEO to account for delivery Monthly SCT built around delivery of P&C Plan - OPCC attend PCC receives Fortnightly briefings from performance team Informal updates from CC and Chief Officers as and when OPCC CEO is part of Gold groups for all significant issues Performance culture review continues with roll out of Click view and force strategic performance framework Revised Scheme of Governance for twin corporations sole in place OPCC involved in all HMIC briefing and debriefs to understand inspections and	1	2	4	8	17/11/15	Maintain - Strategic risk - BAU residual risk
12	18/08/15	Failure to be involved in inspection programme, provide statutory response and hold CC to implement recommendations	Failure of PCC duty to secure efficient and effective police force Public confidence in PCC is adversely affected Loss in reputation of PCC Adverse media attention, criticism from external auditors, government	Reputation Operational delivery Performance Legal	2	1	4	8	Managed by Continuous Improvement Team CMB timetables HMIC inspections, participates in briefings and debriefs Reports considered at CMB and SCT HMIC Publication on website and Commissioner's response CC held to account by PCC at CMB to deliver HMIC improvement plans	1	1	4	4	17/11/15	Remove - as risk is now managed through BAU
13	18/08/15	Strategic Alliance has weak governance and accountability	Reduced influence of PCC over police Reduced effectiveness of local accountability Service quality disproportionately affecting Wiltshire Satisfaction with policing declines Adverse media criticism	Performance Financial Reputation Operational delivery	3	3	3	27	Alliance Board and programme board has PCC and CC representation from Wiltshire and Avon and Somerset Programme Director appointed and began role 01/06/15 Programme Director reports to both Wiltshire and ASC SRO Alliance discussed at every CMB Heads of terms signed and publicised Devon and Cornwall and Dorset collaboration will be used to benchmark and align with where appropriate	2	2	3	12	17/11/15	Maintain -As programme developed this may change quickly governance is clear this impacts on risks 15,16,18, 20,24,26 so recommended to maintain on register
14	18/08/15	Collaboration arrangements do not deliver anticipated benefits with weak governance and accountability	Reduced influence of PCC over police Reduced effectiveness of local accountability Weak governance Service quality falls Satisfaction with policing declines Adverse media criticism	Financial Operational delivery Performance	2	2	4	16	PCCs in South West region meet on a regular basis to maximise collaboration opportunities Governance meeting structure and agenda in place Collaboration protocol agreed by all regional PCCs and Forces Regional Programme Board in place and team agreed Significant collaboration and work with partners ongoing and managed through regional governance arrangements New P&C Plan places partnerships and collaboration as way to deliver. Existing partnerships to be maximised Partnership impact and alignment to P&C plan and how this will be delivered is being prepared	2	2	4	16	17/11/15	Review score following decision on senior regional police lead
15	18/08/15	Local Authority strategic partnership do not deliver anticipated benefits with weak governance and accountability	Reduced influence of PCC / CC over service levers Reduced control over operational levers Failure to secure value for money and efficiencies Failure of critical services - IT, estates Missed opportunities to improve services and outcomes Reduced public confidence Adverse media criticism if service quality falls Satisfaction with policing declines	Reputation Performance Legal	2	4	4	32	Wiltshire Council collaboration will be managed through the Joint Transformation Board (PCC, C Exec, Leader of Council, CC, DCC) Agreed position reached with Chief Constable and Wiltshire Council and Swindon Borough Council) and reviewed at CMB internally Lease agreements in place for some shared estates Monthly meetings between PCC and Leaders of the two Councils 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	2	3	3	18	17/11/15	Maintain - Strategic risk as services are developed and changed - BAU residual risk
16	18/08/15	Failure to have effective oversight of force risk	PCC is unaware of key risks affecting operational effectiveness Chief Constable is unsupported by the PCC in mitigating risks Increased risk of harm to the public Impact on effective delivery of the Policing & Crime Plan	Reputation Performance Operational delivery	3	1	3	9	Wiltshire Police have strategic risk register which is available to OPCC Reviewed every month at SCT - OPCC in attendance Force risk register scrutinised by Audit Committee Risks discussed at CMB with Chief Constable and senior officers	2	1	3	6	17/11/15	Remove - as risk is now managed through BAU
17	18/08/15	Regional and Tri-force services do not have an effective governance and scrutiny route to PCCs who are responsibility for oversight	Failure to fulfil PCC function PCC not aware of developments and risks Weak governance and accountability of lead officer / CC Failure to secure expected services Reduced public confidence in PCC Reduced confidence in OPCC	Reputation Operational delivery Performance Legal	3	3	3	27	PCCs in South West region meet on a regular basis to maximise collaboration opportunities Governance meeting structure and agenda in place Collaboration protocol agreed by all regional PCCs and Forces Regional Programme Board in place and team agreed Significant collaboration and work with partners ongoing and managed through regional governance arrangements Regional Board awaiting new structure of performance and financial information on tri-force collaborations	3	2	3	18	17/11/15	Maintain - Strategic risk as services are developed and changed - recommend that risk score is unchanged until mitigation is delivered
18	18/08/15	Failure of CC and PCC staff to keep PCC informed of developments or make decisions outside of scheme of delegation	PCC makes decisions without information and assessment of implications PCC prevented from fulfilling statutory duty Officers in breach of scheme of delegation Public voice not heard at during decision making Lower transparency increased negative cultural behaviours	Reputation Operational delivery Performance Legal	2	3	4	24	Scheme of delegation in place OPCC attendance at SCT - Transformation and Delivery PCC receives SCT agenda and minutes Commissioner decision notice requires PCC, CEO, Legal and Finance signature Police performance framework is built around P&C Plan New spends / allocations part of SCT governance at which OPCC is part Internal Audit / external audit reports presented to Audit committee and PCC HMIC efficiency inspections	1	3	3	9	17/11/15	Revised score agreed - new score BAU residual risk

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date reviewed	Recommendation
STRATEGY, SERVICE QUALITY & TRANSFORMATION															
19	18/08/15	Failure to plan and foresee political, economic, social, technological environmental, legislative or organisational changes	Unprepared for changes compromises effectiveness of the OPCC Lack of planning and missing opportunities Policing & Crime Plan and decisions not reflective of wider changes Unaware of changes to responsibilities and functions Failure to recognise changes to policing Loss in reputation of PCC Adverse media coverage criticism from external auditors, government / HMIC	Reputation Performance	2	2	3	12	OPCC actively scans a range of sources: APCC newsletter and forward plan Google Alerts HO and MOJ circulars College of Policing Local and national press, journals and articles Regular liaison with council officers, members and partners Regional commissioners Board and Programme Board Home Office seminars, conferences Weekly comms meetings to plan and prepare for announcements Team meetings	1	2	3	6	17/11/15	Remove - as risk is now managed through BAU
20	18/08/15	Horizon victim and Witness care does not provide a quality service for victims	Victims are not supported to cope and recover Service is inefficient and does not provide value for money Witnesses are not supported through process No of cracked and ineffective cases increases due to witness / victim not attending Poor feedback from victims and witnesses	Operational delivery Performance	2	3	3	18	Horizon witness service in place - since April 2015 Review meeting scheduled in Autumn Project team now management team with OPCC representative PCC receives updates from OPCC officers on assessment of performance Horizon reviewed via SCT and CMB	1	3	3	9	17/11/15	
21	18/08/15	IT transformation does not deliver benefits on time	Productivity benefits not realised - New ways of working Missed opportunities of improved technology Affects other P&C Plan deliverables Older equipment limits capability Reduced public confidence Criticism by HMIC	Reputation Operational delivery Performance	3	3	3	27	NWOW strategy in place Numerous enabling projects in this area provide linked risk and knock on consequence Strategic Partnership with Wiltshire Council improved capability and delivery Equipment rollout ongoing - Laptops near completion Community Policing pilot priority to embed changing tech with new culture before rollout across force Regular meetings across all aspects of IT between police and Wiltshire Council Project and Programme support provided to all IT projects	3	2	3	18	17/11/15	Maintain and continue to mitigate risks
22	18/08/15	Proposals for new custody suite is not delivered successfully	Reduction of operational effectiveness Impact of overall estates strategy Increases in costs Adverse media coverage Loss of reputation of PCC and Wiltshire police	Reputation Operational delivery Performance	2	3	3	18	Feasibility study underway Decision based on wealth of evidence and analysis - provide accurate assessment of need Public engagement and communications strategy ongoing Aligned to estates review and strategy Aligned to NWOW strategy and partnership strategies	2	3	3	18	17/11/15	Maintain
23	18/08/15	Community Policing pilot is not effective at improving visibility, public satisfaction and efficiencies	Anticipated benefits are not delivered Operating model is not sustainable Service quality decreases satisfaction for victims and public falls visibility falls Risks to other elements of P&C plan increase	Reputation Operational delivery Performance	3	3	4	36	Pilot based on two years planning and systems thinking review Evidence based approach to build model from bottom up Project team meeting monthly - includes OPCC Contained pilot area to assess changes and improve failsafe safe plan in place if significant challenges emerge Workforce fully engaged and volunteered to become part of project Local communities fully informed and engaged in process	2	3	4	24	17/11/15	Maintain
24	18/08/15	Failure to maintain effective partnerships with criminal justice agencies	Justice processes become inefficient and not joined up Justice outcomes and victim satisfaction and care declines 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	Reputation Operational delivery Performance	3	2	3	18	CJS Efficiency Programme will integrate justice services Horizons (Victim and Witness support unit) opens 1st April 2015 Chair Community Safety and Crime Reduction Strategic Board Liaison with Judiciary Wiltshire Criminal Justice Board member New P&C Plan has embedded improvements for criminal justice and influence role of PCC Joining of performance subgroups with Crime reduction Board to begin alignment Recruitment of restorative justice staff to coordinate and improve the quality of RJ across partnership	3	2	3	18	17/11/15	Maintain - Strategic risk - BAU residual risk
25	18/08/15	OPCC commissioning arrangements are not in place or are ineffective	Resources do not meet Police and Crime Plan Failure to develop effective solutions that meet need Failure to maximise performance Failure to secure value for money Stifle innovation and creative solutions Fail to comply with legal requirements on procurement	Reputational Operational delivery Performance Legal	3	3	3	27	Contracts in place for each commissioned service provider Funding agreements in place for all grants and contracts Quarterly reporting from commissioned agencies is contractual requirement Horizon launch and victim service contract developed Quarterly performance regime established for victim service. Horizon service managed as project until BAU and will be integrated into performance management Community Foundation Innovation funding report demonstrated effectiveness Commissioning Strategy and process review due Autumn 2015	2	3	3	18	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
26	18/08/15	Partners make decisions that impact PCC and Police without discussion or involvement in decision making process	Missed opportunities unexpected detrimental impact of policing Increased demand on policing services Loss of confidence in relationships with partners	Reputation Operational delivery Performance	2	3	3	18	PCC Membership of One Swindon, Wiltshire Public Service Board, Health and Wellbeing Boards PCC attends numerous partnership boards Bi-monthly meeting with Council Leaders OPCC meets council team at regular intervals CMB discuss emerging developments with partners	2	2	3	12	17/11/15	Maintain - Risk likely to increase as spending reductions are understood
27	18/08/15	Failure of PCC to ensure Wiltshire Police meets its strategic policing requirement	Failure to deliver statutory duty Operational effectiveness in the Protective Services arena is compromised Increased risk in areas such as Organised Crime Loss of public confidence in PCC which is likely to extend to Wiltshire Police Severe criticism from government / HMIC	Operational delivery Performance	2	2	3	12	SPR now features explicitly within the new P&C Plan and adds Child Sexual Abuse as new requirement CMB holds CC to account to ensure these requirements are met Tri Force collaboration in place (Special Branch, Terrorism, Specialist Ops) Increased investment in services to protect vulnerable children at risk of sexual abuse and CSE HMIC PEEL Inspection considers compliance to Strategic Policing Requirement – recent	1	2	3	6	17/11/15	Revised score agreed - new score BAU residual risk

