



Office of the Police and Crime Commissioner for Wiltshire and Swindon

**Quarter Two 2016-17 (1 July to 30 September 2016)
For Police and Crime Panel meeting 1 December 2016**



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Raising awareness of significant topics	Error! Bookmark not defined.



Introduction by Commissioner Angus Macpherson

Welcome to the Quarter two performance report, assessing progress made to deliver the priorities set out in my Police and Crime Plan.

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.





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 my latest blog.







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









Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon










Overall performance dashboard

Priority 1:		Prevent crime and ASB	
Measure	Data	Infographic	Context
Crime volume	10,640		Significant increasing trend but in line with peers
Anti social behaviour (ASB) volume	5,104		Low and significantly reducing
Crime recording compliance	96%		Improving
Satisfaction with visibility	55%		In line with previous years

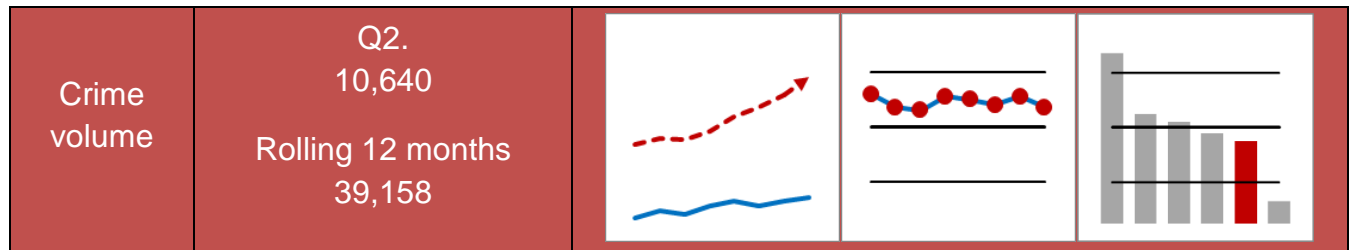
Priority 3:		Put victims and witnesses at the heart of everything we do	
Measure	Data	Infographic	Context
Victim Satisfaction	84%		Inline with peers
Satisfaction with investigation	75%		Stable
Satisfaction with being kept informed	77%		Stable
Outcome rate	23%		Significantly lower than peers
Cracked and ineffective trials			Court level information not available from HMCTS
Cracked and ineffective trials due to prosecution			Court level information not available from HMCTS

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

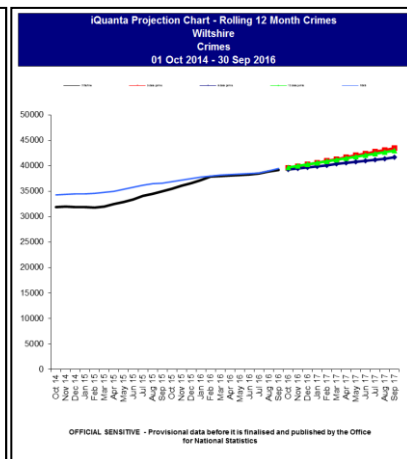
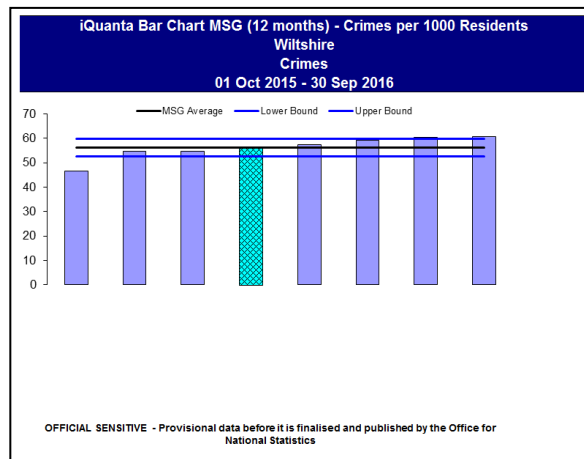
Priority 2:			Protect the most vulnerable in society	
Measure	Data	Infographic		
Assessment to be provided within the report drawing upon a range of Management Information indicators				