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date reviewed	Recommendation
28	18/08/15	Strategic Alliance negatively impacts outweigh business benefits	Key delivery areas are compromised or do not address the requirements of the Wiltshire PCC, Wiltshire Constabulary or the Wiltshire public. Falls in service quality Reduction in HMIC ratings PCC do not wish to commission policing model provided	Reputational Operational delivery Performance Legal	3	3	4	36	Regular meetings of Alliance Board working with Avon and Somerset to progress Development of governance structure through which each programme will be monitored Heads of terms signed and publicised Programme Director appointed and began role 01/06/15 Devon and Cornwall and Dorset collaboration will be used to benchmark and align with where appropriate PID developed for strategic alliance. Business cases will be developed for range of services and all options will need to be agreed by all parties	3	3	4	36	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
RESOURCES															
29	18/08/15	Failure to set a balanced budget with precept level agreed 2015-16	Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised Miss council tax setting timetable Reduction in service due to poor financial planning 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 at CMB Section 151 Officer in post Reserves in place to provide adequate contingency Consultation process for precept (with public, businesses, Chief Constable, partners, PCP)	1	2	2	4	17/11/15	CHANGE - Wording of risk is amended to capture 2015-16 financial year
30	19/08/15	Failure to set a balanced budget with precept level agreed 2015-17	Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised Miss council tax setting timetable Reduction in service due to poor financial planning 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	Managed by OPCC Chief Finance Officer Redevelopment of Wiltshire Police estate with Wiltshire Council and Swindon Borough Council, to maximise use of assets MTFS considered and agreed at CMB with savings required agreed, CSR in NOV likely to affect these assumptions PCC requested scenario planning in MTFS development Strategic Alliance provides opportunities for savings - reserves in place to support transformation - if required ICT investment to allow agile working improving police visibility and productivity	3	3	3	27	18/11/15	New Risk - Separated from Risk 22 to provide improved granularity of risk
31	18/08/15	Failure to have adequate capital and reserves to meet expenditure	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 provide an effective and efficient police service 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.	Financial Reputation Operational delivery Performance	2	2	2	8	Managed by OPCC Chief Finance Officer Redevelopment of Wiltshire Police estate with Wiltshire Council and Swindon Borough Council, to maximise use of assets MTFS considered and agreed at CMB with savings required agreed, CSR in NOV likely to affect these assumptions Strong track record of delivering savings Position of zero-debt provides position of stability Reserves levels provide ability to support transition and mitigate against uncertainty for short term	2	3	3	18	17/11/15	CHANGE - Risk score amended as result of new risk 21
32	18/08/15	Failure to ensure effective control and financial planning	Uncontrolled spending Failure to comply with statutory requirements Impact on delivery of Police and Crime Plan Increased exposure to fraud Loss of public confidence in PCC which could extend to Wiltshire Constabulary and its partner agencies, government intervention	Financial Reputation Operational delivery Performance	2	2	4	16	Monitoring of accounts at CMB Managed by Chief Finance Officer Redevelopment of Wiltshire Constabulary estate with Wiltshire Council to maximise use of assets Scheme of delegation and budget book Medium Term Financial Strategy Contingency and reserves with no debt Fortnightly meetings with Chief Finance Officer PCC review of expenditure over £500 Internal Audit	1	2	3	6	17/11/15	Remove- as risk is now managed through BAU
33	18/08/15	Inadequate records of and management of assets	Failure in statutory duty on PCC. Poor financial understanding and poor control Value for money is not achieved Loss of confidence in PCC and Wiltshire Police to effectively manage resources Negative impact on reputation	Financial Reputation Operational delivery	2	3	3	18	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 Limited assurance report received from Internal Auditors (previously no assurance) Process agreed with Information Commissioner	2	3	3	18	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
34	18/08/15	Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force	Breach of statutory duty Ineffective use of public money Inefficient levels of performance Missed opportunities with misaligned resources Loss of public confidence in PCC and Police Adverse criticism from Govt, PCP and media Risk of legal challenge	Financial Reputation	2	3	3	18	Budgets monitored through Commissioner's Monitoring Management Board Detailed performance and project delivery is considered at SCT - OPCC in attendance Police framework moving towards benefits realisation Internal Audit programme Police & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment, JSNA etc P&C plan sets clear priorities and objectives PCC received policing advices from CC at CMB on policing and allocation of resources HMIC Value for Money profiles reviewed and assessed HMIC PEEL Inspection received and graded 'good'	2	3	3	18	17/11/15	Maintain
35	18/08/15	Failure to have an effective internal audit programme	Areas such as assets, budgets, procedures are not robustly managed increased risk of liability or inefficiency Criticism from external auditors, government / HMIC Adverse media attention Loss of public confidence	Financial Reputation Performance	1	1	3	3	Joint OPCC and PCC audit committee in place Audit programme is established as 'business as usual' New members on panel with governance experience	1	1	3	3	17/11/15	Remove- as risk is now managed through BAU

ID	Date identified	Event	Consequence	Main impact area(s)	L	C	I	Score	Mitigation and controls	L	C	I	Score	Date reviewed	Recommendation
36	18/08/15	Insufficient staffing to discharge PCC functions , to be effective in holding the Chief Constable to account and provide resilience	Failure to fulfil statutory duties to a satisfactory level Failure to support the PCC Insufficient advice, guidance Inefficient governance and decision making Insufficient scrutiny holding CC to account Increased risk across all areas of OPCC risk register Poor quality OPCC failing to provide an effective voice for the public Poor staff morale, high sickness and high staff turnover Criticism from government, HMIC, PCP Adverse media attention Loss of public confidence	Reputation Performance	2	2	4	16	OPCC implementation plan developed to identify deliverables, potential gaps and resilience Commissioning Data Manager being recruited as secondment Weekly team meetings and buddied functions within OPCC to cover during absence Shared section 151 officer PCC shares resources from finance and comms to provide resilience OPCC implementation plan maps resources to workplan	1	2	4	8	17/11/15	Remove- Risk level acceptable, managed through BAU

GREEN = risk has decreased since last update

RED = risk has increased since last update

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WILTSHIRE & SWINDON POLICE & CRIME COMMISSIONER (OPCC) RISK REGISTER 2015-16

Last reviewed - 17 November 2015
Risk Appetite is - 30

ID	Date identified	Event	Consequence	Main impact area(s)	Initial Risk Score April 15				Mitigation and controls	Update Nov 2015	Residual Risk Score				Date reviewed	Recommendation Nov 15
					L	C	I	Score			L	C	I	Score		
PUBLIC CONFIDENCE & INTEGRITY																
2	18/08/15	Transformation or service changes are not communicated to public / stakeholders and feedback is not considered	Reduced public satisfaction and confidence in OPCC Community voice not heard Increased resistance to changes Changes undermined Benefits expected are reduced	Reputation Operational delivery	2	3	3	18	Police and Crime plan public and partner consultation Police engage with area / community boards, local communities as service changes are developed Changes built on robust evidence and planning to plan engagement and reflective periods Engage with staff association and partners		1	3	3	9	17/11/15	Maintain - Strategic risk - BAU residual risk
4	18/08/15	Failure to have oversight of complaints against officers or staff (OPCC and Force), including IPCC referrals.	Failure to deliver statutory duty on behalf of the public 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	2	4	16	Independent Adjudicator in place to review all appeals of police complaints to provide independence OPCC complaints officer fulfils PCC role and also has ongoing monthly monitoring in place of force complaints Professional standards performance part of PCC management of Wiltshire Police Quarterly reporting of complaints included within to PCP Annual report published summarising key themes, issues and areas for improvement - reported to PCP Complaints dip sampling takes place to review how cases handled	Mitigated scores have been reviewed to better reflect impact of mitigation	1	2	4	8	17/11/15	Revised score agreed
5	18/08/15	Loss of integrity of PCC, OPCC staff, and Chief Constable due to inappropriate behaviour	Damage to the reputation of PCC, OPCC and force Loss of public confidence in PC Criticism from government / HMIC Adverse media attention	Reputation Performance	2	2	4	16	Enhanced Professional Standards regime Police have standards and Behaviours framework in place PCC Register of Interests and Gifts and Hospitality (published on website) HMIC reports provides inspections covering aspects of legitimacy, standards and behaviours Whistle blowing policy and reporting mechanism in place Ethics and Standards Board established (PCC and CC attend)	Mitigated scores have been reviewed to better reflect impact of mitigation	1	2	4	8	17/11/15	Revised score agreed
7	18/08/15	Wiltshire Police fail to have internal HR organisational policies and services that meet the duties and aims under the Equality Act 2010.	Do no fulfil legal duty and values of organisation Failure to attract the best talent for the organisations Failure to maximise the skills of workforce Increased risk of HR tribunals and litigation Damage relationship and reputation as an employer	Reputation Operational delivery Performance	3	3	3	27	HR Policies sets out obligations and procedures to meets its duties Recruitment, redeployment and support policies in place Equality and Diversity Charter to be launched Recent ET raised areas for force to improve and increase staff training, PCC receiving regular Awaiting Diversity Development Plan due November from Police to address shortfalls	Development plan shared with PCC - due to return Febuary. Included overhaul of training, more targeted recruitment and external support Additional resources agreed to obtain external support and scrutiny to support	4	3	3	36	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
8	18/08/15	Wiltshire Police fail to have operational policies and services that meet the duties and aims under the Equality Act 2010	Do no fulfil legal duty and values of organisation Wiltshire Police does not reflect the diversity of the community it serves Failure to identify and respond to demands of diverse communities Damage to public confidence in policing - disproportionate effect in communities Reputational damage to PCC, OPCC and Police	Reputation Operational delivery Performance	2	3	3	18	Wiltshire Police have policies related to Stop and Search Assessment of victims vulnerability, including aspects of diversity Specialist support services in place for ensuring support for a range of diverse groups Work within the P&C Plan looks to increase awareness and training for officers in understanding different needs of communities	HMIC improvements being delivered. Follow up inspection included within PEEL Reassess risk following inspection preparation period	2	2	3	12	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
9	18/08/15	PCC and OPCC fail to commission services that meet the duties and aims under the Equality Act 2010	Do no fulfil legal duty and values of organisation Failure to attract most effective solutions and suppliers Failure to consider equality in Police and Crime Plan	Reputation Operational delivery Performance	2	2	3	12	OPCC works within procurement and rules Funding agreements ensures responsibilities are met by third parties Extensive relationship with community and vuneratly sector providers PCC signatory to Wiltshire Compact Innovation fund encouraged community and bids in areas that are hidden P&C Plan identifies areas of underinvestment based on ISA and strategic assessment Commissioning Strategy being developed	Development of Commissioning Strategy has begun	2	2	2	8	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
INEFFECTIVE GOVERNANCE AND SCRUTINY																
10	18/08/15	PCC fails to hold the Chief Constable to account for the delivery of the Police and Crime Plan	Failure to fulfil PCC function Local community voice not heard Weak governance and accountability of CC Police and Crime Plan elements are not delivered Failure to improve services Critical feedback from PCP Reduced public confidence in PCC Reduced confidence in OPCC	Reputation Operational delivery Performance Legal	2	1	3	6	New P&C Plan - all CMB, Delivery Plan and Police performance structures have been reviewed Bi-Weekly CMB is where PCC holds CC and CEO to account for delivery Monthly SCT built around delivery of P&C Plan - OPCC attend Police performance framework built around delivery of P&C Plan Clear P&C organisational owners Contractual reporting of key performance indicators by commissioned services (inward)	New governance processes working well with P&C progress monitored through SCT D&T and PCC hold CC to account at CMB.	2	1	2	4	17/11/15	Maintain - Despite low risk recommended to retain due to implications caused by SA and spending review
11	18/08/15	Failure to hold the Chief Constable to account for the delivery of an effective and efficient police service	Failure to fulfil PCC function Local community voice not heard PCC unclear of performance Weak governance and accountability of CC Failure to improve services Service efficiency, effectiveness and legitimacy failures Resources are wasted Critical feedback from PCP Reduced public confidence in PCC and OPCC Adverse media attention	Reputation Performance Legal	2	2	4	16	Bi-Weekly Commissioning Monitoring Board where PCC holds CC and CEO to account for delivery Monthly SCT built around delivery of P&C Plan - OPCC attend PCC receives Fortnightly briefings from performance team Informal updates from CC and Chief Officers as and when OPCC CEO is part of Gold groups for all significant issues Performance culture review continues with roll out of Click view and force strategic performance framework Revised Scheme of Governance for twin corporations sole in place OPCC involved in all HMIC briefing and debriefs to understand inspections and	New governance processes working well with P&C progress monitored through SCT D&T and PCC hold CC to account at CMB. Despite low risk recommended to retain due to implications caused by SA and spending review	1	2	4	8	17/11/15	Maintain - Strategic risk - BAU residual risk
13	18/08/15	Strategic Alliance has weak governance and accountability	Reduced influence of PCC over police Reduced effectiveness of local accountability Service quality disproportionately affecting Wiltshire Satisfaction with policing declines Adverse media criticism	Performance Reputation Operational delivery	3	3	3	27	Alliance Board and programme board has PCC and CC representation from Wiltshire and Avon and Somerset Programme Director appointed and began role 01/06/15 Programme Director reports to both Wiltshire and ASC SRO Alliance discussed at every CMB Heads of terms signed and publicised Devon and Cornwall and Dorset collaboration will be used to benchmark and align with	Governance process working well 4 principle decisions makers clear Programme team has clear programme brief and resource	2	2	3	12	17/11/15	Maintain - As programme developed this may change quickly governance is clear this impacts on risks 15,16,18, 20,24,26 so recommended to maintain on register

14	18/08/15	Collaboration arrangements do not deliver anticipated benefits with weak governance and accountability	Reduced influence of PCC over police Reduced effectiveness of local accountability Weak governance Service quality falls Satisfaction with policing declines Adverse media criticism	Financial Operational Delivery Performance	2	2	4	16	PCCs in South West region meet on a regular basis to maximise collaboration opportunities Governance meeting structure and agenda in place Collaboration protocol agreed by all regional PCCs and Forces Regional Programme Board in place and team agreed Significant collaboration and work with partners ongoing and managed through regional governance arrangements New P&C Plan places partnerships and collaboration as way to deliver. Existing partnerships to be maximised Partnership impact and alignment to P&C plan and how this will be delivered is being prepared.	Programme team in place Proposal to have one senior officer responsible for regional services to solidify accountability	2	2	4	16	17/11/15	Review score following decision on senior regional police lead
15	18/08/15	Local Authority strategic partnership do not deliver anticipated benefits with weak governance and accountability	Reduced influence of PCC / CC over service levers Reduced control over operational levers Failure to secure value for money and efficiencies Failure of critical services - IT, estates Missed opportunities to improve services and outcomes Reduced public confidence Adverse media criticism if service quality falls Satisfaction with policing declines	Reputation Performance Legal	2	4	4	32	Wiltshire Council collaboration will be managed through the Joint Transformation Board (PCC, C Exec, Leader of Council, CC, DCC) Agreed position reached with Chief Constable and Wiltshire Council and Swindon Borough Council) and reviewed at CMB internally Lease agreements in place for some shared estates Monthly meetings between PCC and Leaders of the two Councils 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	IT - Operational issues require resolution and clarity PCC Estates strategy being reviewed, will provide further clarity on options for further sharing of estate	2	3	3	18	17/11/15	Maintain - Strategic risk as services are developed and changed - BAU residual risk
16	18/08/15	Failure to have effective oversight of force risk	PCC is unaware of key risks affecting operational effectiveness Chief Constable is unsupported by the PCC in mitigating risks Increased risk of harm to the public Impact on effective delivery of the Policing & Crime Plan	Reputation Performance Operational Delivery	3	1	3	9	Wiltshire Police have strategic risk register which is available to OPCC Reviewed every month at SCT - OPCC in attendance Force risk register scrutinised by Audit Committee Risks discussed at CMB with Chief Constable and senior officers		2	1	3	6	17/11/15	Remove- as risk is now managed through BAU
17	18/08/15	Regional and Tri-force services do not have an effective governance and scrutiny route to PCCs who are responsibility for oversight	Failure to fulfil PCC function PCC not aware of developments and risks Weak governance and accountability of lead officer / CC Failure to secure expected services Reduced public confidence in PCC Reduced confidence in OPCC	Reputation Operational Delivery Performance Legal	3	3	3	27	PCCs in South West region meet on a regular basis to maximise collaboration opportunities Governance meeting structure and agenda in place Collaboration protocol agreed by all regional PCCs and Forces Regional Programme Board in place and team agreed Significant collaboration and work with partners ongoing and managed through regional governance arrangements Regional Board awaiting new structure of performance and financial information on tri-	Monitoring / performance report is being expanded for regional board to include more detail on finance and risk to provide greater oversight.	3	2	3	18	17/11/15	Maintain - Strategic risk as services are developed and changed - recommend that risk score is unchanged until mitigation is delivered
18	18/08/15	Failure of CC and PCC staff to keep PCC informed of developments or make decisions outside of scheme of delegation	PCC makes decisions without information and assessment of implications PCC prevented from fulfilling statutory duty Officers in breach of scheme of delegation Public voice not heard at during decision making Lower transparency increased negative cultural behaviours	Reputation Operational Delivery Performance Legal	2	3	4	24	Scheme of delegation in place OPCC attendance at SCT - Transformation and Delivery PCC receives SCT agenda and minutes Commissioner decision notice requires PCC, CEO, Legal and Finance signature Police performance framework is built around P&C Plan New spends / allocations part of SCT governance at whic OPCC is part Internal Audit / external audit reports presented to Audit committee and PCC HMIC efficiency inspections	Governance process working well - joint planning sessions between PCC and CC OPCC / PCC updated on major decisions through attendance on all strategic service / transformation boards	1	3	3	9	17/11/15	Revised score agreed - new score BAU residual risk
STRATEGY, SERVICE QUALITY & TRANSFORMATION																
20	18/08/15	Horizon victim and Witness care does not provide a quality service for victims	Victims are not supported to cope and recover Service is inefficient and does not provide value for money Witnesses are not supported through process No of cracked and ineffective cases increases due to witness / victim not attending None feedback from victims and witnesses	Operational Delivery Performance	2	3	3	18	Horizon witness service in place - since April 2015 Review meeting scheduled in Autumn Project team now management team with OPCC representative PCC receives updates from OPCC officers on assessment of performance Horizon reviewed via SCT and CMB		1	3	3	9	17/11/15	
21	18/08/15	IT transformation does not deliver benefits on time	Productivity benefits not realised - New ways of working Missed opportunities of improved technology Affects other P&C Plan deliverables Older equipment limits capability Reduced public confidence Criticism by HMIC	Reputation Operational Delivery Performance	3	3	3	27	NWOW strategy in place Numerous enabling projects in this area provide linked risk and knock on consequence Strategic Partnership with Wiltshire Council improved capability and delivery Equipment rollout ongoing - Laptops near completion Community Policing pilot priority to embed changing tech with new culture before rollout across force Regular meetings across all aspects of IT between police and Wiltshire Council Project and Programme support provided to all IT projects	Access / permissions with other Police forces needs to be worked through with Wilts Council. Solution required to deliver key IT projects and links to national police developments	3	2	3	18	17/11/15	Maintain and continue to mitigate risks
22	18/08/15	Proposals for new custody suite is not delivered successfully	Reduction of operational effectiveness Impact of overall estates strategy Increases in costs Adverse media coverage Loss of reputation of PCC and Wiltshire police	Reputation Operational Delivery Performance	2	3	3	18	Feasibility study underway Decision based on wealth of evidence and analysis - provide accurate assessment of need Public engagement and communications strategy ongoing Aligned to estates review and strategy Aligned to the PCC strategic and operational objectives	Land agents instructed for suitable sites Project board reviewing requirements in line with wider estates strategy requirements	2	3	3	18	17/11/15	Maintain
23	18/08/15	Community Policing pilot is not effective at improving visibility, public satisfaction and efficiencies	Anticipated benefits are not delivered Operating model is not sustainable Service quality decreases satisfaction for victims and public falls visibility falls Risks to other elements of P&C plan increase	Reputation Operational Delivery Performance	3	3	4	36	Pilot based on two years planning and systems thinking review Evidence based approach to build model from bottom up Project team meeting monthly - includes OPCC Contained pilot area to assess changes and improve failsafe safe plan in place if significant challenges emerge Workforce fully engaged and volunteered to become part of project Local communities fully informed and engaged in process	Pilot continuing - initial feedback is positive and has been adapted following feedback Initial analysis identifies opportunities for efficiency and effectiveness of services Evaluation due Feb 2015	2	3	4	24	17/11/15	Maintain
24	18/08/15	Failure to maintain effective partnerships with criminal justice agencies	Justice processes become inefficient and not joined up Justice outcomes and victim satisfaction and care declines 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	Reputation Operational Delivery Performance	3	2	3	18	CJS Efficiency Programme will integrate justice services Horizons (Victim and Witness support unit) opens 1st April 2015 Chair Community Safety and Crime Reduction Strategic Board Liaison with Judiciary Wiltshire Criminal Justice Board member New P&C Plan has embedded improvements for criminal justice and influence role of PCC Joining of performance subgroups with Crime reduction Board to begin alignment Recruitment of restorative justice staff to coordinate and improve the quality of RJ across partnership	CJB continues to develop agenda and increase alignment. CSR impact on other agencies may impact. CJB manager role in post to coordinate shared performance improvements	3	2	3	18	17/11/15	Maintain - Strategic risk - BAU residual risk