Priority 4:		Secure high quality, efficient and trusted services		
Measure	Data	Infographic	Context	
Public Confidence	83%		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	68%		Wave 14 result returned to expected levels following lower result in Wave 13	
Wiltshire Police treat me with respect	89%		High and stable since Autumn 2012	
Response time Immediate Priority	10m 42s 53m 22s		Increasing trend in the time it takes to arrive at priority incidents	
999 calls answered within 10 seconds	90%		Consistently high since November 2014	
% of 101 calls answered within 30 seconds	90%		High but reducing trend	
Quality of files First files Full files	51% 91%		New processes embedding	
Volume of complaints	170		Stable trend	

1. Prevent crime and anti-social behaviour



1. There were 10,640 crimes recorded during quarter two.
2. In the 12 months to September 2016, 39,158 crimes were recorded. This represents an increase of 12 per cent on the previous 12 months.
3. Wiltshire's position is not statistically an exception with the crime rate per 1,000 population and also percentage increase both being in line with national average.



All crime up to September 2016 – most similar group (MSG) position and trend

4. The table below provides a comparison to south west and peer group forces

Areas	Earlier Period Oct-14 to Sep-15	Later Period Oct-15 to Sep-16	Change	
			Numeric	Percentage
England & Wales	3,684,055	4,004,856	+ 320,801	+ 8.7%
South West Region	286,505	321,975	+ 35,470	+ 12.4%
	105,373	129,079	+ 23,706	+ 22.5%
	78,452	80,068	+ 1,616	+ 2.1%
	38,334	43,738	+ 5,404	+ 14.1%
	29,387	29,932	+ 545	+ 1.9%
Wiltshire	34,959	39,158	+ 4,199	+ 12.0%
Most Similar Group	389,321	417,541	+ 28,220	+ 7.2%
Wiltshire	34,959	39,158	+ 4,199	+ 12.0%
	78,452	80,068	+ 1,616	+ 2.1%
	29,817	33,433	+ 3,616	+ 12.1%
	42,291	43,907	+ 1,616	+ 3.8%
	36,848	39,931	+ 3,083	+ 8.4%
	67,571	75,721	+ 8,150	+ 12.1%
	46,453	48,267	+ 1,814	+ 3.9%
	52,930	57,056	+ 4,126	+ 7.8%
Number of forces in England & Wales with an increase in this category			39	

All crime regional and peer group comparison

5. Nationally, there continues to be an increase in recorded crime, with the latest Crime Survey of England and Wales (CSEW)¹ citing a seven per cent increase in police recorded crime in the 12 months to June 2016.
6. This CSEW release states that the annual rise is not a reliable measure of the trends in crime with a large proportion of the rise considered to be due to continued improvements in crime recording and processes.
7. The CSEW further states that there has been no significant change in the levels of violence compared to previous years with the trend being relatively flat. This adds context to the 24 per cent increase nationally in police recorded violent crime.
8. The Office for National Statistics (ONS) says that the predominant factors relate to the inclusion of two new notifiable harassment offence types and the focus on crime recording process improvements.