25	18/08/15	OPCC commissioning arrangements are not in place or are ineffective	Resources do not meet Police and Crime Plan Failure to develop effective solutions that meet need Failure to maximise performance Failure to secure value for money Stifle innovation and creative solutions Fail to comply with legal requirements on procurement	Reputational Operational delivery Performance Legal	3	3	3	27	Contracts in place for each commissioned service provider Funding agreements in place for all grants and contracts Quarterly reporting from commissioned agencies is contractual requirement Horizon launch and victim service contract developed Quarterly performance regime established for victim service. Horizon service managed as project until BAU and will be integrated into performance management Community Foundation Innovation funding report demonstrated effectiveness Commissioning Strategy and process review due Autumn 2015	PCP sub group to be established to support development Strategy will incorporate strategy and processes used to commission against P&C Plan	2	3	3	18	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
26	18/08/15	Partners make decisions that impact PCC and Police without discussion or involvement in decision making process	Missed opportunities unexpected detrimental impact of policing Increased demand on policing services Loss of confidence in relationships with partners	Reputation Operational delivery Performance	2	3	3	18	PCC Membership of One Swindon, Wiltshire Public Service Board, Health and Wellbeing Boards PCC attends numerous partnership boards Bi-monthly meeting with Council Leaders OPCC meets council team at regular intervals	CSR due in November Organisational budgets set in Dec - March Impact of these decisions need to be understood and influenced	2	2	3	12	17/11/15	Maintain - Risk likely to increase as spending reductions are understood
27	18/08/15	Failure of PCC to ensure Wiltshire Police meets its strategic policing requirement	Failure to deliver statutory duty Operational effectiveness in the Protective Services arena is compromised Increased risk in areas such as Organised Crime Loss of public confidence in PCC which is likely to extend to Wiltshire Police Severe criticism from government / HMIC	Operational delivery Performance	2	2	3	12	SPR now features explicitly within the new P&C Plan and adds Child Sexual Abuse as new requirement CMB holds CC to account to ensure these requirements are met Tri Force collaboration in place (Special Branch, Terrorism, Specialist Ops) Increased investment in services to protect vulnerable children at risk of sexual abuse and CSE HMIC PEEL Inspection considers compliance to Strategic Policing Requirement – recent	HMIC inspection on Vulnerability will cover some elements of CSE services - due for release Dec 15 CC has action plan to address recommendations National area for improvement	1	2	3	6	17/11/15	Revised score agreed - new score BAU residual risk
28	18/08/15	Strategic Alliance negatively impacts outweigh business benefits	Key delivery areas are compromised or do not address the requirements of the Wiltshire PCC, Wiltshire Constabulary or the Wiltshire public. Falls in service quality Reduction in HMIC ratings PCC do not wish to commission policing model provided	Reputational Operational delivery Performance Legal	3	3	4	36	Regular meetings of Alliance Board working with Avon and Somerset to progress Development of governance structure through which each programme will be monitored Heads of terms signed and publicised Programme Director appointed and began role 01/06/15 Devon and Cornwall and Dorset collaboration will be used to benchmark and align with where appropriate PID developed for strategic alliance. Business cases will be developed for range of services and all options will need to be agreed by all parties	Programme briefs have been presented to Alliance board - feedback provided. Further work requested to understand implications, alternative options and regional considerations Continued dialogue with regional partners to align options where possible	3	3	4	36	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
RESOURCES																
29	18/08/15	Failure to set a balanced budget with precept level agreed 2015-16	Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised Miss council tax setting timetable Reduction in service due to poor financial planning 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 at CMB Section 151 Officer in post Reserves in place to provide adequate contingency Consultation process for precept (with public, businesses, Chief Constable, partners, etc)	Forecast balanced budget for 2015-16	1	2	2	4	17/11/15	CHANGE - Wording of risk is amended to capture 2015-16 financial year
30	19/08/15	Failure to set a balanced budget with precept level agreed 2015-17	Outcomes of Policing & Crime Plan are compromised Policing and community safety opportunities are not maximised Miss council tax setting timetable Reduction in service due to poor financial planning 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	Managed by OPCC Chief Finance Officer Redevelopment of Wiltshire Police estate with Wiltshire Council and Swindon Borough Council, to maximise use of assets MTFS considered and agreed at CMB with savings required agreed, CSR in NOV likely to affect these assumptions PCC requested scenario planning in MTFS development Strategic Alliance provides opportunities for savings - reserves in place to support transformation - if required ICT investment to allow agile working improving police visibility and productivity	Medium Term Financial Strategy in draft form with multiple scenarios planned discussed at CMB Awaiting CSR due in November 15 and HO announces central gov. Allocation late Dec 15 to identify impact Council tax precept to be set Feb / March 16	3	3	3	27	18/11/15	New Risk - Separated from Risk 22 to provide improved granularity of risk
31	18/08/15	Failure to have adequate capital and reserves to meet expenditure	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 provide an effective and efficient police service 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.	Financial Reputation Operational delivery Performance	2	2	2	8	Managed by OPCC Chief Finance Officer Redevelopment of Wiltshire Police estate with Wiltshire Council and Swindon Borough Council, to maximise use of assets MTFS considered and agreed at CMB with savings required agreed, CSR in NOV likely to affect these assumptions Strong track record of delivering savings Position of zero-debt provides position of stability Reserves levels provide ability to support transition and mitigate against uncertainty for short term	As risk 21 plus Use of reserves / capital to 'unlock' future efficiencies, part of MTFS planning	2	3	3	18	17/11/15	CHANGE - Risk score amended as result of new risk 21
33	18/08/15	Inadequate records of and management of assets	Failure in statutory duty on PCC. Poor financial understanding and poor control Value for money is not achieved Loss of confidence in PCC and Wiltshire Police to effectively manage resources Negative impact on reputation	Financial Reputation Operational delivery	2	3	3	18	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 Limited assurance report received from Internal Auditors (previously no assurance) Process agreed with Information Commissioner	Issuing of all new ICT equipment includes asset records. Work ongoing to improve equipment identification and recovery for leavers	2	3	3	18	17/11/15	Maintain - recommended that risk score is unchanged until mitigation is delivered
34	18/08/15	Failure to ensure value for money (ensuring resources are aligned to priorities, risks and threats) of all expenditure by the OPCC and Force	Breach of statutory duty Ineffective use of public money Inefficient levels of performance Missed opportunities with misaligned resources Loss of public confidence in PCC and Police Adverse criticism from Govt, PCP and media Risk of legal challenge	Financial Reputation	2	3	3	18	Budgets monitored through Commissioner's Monitoring Management Board Detailed performance and project delivery is considered at SCT - OPCC in attendance Police framework moving towards benefits realisation Internal Audit programme Police & Crime Plan takes account of Wiltshire & Swindon Strategic Assessment, JSNA etc P&C plan sets clear priorities and objectives PCC received policing advices from CC at CMB on policing and allocation of resources HMIC Value for Money profiles reviewed and assessed HMIC PEEL Inspection received and graded 'good'	Commissioning strategy in development (see risk 13) Work ongoing to adapt the Commissioning mechanisms used by the PCC to direct funding against priorities ongoing.	2	3	3	18	17/11/15	Maintain

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

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WILTSHIRE COUNCIL

POLICE AND CRIME PANEL

2nd December 2015

Complaints and Conduct Matters for the period 1 May 2014 to 31 October 2015

Purpose of Report

1. The Elected Local Policing Bodies (Specified Information) Order 2011 requires Police and Crime Panels (PCP) to publish the number of complaints or conduct matters that have been brought to the attention of a relevant office holder (i.e. the Police and Crime Commissioner or his Deputy) by the Police and Crime Panel.
2. This report provides information in respect of the number of complaints and conduct matters that have been received by the Monitoring Officer of Wiltshire Council for the period 1 May 2014 to 31 October 2015.

Background

3. PCPs have statutory responsibilities under the Elected Policing Bodies (Complaints and misconduct) Regulations 2012 relating to the handling and recording of complaints about the Police and Crime Commissioner or his Deputy.
4. The Wiltshire PCP has delegated the implementation of its complaints process to the Monitoring Officer of Wiltshire Council.
5. This report provides the PCP with details of those complaints and conduct matters that have been received by the Monitoring Officer and either subjected to informal resolution or referred to the Independent Police Complaints Commission, as appropriate.
6. The PCP is required by the Regulations to publish this information in respect of each financial year, as soon as practicable after the end of the financial year to which it relates.
7. Those complaints and conduct matters that have been received by the Monitoring Officer for the period 1 May 2014 to 31 October 2015 are detailed below.

Main issues for consideration by the Committee

8. During the period 1 May 2014 to 31 October 2015 the Monitoring Officer received three potential complaints (ref 02/14, ENQ092 and ENQ101).
9. However, upon consideration and further enquiries by the Monitoring Officer, none of the complaints were upheld. Further enquiries with the Police and Crime Commissioner's Office led to a decision of no further action in respect of two of the complaints. The third complaint related to consultation and decision making processes and was forwarded to the Police and Crime Commissioners Office to consider how to respond to the issues raised.
10. Should members of the Police and Crime Panel require any additional information about these complaints, this can be requested from the Monitoring Officer through the clerk to the Panel.

IAN GIBBONS – ASSOCIATE DIRECTOR LEGAL AND GOVERNANCE AND
MONITORING OFFICER

Report Author: MARIE LINDSAY – ETHICAL GOVERNANCE OFFICER

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

None

Wiltshire Police and Crime Panel

2 December 2015

Task Group Update:

Wiltshire PCC Commissioning Strategy Task Group

Purpose

1. To propose the establishment of a task and finish group to support the Police and Crime Commissioner in the development of a Commissioning Strategy.

Background

2. The Commissioner has invited the Panel's engagement in the development of a PCC Commissioning Strategy to sit beneath the Police and Crime Plan. Whilst this is a management document the PCC welcomes the support of the panel.
3. The draft objectives of the PCC's Commissioning Strategy are to:
 - Provide direction, principles and processes in how the PCC will commission services
 - Articulate how the commissioning is used to contribute to the Police and Crime Plan
 - Outline the mechanisms the PCC will use to commission
 - Demonstrate how the considerations and principles the PCC will balance through commissioning (such as efficient and effective commissioning)
 - Provide direction for continued improvements to the 'commissioning' role and developing these arrangements in criminal justice.
4. On 25 November the chairman and officers supporting the Panel met with the PCC Commissioning Manager for an initial discussion about the role of the task group and how it could support the PCC in this work.

Terms of reference

5. It was agreed that some of the commissioning decisions taken by the Commissioner sit outside the scope of a Wiltshire PCC Commissioning Strategy and therefore the task group. These include:
 - Any services encompassed by the Strategic Alliance with Avon & Somerset Police. There is a separate, mutually agreed framework and process for commissioning services within the Alliance.
 - Policing services commissioned through the grant given to the Chief Constable (excluding local policing - see below). As this is assessed

through existing PCC / CC governance arrangements and delivery of the police and crime plan.

6. These leaves the following commissioning activities within scope:
 - All PCC commissioning outside of grant to Chief Constable (this includes community safety, victim services and restorative justice commissioning, police property act fund and any other grant giving)
 - Local policing – whilst this is currently part of the overall grant to the CC the PCC wishes to make this a distinctive commissioned service

7. The following terms of reference are therefore proposed:

To support the development of the PCC Commissioning Strategy by:

- acting as a 'critical friend'
- providing an external perspective
- ensuring the Strategy supports the objectives of the Police and Crime Plan

Proposal

8. To establish the PCP Commissioning Strategy Task Group with the terms of reference set out in the report.

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COMMISSIONER'S DIARY

POLICE AND CRIME PANEL

2 December 2015

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 4 September 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.

VICTIMS AND WITNESSES ARE GETTING QUALITY CARE FROM HORIZON

Monday 7 September

Today the Chief Constable and I spent some time with staff from the Horizon Victim and Witness Care Centre which opened in March. The bureau ensures that the Victims' Code of Practice is operated in Wiltshire, particularly ensuring that victims have a dedicated Victim and Witness Care Officer as a single point of contact throughout the whole criminal justice process. They are also able to refer to specialist support agencies and gather feedback to improve the service. The Chief and I were able to spend some time with the staff and listen in to some of the calls, a worthwhile session and one we are both keen to repeat. The Victims Commissioner for England and Wales, Baroness Newlove, is due to visit the centre next month.

In the evening I attended Chippenham Area Board, where I was able to give an overview of the last year and set out the new [Police and Crime Plan](#) for 2015-17. I was interested to hear that the street pastors in Chippenham have been given a civic award by the town. I recently spent an evening with them and would like to add my congratulations on the achievement. The move toward achieving purple flag status in the town continues with assessments being done. Purple flags are awarded to town centres that meet or surpass the standards of excellence in managing the evening and night-time economy.

Tuesday 8 September

A day of briefings with sessions on complaints, finance and volunteers - all essential to ensure I am briefed for the job. I had a short interview with Sam FM, previously Jack FM, on the Police and Crime Plan before meeting the chair of the Police and Crime Panel to sign our response to the consultation about the national funding formula for policing. It seems that the formula is simpler to apply than the old formula, and from the work that has been done by the financial gurus, so far it appears that Wiltshire will not be adversely affected by the proposals. That said, further guidance is due from the Home Office on the application which may alter things. As it stands, smaller forces are protected whilst larger forces lose out. I'm pleased that the chair of the Police and Crime Panel joined me in signing our response, giving it more weight.

In the late afternoon I was pleased to be joined by the members of the youth parliament. As readers may remember I am helping them do a survey on Personal, Social and Health Education (PSHE) in Wiltshire and Swindon schools and we spent some useful time reviewing the questions set. It is always good to meet them and I thoroughly enjoyed it.

Wednesday 9 September

Today I visited our Force armoury as we are in the middle of a firearms surrender. I was shown how weapons are destroyed after inspection and I was also able to look around the armoury itself. This is now a tri-force operation, but I am pleased Wiltshire is taking positive action to remove potentially dangerous items from the county.

In the evening I was able to spend some quality time with family to celebrate my daughter's birthday.

Thursday 10 September

I attended the funeral of a family friend today, and in the evening went to the Warminster Area Board held in Chapmanslade. There was an interesting local dynamic between some of those attending: fiercely loyal to their locality, though living so close to neighbouring villages. I gave my presentation about performance and the Police and Crime Plan.

Friday 11 September

I had a day mowing the lawn as I am out at events over the weekend. In the evening I attended a Conservative Party dinner at Wrag Barn Golf Club in Swindon. The speaker was Luke Hall who was elected as the MP for Thornbury and Yate at the last election. It was great to listen to this young man and the conviction that he showed. He left school at 16, working his way up the retail ladder from shelf stacker to area manager at the time of the election, and he is just 29. I was particularly struck by the fact he now represents the area where his family have lived for years and which he grew up in. It was good to hear youth speaking!

Saturday 12 September

To an event organised by the Mosque at Longfield Community Centre in Trowbridge. I have been there before and it is certainly a vibrant place. Set out on tables was food from around the world presented by Trowbridge residents from a range of backgrounds. I think there were 14 countries represented, and I tasted food from many of them including Spain, Morocco, Poland, Tunisia, Nigeria, Turkey, Pakistan, Zambia, Wales and England. It was great fun and a fantastic opportunity to meet the community. The Force was well represented at this excellent community day. There was only one disappointment for me; there was an English table and a Welsh one, but no Scottish. I'll have to offer to cook a haggis if they repeat the exercise.

Sunday 13 September

I was up early this morning to attend the Emergency Services Show at Hullavington. It is celebrating its tenth year and has raised over £115, 000 for local charities, and that is not

including this year. I am pleased that it has become a charity itself. I had a stand there promoting the Office of the Police and Crime Commissioner, and it was good to see so many voluntary organisations who were promoting health and safety messages. I didn't get a ride in a Police car or fire engine, but did join Devizes Car Cub for a swift drive around an obstacle course. As always a great family day out and a big thank you to all the organisers who make it happen.



(Here is a picture of me with PC Marc Jackson and PCSO John Bordiss from the Rural Crime Team at the Emergency Services Show)

HONOURING THOSE WHO FOUGHT IN THE BATTLE OF BRITAIN

Monday 14 September

I started the morning with a meeting at [Wiltshire Community Foundation](#) where we discussed the policy on grants being given out across the county. The desire is to make grants much more focused on particular topics and we will be making recommendations for the coming year to the main board in October. I finished my 15-year association with the foundation as a trustee and treasurer and will miss the insight this has given me to the people and activities of people in Wiltshire and Swindon. In the meantime, I am busy preparing for a charity lunch, with a jazz band and a big tent, to be held at my house.

Over lunch I had a meeting with my chief executive and programme manager to discuss the commissioner's monitoring board. The board discussed the latest crime figures and the set-up of the licensing team as well as receiving an update on the operational policing pilot which goes live today. I also proof read the professional standards annual report for 2014-15 and received a report on complaints for the period August 2014 to July 2015. The Chief Constable and I have now signed the professional standards protocol. We had reports on forensics, our tri-force collaboration and special branch. I also received a report on job-related fitness tests which were introduced in September.

In the evening, I attended the Pewsey Area Board. Much of the meeting was dominated by local area concerns over the lack of progress in settling up a campus in Pewsey. We have an old police facility in Pewsey and would very much like to be more involved in the community as we are in others. I understand Chief Constable Mike Veale and I have been

invited to a meeting in Pewsey in October to discuss further what we can do move this project forward.

Tuesday 15 September

The Duke of Gloucester is visiting Swindon today as part of the 75th anniversary of the Battle of Britain. I attended his reception in the town with the Chief Constable and we attended a short ceremony at Radnor Street war cemetery where the lives of Squadron Leader Harold Starr and others were celebrated. The Duke went on to name a Great Western Railway train in honour of Harold Starr. Both events were attended by several of his relatives. The fly past of Spitfires and Hurricanes was delayed but I was lucky enough to see them later in the day.

I know Radnor Street cemetery from charity work with the homeless. There have been a couple of occasions when I have been walking around trying to find homeless people. The area is now much tidier due to work being done by volunteers and those serving a community sentence.

Wednesday 16 September

I was in the chiropractor clinic this morning before driving to Bridgwater, Somerset for a South West regional meeting. This was a very positive meeting, although not attended by the Police and Crime Commissioners from Gloucestershire or Dorset. One thing we all noted is that we do not know how the elections in May next year may affect us and our vision for the future. Bearing in mind how long it has taken us to work together and understand each other's desires, I hope there is some consistency after the next election, not to mention my own re-election!

Returning to Trowbridge, I attended a public service board meeting for Wiltshire which was a useful environmental scan of the public services across the county. On this occasion police, crime and disorder were not at the forefront of discussions.

Thursday 17 September

A very useful performance update from staff in the morning; we were able to share some of the identifiable trends of crime across various areas. It was useful to note that there is a spike in shoplifting in Salisbury, not least because I am due to attend a dinner there this evening. The increase in volume of crimes is in line with peers and national trends. However, our crime recording standards have not yet met the perfect quality that we require. All that said, Wiltshire is still one of the safest counties to live and work. I was supposed to be meeting the Police Federation in the afternoon but that meeting was cancelled so I headed over to Salisbury to attend a Conservative Party dinner at which the special guest was Jacob Rees-Mogg MP. It is very interesting to hear a politician who speaks from knowledge and not a prepared script. Whilst we might not all share his politics, I was impressed by his knowledge, particularly about what has been done in the past and how we should learn from it.

Friday 18 September

I had one of my regular meetings with the Assistant Chief Officer Zoe Durrant during which we discussed ongoing cases of misconduct and the challenges human resources staff face working across the region.

I then drove back to Salisbury for a meeting with the Independent Audit Committee which was held at Bourne Hill. The major topic of the meeting was the approval of the accounts for the year ending March 2015. Subject to the auditors' final review everything appeared to be satisfactory, including the value for money statement on the accounts. I look forward to the accounts being published and this year would like to try to inform the public more about the financial success of the organisation to date.

In the evening, I took my wife out for dinner to celebrate our 33rd wedding anniversary.

I've had the weekend off in preparation for my son's wedding.

A WARM WELCOME TO 11 NEW PCSOS

Monday 21 September

Lauren Hookings is leaving my office to spend a year working in Australia. She has been instrumental in making sure I am in the right place at the right time, speaking with the right people. She has been my companion for many hours during our market visits across Wiltshire. The office met at lunchtime today to say farewell to Lauren and wish her all the best for the future.

In fact, it was a rare day today as the diary was quite light. However, I did spend my evening at the area board in Tidworth. We met at the Tidworth Garrison Theatre and I was pleased to take them through the presentation of the annual report 2014 to 2015 and the new Police and Crime Plan 2015 to 2017.



Tuesday 22 September

Wiltshire Fire & Rescue Service are running a series of senior wellbeing events across the county. Today they held an event at the central Swindon fire station where 20-plus

organisations set up their stalls to offer advice. I was pleased to see the local neighbourhood officers and the Wiltshire Bobby Van Trust there. It was also an excuse for me to attend an event as Police and Crime Commissioner, but to take along my mother who had a more personal interest in the advice and tools available for those who need additional support to maintain balance or stability whilst walking.

At a time when many chief constables are warning that local policing is waning, I had a meeting about the community policing operating model currently underway in Trowbridge and Warminster. I am very pleased that we are doing something about it in Wiltshire and ensuring that local policing is set up for the future. The pilot project in Trowbridge and Warminster is an example of how the Chief Constable and I support local policing.

In the evening I drove to Leigh Court in Bristol for a reception held by Business West.

Wednesday 23 September

I was joined by the Chief Constable for my first appointment of the day, with the leader and corporate directors of Wiltshire Council. I believe it is important to share our challenges with our partners in both Wiltshire and Swindon and I know that further discussions are happening day-to-day. This was an opportunity for us both to reiterate our commitment to the local communities. This meeting was followed by the weekly finance update from the Director of Finance Clive Barker. After a trip to Wiltshire Community Foundation I was back in the office for further briefings, followed by attending the Corsham area board meeting at the Springfield Community Campus. It is the first time I have visited the campus since it has been completed and I was pleased to see many local officers and police community support officers (PCSOs). I was also pleased to meet the new sergeant for the area, Ronnie Lungu. The meeting itself was complementary to local policing in the area.

Thursday 24 September

I briefly attended a further senior wellbeing event in Devizes before going on to the Governors' meeting at Dauntsey's School. In the afternoon I attended the Wiltshire Health and Wellbeing Board where we discussed child and mental health services. I received the annual children's safeguarding reports and had updates from recent Office for Standards in Education, Children's Services and Skills (Ofsted) inspections. There was a review of the better care plan and the Wiltshire joint health and wellbeing strategy was agreed. I am looking forward to the next meeting in December and updating partners on section 136 detentions under the Mental Health Act.

In the evening I drove the van for the Filling Station, the soup run for the homeless in Swindon. The number of homeless sleeping in Swindon is roughly 40 and I was interested to note that 34 per cent of those sleeping rough are known to probation or the community rehabilitation company (CRC). Having made a grant to the probation service, to make sure those released from prison do not end up homeless, I hope I'll be able to share these figures at the criminal justice board tomorrow. We handed out 60 bags of food during the evening, the top end of our estimation of need.