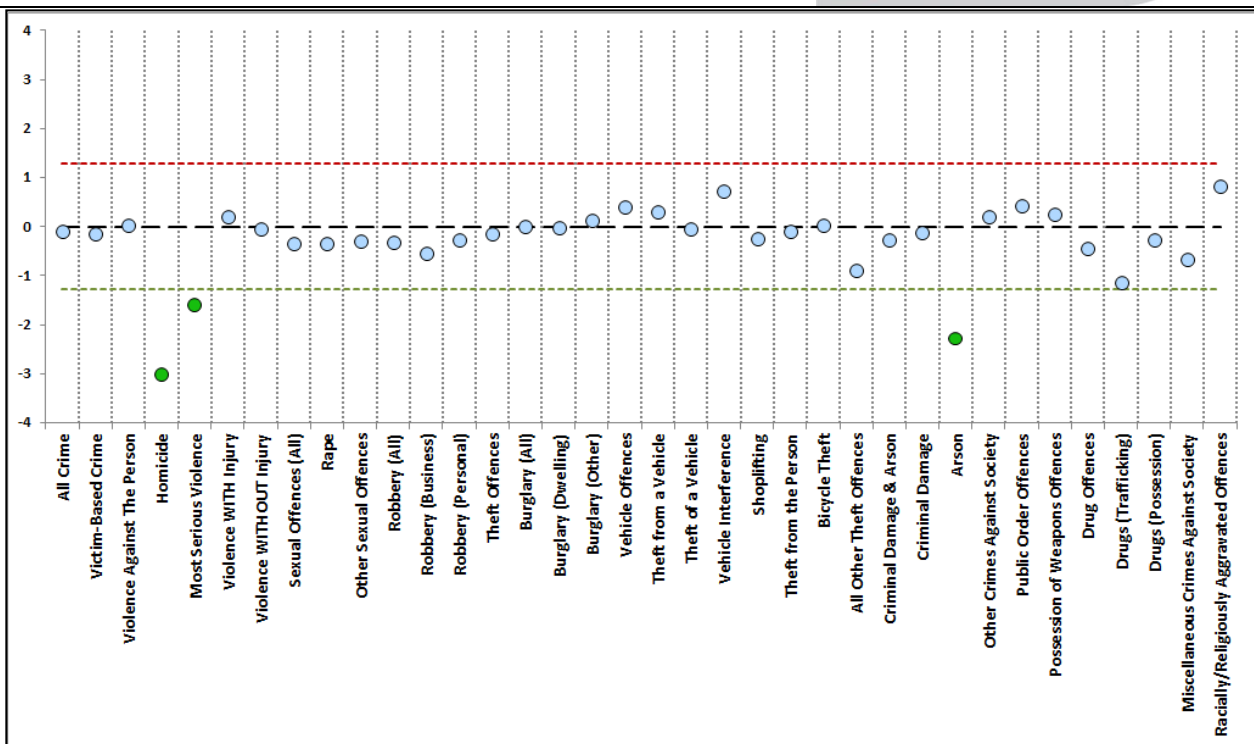
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9. The table below provides a very simplistic overview of how many crimes of each type have been recorded and how much that differs from the previous 12 months.

Crime Category	12 months to		Change	
	Sep-15	Sep-16	Numeric	Percentage
All Crime	34,959	39,158	+ 4,199	+ 12.0%
Victim-Based Crime	31,473	34,151	+ 2,678	+ 8.5%
Violence Against The Person	9,102	11,976	+ 2,874	+ 31.6%
Violence WITH Injury	4,485	5,166	+ 681	+ 15.2%
Violence WITHOUT Injury	4,612	6,809	+ 2,197	+ 47.6%
Sexual Offences	1,260	1,359	+ 99	+ 7.9%
Robbery	187	205	+ 18	+ 9.6%
Theft Offences	15,517	14,889	- 628	- 4.0%
Burglary (Dwelling)	1,261	1,356	+ 95	+ 7.5%
Burglary (Other)	2,597	2,196	- 401	- 15.4%
Shoplifting	3,709	3,459	- 250	- 6.7%
Vehicle Offences	2,476	2,850	+ 374	+ 15.1%
Theft from the Person	282	377	+ 95	+ 33.7%
Bicycle Theft	867	750	- 117	- 13.5%
All Other Theft Offences	4,325	3,901	- 424	- 9.8%
Criminal Damage & Arson	5,407	5,722	+ 315	+ 5.8%
Public Order Offences	1,392	2,879	+ 1,487	+ 106.8%
Possession of Weapons Offences	196	289	+ 93	+ 47.4%
Drug Offences	1,332	1,225	- 107	- 8.0%
Miscellaneous Crimes Against Society	566	614	+ 48	+ 8.5%
Racially/Religiously Aggravated Offences	318	408	+ 90	+ 28.3%

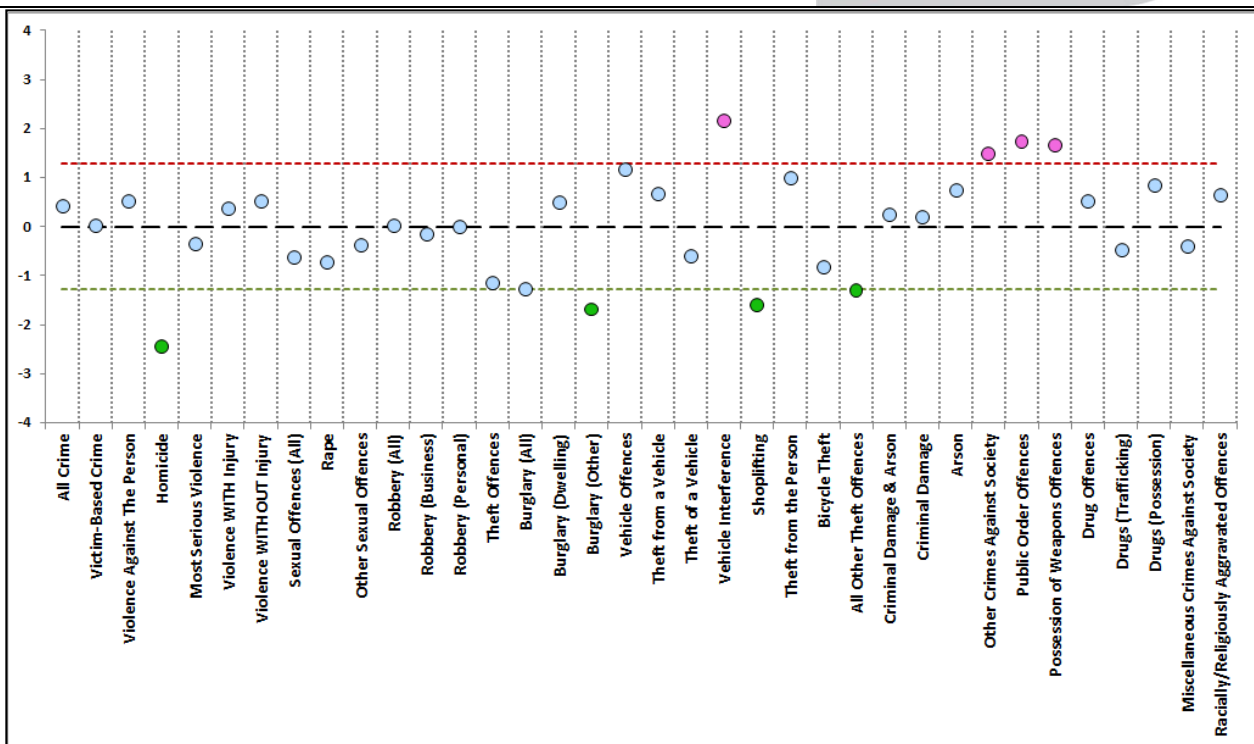
Crime volume comparison to previous year

10. The chart below gives context to the figures above in that it helps understand Wiltshire's position against what is a normal crime rate per 1,000 population across the country.