Friday 25 September

It was a very early start this morning as I had a 34-mile drive to Cumberwell Park Golf Club in Bradford-on-Avon for a breakfast meeting with Wessex Chambers of Commerce. It is always interesting to go to these events as I do not have the opportunity to meet those in business in any other forum to discuss their experience of policing in the county. The speaker at the breakfast was promoting apprenticeships and it is something that I will be taking back to our Chief Constable and I am sure that there are opportunities within Wiltshire Police for apprenticeships to be offered.

Later in the morning there was a criminal justice board meeting chaired by the Chief Constable. We agreed that he and I should make comment on proposed court closures within the county, as well as sharing the financial challenges we all face. I was also able to share the statistics collected yesterday evening regarding the homeless in Swindon. I am sure that those involved in probation and the CRC will be looking at individual cases that have been brought to their attention. I was pleased that the youth offending team were interested in the figures as they had concerns that some of those sleeping rough in Swindon are of an age where they should have extra support from the council teams. The criminal justice board meetings, whilst not frequent, have become much better focused on the real need of those in the criminal justice service and the public of Wiltshire. Good news for us all.

An entry on my Facebook page asked if I would clarify whether the siren on a police car is a nee-nah or woo-woo. I have to say that this was a mystery to me until I checked the BBC news website. It turns out that PCSOs had visited Haydonleigh Primary School in Swindon to talk about safety with three classes from the school's reception year. Whilst being shown a police car in the 'People Who Help Us' session the children started debating whether it is a 'nee-nah or woo-woo'. The school's headmistress had 'officially put it out there' that it was actually a 'wah-wah'. However, following a vote at the school, the winner was announced as 'woo-woo' by 60 votes to 28.

During the afternoon I attended the passing out parade for 11 new PCSOs. They have been training for the past seven weeks and were looking forward to their postings around the county. I have no doubt that I'll have the pleasure of meeting them at local markets in the coming months and wish them the best of luck in their careers. I am very pleased that Wiltshire Police are recruiting PCSOs at a time when other forces are bringing their role into question. I believe that they provide an excellent service in supporting the most vulnerable in society and are valued by both the community and the policing family.



Saturday 26 September

A family day as we celebrated my son's wedding.

Sunday 27 September

I was very pleased to host a jazz lunch for 80 people, entertained by young musicians from Swindon, on what must have been one of the finest days this year. The event was in support of the community foundation's Surviving Winter campaign. Last year the foundation raised around £50,000 which was given out in grants, at around £200 a time, to help those living in poverty. I hope that this year's launch will increase the number of donations and inform those in need over the coming winter months.

TEN NEW SPECIAL CONSTABLES BRING THEIR LIFE AND WORK EXPERIENCE TO THE FORCE

Monday 28 September

I am pleased that we are getting back into a routine after the summer holidays. There is something to be said for having a work routine.

Today I had a performance meeting. The full crime statistics will be out on 15 October and it seems likely that there will be an increase in recorded crime in the county. This is mainly about violence and sexual offences. I have not been given any evidence that the number of incidents is increasing, but that reporting and recording is improving.

In the afternoon we had the Commissioner's Monitoring Board meeting. I was given reports on the strategic alliance and estates. We also discussed enabling closer working between emergency services. I was well briefed from this morning on crimes figures and response times and fed these back to the monitoring board. I received an update on working with Swindon and the health and wellbeing boards. The agenda also covered finances, fleet buying, cameras, licensing, staffing, Independent Police Complaints Commission (IPCC) and we also discussed the psychoactive substance bill. It was a rather busy agenda.

In the evening I attended the Devizes area board held at the sports club adjacent to headquarters. I made a mental note to speak to the chief constable, Mike Veale, about his expectation of officers attending these meetings.

Tuesday 29 September

Health Watch is holding a consultation day at the Corn Hall in Devizes. This was an interesting event and it was pleasing to see Health Watch maturing. Certainly, at the health and wellbeing boards they contribute well and I think are making their presence felt in Wiltshire.

In the afternoon I had a communications briefing before heading to Marlborough for an area board. I was there to present the annual report and the new Police and Crime Plan,

important but of more interest to me were the presentations given by the young people of Marlborough, and it was good to see the Youth MP, Freya Pigott, leading the debate.

Wednesday 30 September

Early morning drive to Key-n-sham. When I think or write of Keynsham I cannot resist spelling it out K-E-Y-N-S-H-A-M and wonder exactly where the offices of Horace Batchelor were! Horace Batchelor was notable in the United Kingdom during the 1950s and 1960s as an advertiser on Radio Luxembourg. His spelling out of Keynsham made it famous, the address was always read as 'Horace Batchelor, Department One, Keynsham, spelt K-E-Y-N-S-H-A-M, Keynsham, Bristol'. Batchelor had to be careful spelling Keynsham as the town's name is pronounced CANE-sham.

We had a very good regional meeting where we looked at the high level programme of work to be done. I am pleased that within our strategic alliance with Avon & Somerset Police the officers of the Office of the Police and Crime Commissioner (OPCC) are comparing the way in which we do business to see how much we can bring together. There are a number of hurdles still to cross and the major one being establishing strong relationships between the parties to the alliance. I had to leave the meeting early (at 10am, it started at 8am) to drive back to Swindon to catch a train to London for a meeting at the Home Office about **Revolving Doors**. At this meeting we heard a presentation on the work being done in Hertfordshire around troubled families and the whole day was about potentially extending the remit of the troubled families project to include those without partners. In Swindon we are currently looking at 1,270 such families but if single people are included as well in a future project this will massively increase.

I was interested to receive a report recently from street outreach workers in Swindon who listed 37 people they knew to be sleeping rough. These sleepers would have not qualified in a sleepers count due to the strict guidelines. In addition to those named I also know a handful of other names. I think the Home Office were talking about 125,000 people nationally who would qualify and I suspect that the number would be much higher. I hope to take the concept of a project to the health and wellbeing boards in Wiltshire and Swindon. Whilst discussions are at an early stage, it seems an important initiative, particularly the need for housing and support.

I arrived back at Swindon station at around 6pm and calculated that so far this week I have done 35 hours already. In the evening I met a friend at the Pear Tree at Purton for dinner.

Thursday 1 October

After having a blood test at 8am I attended the senior wellbeing event at Ludgershall. This is the third of these events being held by Wiltshire Fire & Rescue Service that I have popped along to and I am being told they are being well received, both by the elderly and by those who support the elderly. It is certainly a useful source of information as we approach the winter months.

In the late afternoon I headed off to Bristol for a celebration of the first year of Avon & Somerset's Lighthouse victim service provision. Our equivalent in Wiltshire is Horizon Victim and Witness Care which started in March. It was interesting to hear the problems and challenges that Avon & Somerset have faced with the service and I am confident that when we celebrate our first year we will have as good a provision for witnesses and victims as anywhere else in the country.

Friday 2 October

Following up my meeting with the Home Office on Wednesday I received an update on the troubled families initiative in Wiltshire. Some of the challenges have been around data sharing and we now seem to have overcome those early issues. I was also pleased to find out that a Wiltshire inspector had been down to Avon & Somerset to look at good practice. A total of 1,270 families will be supported over the next five years. In order to meet the criteria of a family facing difficulties, at least two of the following conditions must be met:

- parents and children are involved in criminal behaviour or anti-social behaviour
- children are not attending school regularly
- children need help
- adults out of work or at risk of financial exclusion and young people at risk of not finding work
- families affected by domestic violence and abuse and
- parents and children with a range of health problems.

I can see just looking at that list that it will not be difficult for many families to find two, and there will probably be more fitting the criteria. I find it interesting to observe the connection between health, education, life opportunities and criminality. It is also very important that neighbourhood policing teams have a close link with families. During the next quarter I hope to be available to talk at the health and wellbeing boards to make that link to all the agencies present.

In the afternoon I attended my final annual meeting and trustees meeting of the Wiltshire Community Foundation. I have been involved with the community foundation since 2000 and have enjoyed watching its growth from an endowment fund of £2 million to £20 million today. In the 15 years I have been involved there have been four chief executives and over 50 trustees. Today the organisation is much more defined than it was 15 years ago when there were just two members of staff and there are now between eight and ten. Back in 2000 we gave out 124 grants totalling £256,000. Last year we gave out 540 totalling £723,000. I am pleased that my relationship will continue as a member of the panel which gives away the proceeds under the Police Property Act. These are items of lost property which are not reclaimed and are then sold and the proceeds are given to charity. I thoroughly enjoyed the past 15 years but I feel that it is time to move on.

In the evening, my wife Sarah Jane and I went down to Salisbury to watch a Salisbury Playhouse production of Noel Coward's *Fallen Angel*. This is a hilarious production originally from the 1930s but as fresh today as the first performance.

Saturday 3 October

This morning I was pleased to attend the special constable ceremony held at our police headquarters in Devizes. Ten new specials were attested, and they will be serving in Devizes, Swindon, Amesbury, Calne and Chippenham. They are drawn from a range of employment, but from the biographies that were read out one fact stuck with me: all were interested in becoming regular officers. I am pleased that they are looking forward to working within the police family, however I would also like to see people joining as a special constable simply to volunteer in their communities and bring their life and work experience to the job.

In the evening my wife and I attended The High Sherriff's concert in Salisbury Cathedral. It was in aid of **One Degree More**, the education fund run by the community foundation. The music was provided by the Band of the Household Cavalry and they were joined by the cathedral choir. It is not often that I get to sit and contemplate and I had to admire our cathedral and the excellent lighting scheme that is in place both internally and externally. It was a very good programme of music and I was particularly pleased to see it included Panis Angelicus by Cesar Franck, not least because I studied and performed the piece some years ago at Marlborough summer school. I hope the event, which was well attended, raised a good sum for the foundation and will enable even more young people in the county to go into further education.



Angus with the new special constables.

Sunday 4 October

I was invited to speak at Calne Baptist Church this morning. It is their harvest festival and they are giving their donation, as they do throughout the year, to the Filling Station charity. They invite me each year to speak about the homeless in Swindon. I was able to report that, on average, we give out food to 45 people each Thursday, and that in the last two weeks it has been 55. We prepare 60 bags of food each week with a tin of soup, beans, meat or fish and a tinned pudding (either rice or fruit). In addition we give toiletries and clothes, and blankets or a tent when available. Whilst we feed around 50, outreach workers reported that

they knew of 37 people sleeping rough last week. This was in a selection of locations; doorways, car parks and tents. What was of particular interest to me is that 13 of these named individuals were on current cases of either the community rehabilitation company (CRC) or probation. Some had only just been released from prison, and yet were still homeless. As commissioner I funded a scheme of support to those released from prison but the funding was returned as the probation company was unable to recruit those to do the work. It has now been made a duty of the CRC and probation, and one which I shall be raising at the Wiltshire criminal justice board. On my office wall I have a framed Hierarchy of Needs developed as an academic work by Maslow. The elements at the bottom of this triangle need to be in place for us all. Housing and sheltered housing is essential, and these thoughts link back to my meeting with the Home Office last Wednesday.

HOMELESS LOSE AN ADVOCATE AND A FRIEND

Monday 5 October

I had a meeting this morning with the Police Federation which is always useful. Perhaps we don't share the same interpretation of **Cuts have Consequences**, but they undoubtedly have consequences and we have to ensure that they are managed. We spoke a lot about the revision of central funding allocation. From what I have seen to date, Wiltshire will not be affected too much by these new arrangements. But that said, it will be a while before anything is finalised.