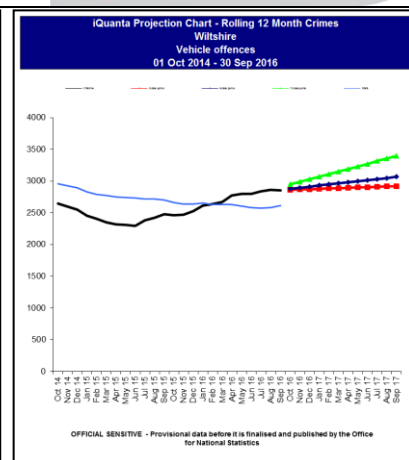
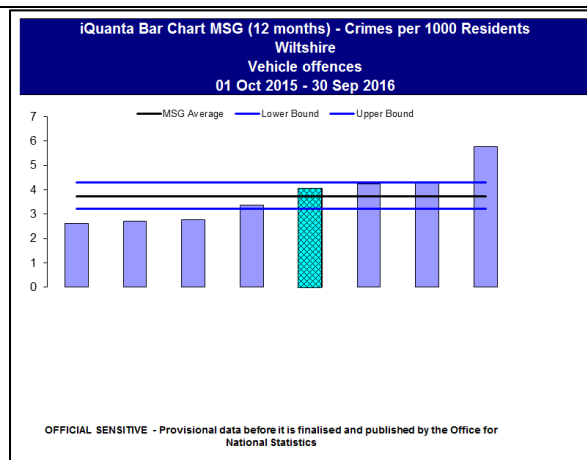
Wiltshire crime volume compared to national average
Note: the scale refers to a z-score which is the number of standard deviations Wiltshire's volume is from national average.

11. The chart above shows that all crime types are in line with the national average and that there are exceptionally low volumes of homicides, serious violence and arson occurring in the county.
12. The volumes of homicide and arson are the lowest in the country, with most serious violence the sixth lowest.
13. Having established that all crime types are within normal levels, the chart below shows whether the trend (rate of change) within crime types is in line with national trends.



Wiltshire crime volume percentage change compared to national average

14. The chart above shows the rate of reduction for theft offences in Wiltshire is good, particularly with respect to non-dwelling burglaries, shoplifting and general theft.
15. The areas for further insight and exploration in this report are vehicle offences and other offences against society (which includes public order and possession of weapons).
16. The volume of vehicle offences has increased by 15 per cent in the 12 months to September. This equates to 374 offences or approximately one extra per day.
17. The chart below shows despite the increasing trend, Wiltshire remains in line with the average of its peers. This is due to Wiltshire previously having an exceptionally low volume of vehicle offences.



Vehicle offences up to September 2016 – most similar group (MSG) position and trend

18. The reduction between January 2013 and January 2015 was in part due to the successful arrest and conviction of offenders who were responsible for a significant volume of offences.
19. The volumes have since started to increase across Swindon and Wiltshire.
20. There are three types of vehicle crime classification; theft of motor vehicle, theft from motor vehicle and vehicle interference.
21. The increases have predominantly been theft from vehicles (+145, +8.5%) and also vehicle interference (+210, +84%).
22. The latter is an effect of more specific recording of crime in line with the Home Office counting rules, the definition of which is:
23. *“A person is guilty of the offence of **vehicle interference** if he interferes with a motor **vehicle** or trailer. or with anything carried in or on a motor **vehicle** or trailer with the intention that an offence specified in subsection (2) below shall be committed by himself or some other person”²*
24. These would still have previously been recorded as crimes but the interference classification more accurately reflects the intention of the offender.
25. Through the bi-weekly operational tasking meetings, a number of series have been

² <https://www.gov.uk/government/uploads/system/...data/.../count-vehicle-april-2016.pdf>

identified. These include catalytic converter thefts, theft of number plates and theft of work tools from vans.

26. Analysis identified that 77 per cent of thefts from motor vehicles were opportunistic. This includes theft from vehicles which were left insecure (unlocked or windows down etc.) or with items of value on display.
27. As a result, messages have been put out via the media, social media and community messaging with crime prevention advice.
28. The community message can be read below.

Motorists across the county are reminded to take simple security measures to help reduce the number of incidents of thefts from vehicles.

We are continuing to receive reports from members of the public regarding thefts of valuables from vehicles and we would like to take this opportunity to remind people of some simple security tips.

Community Policing Team Inspector James Brain, of the Trowbridge and Warminster sectors, said: “Despite numerous warnings and advice to members of the public, we are continuing to hear reports of valuables being stolen from vehicles.

“It is so important that motorists are vigilant to help prevent becoming a victim. A thief only needs a few seconds to steal your belongings and leaving them on display is an invitation to opportunist thieves who will strike anywhere and at any time. Beauty spots can often be hot spots for this type of crime and Wiltshire has an abundance of these types of areas. Please bear this in mind when you are out and about enjoying the rural landscape.

“Please always make sure that your vehicle and your homes are properly secured, and never leave anything on view in your cars. Imagine how you would feel if you returned to your vehicle and found your mobile phone, purse or other valuables had been stolen. It can be a distressing time for victims.

“Please take a few minutes to read the below advice.”

- Don't leave any valuables on display including laptops, satnavs, mobile phones, handbags, credit cards or vehicle documents in your car. If it is unavoidable - place them in the boot and ensure that any electrical equipment is switched off.
- Don't leave coats/jackets on show in the vehicle as a thief will want to see if there is anything valuable in the pockets.
- Clean satnav suction marks off your windscreen, as leaving them is an immediate advert

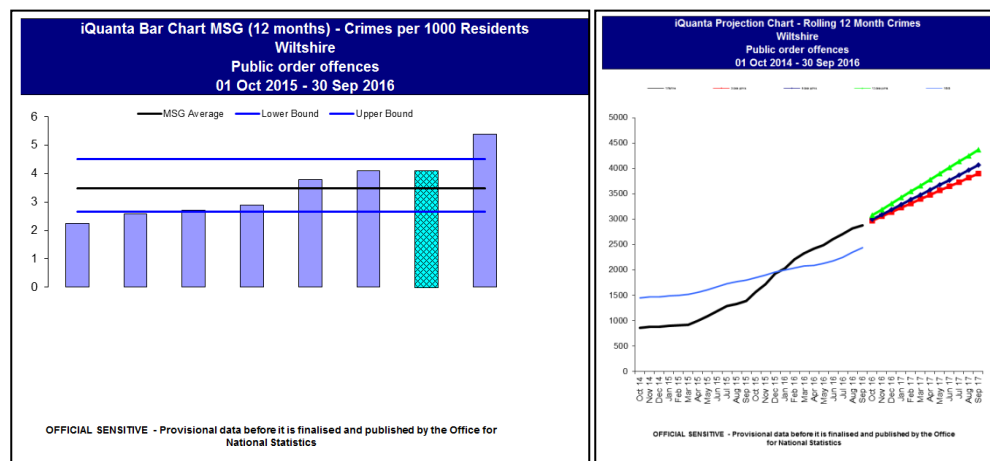
to thieves that a satnav is in the vehicle. Make sure no satnav attachments are left visible in your vehicle.

- Remove your stereo if you can, mark it with the vehicle registration number if you can't.
- Leave your glove box open to show there is nothing in it.
- If you own a van, make sure you remove your tools overnight and display an appropriate sign in the rear window making this clear

Anyone who sees suspicious activity should contact police on 101, if a crime is in progress ring 999 and if possible record the registration number of any vehicle involved.

Vehicle offences crime prevention advice – Community Messaging

29. In the 12 months to September 2016, there has been a 106.8 per cent increase in the volume of recorded public order offences. This equates to a rise of 1,487 recorded crimes.



Public order up to September 2016 – most similar group (MSG) position and trend

30. The rate of increase has been greater than the MSG average and the third largest percentage change nationally.
31. The Force is confident that this increase is driven by improved crime recording practices following training of crime recorders.