We have been working closely with our partners, Avon & Somerset Police, regarding alliance matters. This is perhaps due to the funding debate, and the fact that cuts to Avon & Somerset are fiercer than the Wiltshire figures. A regional call centre is not on the agenda at present. However, there is nothing stopping us from debating how our local policing might be affected and altered by having regional call centres, but we are a long way off having to make a final decision.

In the afternoon I had a weekly finance update followed by the South Swindon locality meeting in the evening.

Tuesday 6 October

A fairly long drive down to Mere first thing for a senior wellbeing event, before returning to Devizes to plan for the Lord Lieutenant's meeting in a couple of weeks.

In the evening I attended the Swindon North locality meeting, which was well attended and is successfully engaging with the local community. A good and constructive evening.

Wednesday 7 October

Another senior wellbeing event, this time in Trowbridge. This is an additional event because they have been so well received across the county. I was able to have a look at the town hall in Trowbridge. It is a beautiful building and will be much improved when returned to its



original configuration when the old court offices are removed. It is a real asset for the community.

Back at the office I had an interview with Dan O'Brien of BCC Wiltshire. He wanted to talk to me about the new magistrates court charge, something which has been [in the news](#) recently. The fundamental problem is that it does not take means into account, and it is feared that it may lead to offences being admitted when not proved. This is because of the ranking of the fee and the fact that it is not based on someone's ability to pay. He also asked about complaints against police officers.

In the afternoon I visited the centre for [Action on Addiction](#) based in Westbury before going on to the South East Wiltshire area board. I was there to present the new Police and Crime Plan and to speak about last year's work. I was very interested in the presentation given about the proposed Wilton Parkways which will serve the Trans Wilts rail service from Swindon to Southampton Airport. I wish more people knew about this service, it is not advertised in Swindon enough.

Thursday 8 October

Phil Smith of [Threshold Housing Link](#) has sadly passed away and I was asked by the Swindon Advertiser to prepare a few words of tribute. I worked with Phil for many years, going back to the days I chaired Threshold Housing Link. He was fully committed to the cause of alleviating homelessness in Swindon, both in his work at Culvery Court and his support for joint working with the Filling Station, Big Breakfast + and the Salvation Army. Only a couple of weeks ago, he visited the Filling Station as we met in a cold and wet car park. The homeless have lost an advocate and friend. He will be missed by them and we who work to end homelessness.

I had my last area board meeting this evening, held at the Laverton in Westbury. It is the fourth evening this week I have given the presentation about my new Police and Crime Plan. I am disappointed that the Swindon East locality meeting was cancelled last night. Although I wasn't able to attend, my Chief Executive was going in my place, but it seems troubling that these meetings are not better supported.

Friday 9 October

A rare day where there isn't much in the diary and, as I am working tomorrow, I took the opportunity to take my mother for lunch and introduce her to the team at my office in Devizes. I headed off to Exeter at around 4pm which, it transpired, was the same time as many others; the queue over the Avon bridge was terrible. I am very lucky to have been invited to spend the evening with friends in Topsham, so I am well placed for tomorrow.

Saturday 10 October

The South West Special Constabulary and Police Support Volunteers Awards 2015 are hosted this year by Devon and Cornwall and are being held at Exeter Golf and Country Club.



Tony Hogg , the Police and Crime Commissioner (PCC) for Devon and Cornwall, was our host. I was the only other PCC from the region who was there.

Awards are made for Police Support Volunteer of the Year, Special Constable of the Year, Police Support Volunteer Team of the Year and the Arthur Ellis Memorial Trophy. Arthur Ellis was a Special Constable from 1961 to 1982, retiring as Divisional Commander, and instigated the award on his retirement: first for the four constabularies bordering the Severn, and later to reward excellence in community service encompassing all five South West constabularies. Wiltshire was not successful this year, but as was said at the ceremony, to be nominated is an achievement itself.

John Bolwell was the Wiltshire nomination for Police Support Volunteer. This was in recognition of his work with the Bobby Van Trust installing and maintaining cameras in the homes of the vulnerable. Our nomination for Special Constable of the Year was Guy Sanders, who leads the Devizes team. He has developed an exceptional team of special constables, working with the community and supporting their regular colleagues. We made our nominations for police support volunteers this year, but it was interesting to hear of the volunteer drivers scheme in Devon and Cornwall, the Restorative Justice Team in Gloucester and the Chaplaincy Team in Dorset; all of which we should be proud to learn from. Our nomination for Team of the Year (the Arthur Ellis award) was for the work done by the Devizes team, under Guy Sanders, in policing the market towns and rural areas of Wiltshire and supporting Bluez 'n' Zuz. These discos are for young people in school years seven - 11 and provide a safe, supervised and friendly environment where teenagers can socialize.

While in Exeter I took the opportunity in the afternoon to watch [Pirates of Penzance](#) performed by the St David's Players, which was excellent.

VICTIMS' COMMISSIONER VISITS HORIZON TEAM

Monday 12 October

My diary has given me the morning off but, being a simple soul, I did not look at it until I got to work for the day. So the morning was spent on general business and a short briefing for the commissioner's monitoring board which was held in the afternoon.

The board discussed the strategic alliance with Avon & Somerset Constabulary and I received an update on crime recording compliance. The update on the strategic alliance agreed terms of reference for the strategic estates group and considered a consultation paper from the government: "Enabling closer working between the emergency services". I also received an update on the regional commissioning board and backed a national agreement for the buying of vehicles, as well as looking at the finances for the period April to August 2015. I found out that we have underspent. However there is a lot of the year to go and I don't think, at this point of the year, figures are a true indication of the outcome. We have a high number of officers and police community support officers (PCSOs) but this is because we have new intakes joining us throughout the year. I also received updates on the performance of forensics, Zephyr (the south west offensive on serious and organised crime), the work that is being done to establish a Swindon multi-agency safeguarding hub (MASH).



In the evening I went to Swindon Magistrates' Court to say farewell to two retiring magistrates: Martin Cook and John Fryer. It was good to see old colleagues and wish them the very best for the future. I am sure they will find a new way of serving the public.

Tuesday 13 October

Today I had an early start to get myself to Ashton Gate, near Bristol, for a sustainable recovery solutions conference. They provide drug and alcohol recovery services in Swindon and it was useful to meet colleagues from the voluntary sector and police to discuss our support for those who misuse drugs and alcohol. We were treated to an inspiring speech, *Discovering Health*, by Mark Gilman. After an informative day I headed back for an evening meeting in Shrewton with the Conservative Party.

Wednesday 14 October

The Association of Police and Crime Commissioners held their annual meeting at Westminster. First, we were given a presentation by Tony Porter, the surveillance camera commissioner for England and Wales. He updated us on some of our responsibilities for CCTV as police and crime commissioners. This was followed by Chief Constable Sara Thornton updating PCCs on the National Police Chiefs' Council (NPCC).

I found a briefing from Martin Wyke, the Chief Executive of the Police ICT Company, particularly interesting. Until now I have not met anyone talking about police ICT to have inspired any confidence, but Martin appeared to have sound knowledge and I look forward to spending more time with him to discuss ICT support in Wiltshire. The afternoon session was for the Association of Professional Compliance Consultants (APCC) and the approval of the accounts. I think the whole day was partly coloured by the forthcoming PCC elections and the uncertainty surrounding each individual's likelihood of being at the next meeting.

In the evening, being in London anyway, I took Pharrell Tatam, the son of ex-chief superintendent Andy Tatam who retired earlier this year to the Civil Guild of Old Mercers' dinner. The formal dinner was held at Stationers' Hall and had John Scarlett, retired head of MI5, as the guest speaker. The speech was extremely interesting.

Thursday 15 October

I had to get up very early to return to Wiltshire for a blood test before heading to Devizes for a ministerial visit. Victims' Commissioner Baroness Newlove was unable to attend when the Horizon unit opened in March due to illness. We were extremely happy to welcome her now the unit is up and running.

The service provides phone support to victims from the moment they report a crime, through the criminal justice process and to the conclusion of their case. Horizon provides a vital single point of contact to keep victims and witnesses up to date and provides signposting to other agencies.

When I stood for election as Commissioner I was determined to put the victims of crime centre stage, rather than waiting nervously in the wings for justice to be done. After my election I carried out consultations about victim services at a number of locations and Baroness Newlove accompanied me to a session in Salisbury. We spoke to victims about their experience of dealing with the police and the criminal justice system and about the impact on them and their families.

The setting up of Horizon Victim and Witness Care has been a significant investment, at a time when we have already made savings in many areas and need to make additional savings over the next three years. This investment demonstrates our commitment to victims and witnesses.

To end a long day Chief Executive Kieran Kilgallen and I joined Avon & Somerset Chief Executive John Smith and PCC Sue Mountstevens for an informal discussion on the progress of our strategic alliance over a curry in Bath. I am very pleased that both Sue and I agree that the progress for the strategic alliance to date has been slow, but this is understandable as two disparate organisations are learning to work together. I am sure that, where there's a will, there's a way and all will come good in the end. It was very useful to have the opportunity to speak one-to-one with my counterpart.



Chief Constable Mike Veale, the Commissioner and Baroness Newlove with the Horizon team

Friday 16 October

In the morning I attended a meeting at the Community Foundation offices where I am a member of a panel which decides on the distribution of funds that arise under the police property act. I am pleased that this money is given away through the Community Foundation as it improves independence of the grant-giving process and the legislation makes clear that the money must be given away to charitable organisations. In the evening I attended a Conservative dinner. The guest speaker was the MP for North Devon, Peter Heaton-Jones, who used to be a reporter on BBC Wiltshire. Perhaps we will see the station's current breakfast show presenter, Ben Prater, become an MP...

A pleasant weekend off.

POLICE CADETS ARE POLITE IN CALNE

Monday 19 October

Every quarter I have a visit from the Head of Roads Policing, Inspector Steve Cox. This is an activity that Wiltshire now undertakes with Gloucestershire Police and Avon & Somerset Police. With Inspector Cox I go through a list of those who are killed and seriously injured across the county. Every death on our roads is a tragedy, but I am pleased that there is no marked increase in road collisions. There is perhaps a small increase in those riding motorbikes who have been involved in collisions, but no particular tactic or provision of service has been identified that will reduce the number of people killed and seriously injured in Wiltshire. Our work with Gloucestershire and Avon & Somerset constabularies is becoming more established and I was pleased to hear from Inspector Cox about the agreement of common work practices. However, there are still too many differences in local practices and I hope that we will see closer integration over the next few months.

Her Majesty's Inspectorate of Constabulary (HMIC) are in Force for an effectiveness and legitimacy inspection. I attended the briefing given by the Force and I look forward to receiving their report in due course.

Tuesday 20 October

In the morning I attended Melksham market. Readers may be aware that I try to attend a selection of markets around the county and this week I have three mornings in the markets, of which Melksham was the first.

I was pleased to be joined by the local neighbourhood team for part of the morning and to be able to answer many of the questions asked by members of the public who stopped by. After lunch I was back in the office to be given an update on the challenges of [Wat Tyler House](#) in Swindon. A police information point is being created there at which council staff will be able to help signpost and advise on non-emergency Wiltshire police services. I am sure that the challenges can all be overcome.

Two members of the [National Black Police Association](#) (BPA) gave me an update on their agenda and work in Wiltshire. We know that there is always work to be done but I was pleased with the BPA's view of Wiltshire Police.

I am very proud of the Crime and Communications Centre (CCC) at Devizes HQ and was pleased to host a visit for Lord Lieutenant Sarah Troughton and her deputy officers. Chief Constable Mike Veale and I spoke briefly about our ambitions for the Force before they were shown around the CCC by John Flynn, who is head of contact management. I was pleased to receive emails from several of the deputy officers the next day telling me how much they enjoyed the visit and how they now appreciated the challenges that Wiltshire face.



PC James Williams, PCSO Janet Gould and me at Melksham market

Wednesday 21 October

I have a full day ahead. My first meeting was with Chief Constable Mike Veale to discuss some of the challenges around the alliance with Avon & Somerset Police prior to our meeting at the end of the month.

This was followed by my weekly finance update before heading to Swindon to meet a sports engagement advisor. This might not sound like a police and crime commissioner event but it is interesting to understand how much sport influences the way in which people lead their lives, particularly young people. Readers may be aware that I have put money into a local boxing club to encourage young people to experience the sport. The meeting with the advisor was very much about the challenges around communities accessing sport.

It was followed by a health and wellbeing board meeting in Swindon. We received the annual reports of the safeguarding adults board and the local safeguarding children's board. We also discussed the children and young people's mental health strategy and troubled families. I was able to share with board members some of the information I gained at recent visits to the Home Office where we discussed the extension of the troubled families scheme to include single people.

In the evening I returned to Devizes for the attestation of the Trowbridge police cadets. They are coming to the end of their basic training and made their promise to the High Sheriff of Wiltshire Lady Gooch. As Commissioner I get to attend a number of attestation ceremonies for officers and Police Community Support Officers (PCSOs) and can appreciate the challenge that speaking in public raised for these young people. It was great to see 20 new cadets smartly turned out in their uniform and raring to go. I hope the parents and carers who were present support them in their endeavours.

Later on in the evening I attended the Swindon East locality meeting where matters of speeding and local policing were brought up and I was pleased to have been joined by local officers who were able to address many of the observations raised.

Thursday 22 October

I went to Bradford on Avon market this morning. It was not overly busy and even some of the market traders were having the week off. Even so there was a steady stream of the public and I was pleased to be joined by my Chief Executive, Kieran Kilgallen, for the first half an hour as he lives in the town. I was also pleased to be joined by PCSO Jason Greenland and

PCSO Matt Till from Trowbridge in the morning and PCSO Andrew Maclachlan, from Bradford on Avon, mid-morning.

In the afternoon I had my regular quarterly meeting with council leaders. Unfortunately on this occasion they were both elsewhere. It was a shame because the more that Wiltshire and Swindon can do together in a time of limited resources the better.



PCSO Jason Greenland, PCSO Matthew Till and me



PCSO Andrew Maclachlain and me with a member of the public

Friday 23 October

I went to Calne this morning for another market visit. Calne is a place in which, in some people's eyes, the heart has been removed and filled with car parks. The heart was the Harris bacon and sausage factory.

I am very pleased that community policing has such a good reputation in the town. We were joined on our stall by some of the new Wiltshire Police volunteer cadets who had been sworn in on Wednesday evening.

The cadets, aged between 13 and 18, set up a pop-up stand and offered children, young people and adults a variety of cyber awareness signposting information and leaflets.

Cyber crime – committed through the use of a computer and the internet - is rapidly growing and more of the crimes and anti-social behaviour the police deal with will have a cyber element. By raising awareness of cyber safety we can help people to protect themselves.

The message is to be “polite” online. We are all aware that many people are all too happy to write a comment online that they wouldn’t dream of saying to that person’s face. This campaign is aimed at getting this message across:

Prepare: think about the content of the message and whether it could be misunderstood.

Only: only send when you have re-read and checked the content.

Look again: could your message upset anyone?

I would be happy to receive this message: that’s a good thing.

Talk face to face: sometimes it may be easier to say what you mean.

Expect a nice reply: we all want to receive nice messages and comments.

On the way to Headquarters in Devizes I went to Chippenham for an [#eyes2drive](#) event – an awareness roadshow to make people aware that regular eye checks are essential to make sure they are safe to drive and to help prevent accidents that could otherwise be avoided. These events are run by Wiltshire Sight in conjunction with Wiltshire Council, Haine & Smith, [Wiltshire Local Optical Committees](#), Wiltshire Fire & Rescue Service and Swindon Borough Council.

Eyesight testing is no longer considered to be a primary healthcare need and it worries me how many children in schools have not had an eye test, as well as any elderly people who may be driving with reduced peripheral vision.

In the evening, I had a meeting with Robert Buckland, the MP for Swindon and we were joined by the local policing team and discussed local issues in south Swindon.



PC Sally Pullen, cadets (from left to right: Charlie Ruck, Tommy Gibson, Lydia Harper, Lily Ward, Rhiannon Taylor, Anna Shibu, Meghan Buckland) and me at Calne market

Saturday 24 October

There was nothing in the diary for me today.

Sunday 25 October

I was pleased to be invited to Wiltshire School of Gymnastics at Bowerhill in Melksham. This school offers gymnasts in Wiltshire a fantastic opportunity and on this occasion it was a competition between teams from all over England. I think I can safely say that before the competition I knew very little about gymnastics. One of the many facts I learnt during the day was that to be a successful gymnast you need to start around the age of three! The discipline that these young people find in the sport cannot be underestimated as they have to attend regular training at a very young age and abide by the trainers to ensure their personal safety; advice which young people sometimes find difficult to take. All in all an inspiring time with young people who as a group are not often congratulated for their citizenship.

THE ROYAL BRITISH LEGION HOLDS POIGNANT SERVICE OF REMEMBRANCE

Monday 26 October

My first meeting of the day was with a man who is researching the role of chief constables in the UK and wished to talk to me about the role of a police and crime commissioner and relationships that have been established between the chief constables of Wiltshire Police and me over the last three years. He is currently a senior lecturer at the University of East London and has previously served as a police officer. This should be an interesting piece of academic research and I look forward to reading it when it's published next year.

Last week I wrote to all the MPs in the county to advise them of our understanding of funding for next year; the effect of which seems to be that Wiltshire will have a greater proportion of the national pot. It was good to speak to Andrew Murrison, the MP for South West Wiltshire, who phoned Chief Constable Mike Veale and me for a conversation following up our letter and I am pleased to have been able to brief him for a debate that may happen in parliament over the coming weeks.

During November I am taking part in a takeover challenge. This is an initiative of the Children's Commissioner and over the next couple of weeks I will be inviting applications from our police cadets to spend a day shadowing me.

The afternoon was taken up with the Commissioner's Monitoring Board at which I had updates on the regional collaboration for forensics and Zephyr (the South West operation on serious and organised crime). We also discussed the medium term financial strategy and I received feedback from a meeting that was held in the Home Office about funding for formal consultations. I also received reports on property disposals, front counter services and progress on the new custody hub in the south of the county.

Tuesday 27 October

Due to maintenance, the power at police headquarters in Devizes is reduced for most of the day and this has given all staff the opportunity to work remotely with the technology that they

now have. Unfortunately, my visit to the Force doctor couldn't be done over the computer so I attended in person.

Later, it was interesting to see a meeting, normally attended by around 25 people, taking place at headquarters with most of the attendees signing in virtually using their computers and the video facilities. It will be interesting to have the feedback on this as it is our ambition that many more meetings will take place using this technology.

In the afternoon I got the train to London to be at the Academy of Justice within the Ministry of Justice to speak with the Dorset Police and Crime Commissioner, Martin Underhill. We met about two and a half years ago to discuss the challenges we see in the role and this was an opportunity to address the academy about some of the work we have achieved and some of the frustrations we have found over the years. I have to say it was also a good opportunity for me to personally reflect on the ambitions three years ago, what has been achieved and what has changed in the landscape over the years. Thankfully the reflection didn't leave me too downcast.

In the evening I was invited by the Police Federation to attend a dinner at the Dorchester for the police bravery awards with Mr Veale. The Wiltshire nomination for these awards was Ian McKerlie who was involved in an incident in the Shrewton Co-op back in the summer. It was humbling to hear of the circumstances surrounding officers dealing with violent members of the public. Many of the officers were injured in the course of undertaking their duties.

Wednesday 28 October

I got the train back from London first thing in the morning to Trowbridge where I am at the market. It was a useful day but not overly busy. We were joined by local police community support officers (PCSOs).

In the afternoon, I attended a Pewsey community area partnership meeting. Concerns have been raised in the Pewsey community about neighbourhood policing and I understand that their PCSO contingent has been reduced by one. The actual delivery of policing is the responsibility of Mr Veale, but I was able to reassure the community that both he and I are committed to local community policing and that there are no plans, and no conversations, about the reduction of officers serving local communities. The work that is being undertaken in parts of the county, such as the community policing pilot, is fundamental in making sure that local policing continues to be a feature of Wiltshire.



PCSO Ben Brown, PCSO Mike Obern and me at Trowbridge market

Thursday 29 October

This morning we were in Wilton market which I have to say was pretty miserable. Not Wilton of course, but the weather, which effectively kept the public tucked up at home. We did have a few visitors and a couple of interesting conversations. I suppose, given the number of markets we've been to and the number we have planned, that one wet day shouldn't surprise us.

In the afternoon I had a briefing on the victim and witness event that is being held in early November at Devizes town hall and this was followed by an alliance meeting with our colleagues from Avon & Somerset Police.

In the evening I was driving for the Filling Station homeless charity in Swindon which, just like the market this morning, was particularly wet and miserable but did not dissuade the 60 people in need who queued for the food.



Katie Broomfield, who works in the Office of the Police and Crime Commissioner at Devizes headquarters, and me at Wilton market

Friday 30 October

We had a strategic alliance meeting at Keynsham police station in the morning during which Wiltshire confirmed its support for the alliance programme. This was perhaps the most useful meeting that we've had recently and I felt the two and a half hour session was very positive and affirming.

In the afternoon, I had a meeting with the Office of the Police and Crime Commissioner (OPCC) staff to discuss the commissioning fund for next year and I also had a short meeting with Assistant Chief Officer Zoe Durrant, to deal with human resources matters.

Sunday 1 November

I was very pleased to attend the Royal British Legion ceremony of remembrance which was held at the Wyvern theatre in Swindon. The event is a mixture of nostalgic reminiscence and poignant remembrance. It was great to see so many local groups, cadets and school children from Swindon involved in the festival. I was also pleased that it was simultaneously



broadcast on Swindon 105.5 radio station. We have given the station a grant and it is used extensively with young people to encourage them to gain the confidence needed in broadcasting.

On the way back to my car we passed a vehicle that had been involved in a collision and MP Robert Buckland and I found ourselves directing pedestrians away from the collision and spilt fuel until Wiltshire Fire & Rescue Service arrived.

Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
2nd December 2015	Swindon	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q2)– Risk / Performance / Finance / Complaints • Spending review • Strategic alliance with Avon & Somerset • Task Group Updates • STOP (Community Policing) progress update
13 th January 2016	Monkton Park, Chippenham	<ul style="list-style-type: none"> • PCC Diary report • Strategic alliance with Avon & Somerset • PCC Budget for 2016/17 • Task Group Updates
4 th February 2016	County Hall, Trowbridge	<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 • Update on Victim Support service (Horizon)

3 rd March 2016	Corn Exchange, Devizes	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Community Policing full review • Report on changing nature of crime and its impact on local policing in Wiltshire • Task Group Updates
16 th June	Corn Exchange, Devizes	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q4)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task group updates
1 st September	City Hall, Salisbury	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task group updates