32. This is reflected by the significant reduction in anti-social behaviour (3,572 fewer incidents).
33. These offences continue to be reviewed on a weekly basis across the Force in order to identify any specific trends or hot spots.
34. The Force has the necessary structures in place to review the compliance rate against the national crime recording standards.
35. Increased compliance with the crime recording standards is having a direct impact on the increase in recorded racially or religiously aggravated offences.
36. This is because of the improvements and increases in the recording of violence without injury (common assault and harassment) and public order.

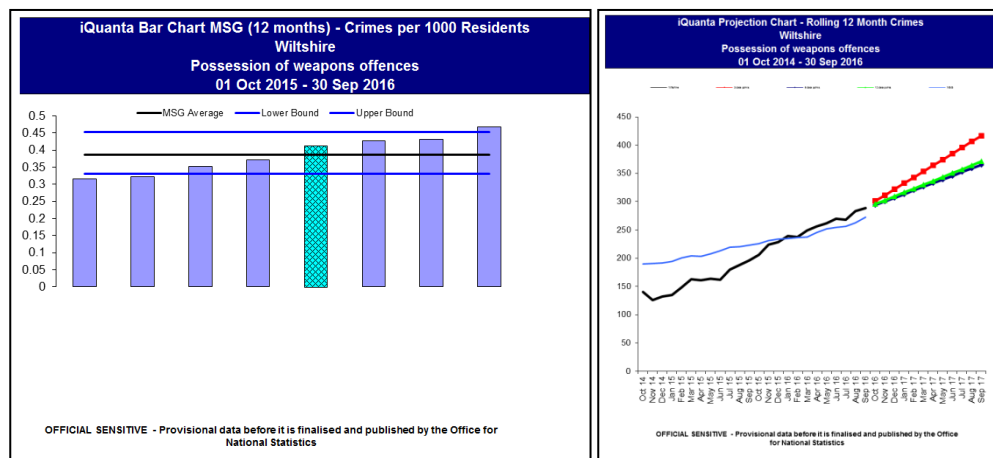
Code	Description
008M	Racially/Religiously Aggravated Harassment
008P	Racially/Religiously Aggravated Assault With Injury
009B	Racially/Religiously Aggravated Public Fear, Alarm or Distress
058J	Racially/Religiously Aggravated Criminal Damage
105B	Racially/Religiously Aggravated Assault Without Injury

Racially or religiously aggravated offences classification breakdown

Areas	Earlier Period Oct-14 to Sep-15	Later Period Oct-15 to Sep-16	Change	
			Numeric	Percentage
England & Wales	38,502	43,764	+ 5,262	+ 13.7%
South West Region	2,432	2,804	+ 372	+ 15.3%
	1,209	1,346	+ 137	+ 11.3%
	498	575	+ 77	+ 15.5%
	229	266	+ 37	+ 16.2%
	178	209	+ 31	+ 17.4%
Wiltshire	318	408	+ 90	+ 28.3%
Most Similar Group	2,830	3,432	+ 602	+ 21.3%
Wiltshire	318	408	+ 90	+ 28.3%
	498	575	+ 77	+ 15.5%
	229	339	+ 110	+ 48.0%
	269	329	+ 60	+ 22.3%
	156	171	+ 15	+ 9.6%
	491	634	+ 143	+ 29.1%
	326	372	+ 46	+ 14.1%
	543	604	+ 61	+ 11.2%
Number of forces in England & Wales with an increase in this category			39	

Racially or religiously aggravated offences regional and peer comparison

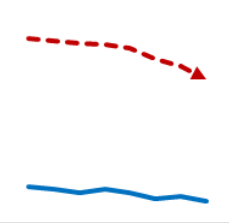
37. There is no additional concern being identified as a result of this increase. It is in line with expectations given the increases in the parent crime groups and is in line with national average volume and trend.
38. These offences continue to be reviewed and are managed in line with the Force's approach to hate crime which also incorporates sexual orientation, transgender and disability.
39. There have been an additional 93 possession of weapons offences recorded in the 12 months to September 2016.



Possession of weapons offences up to September 2016 – most similar group (MSG) position and trend

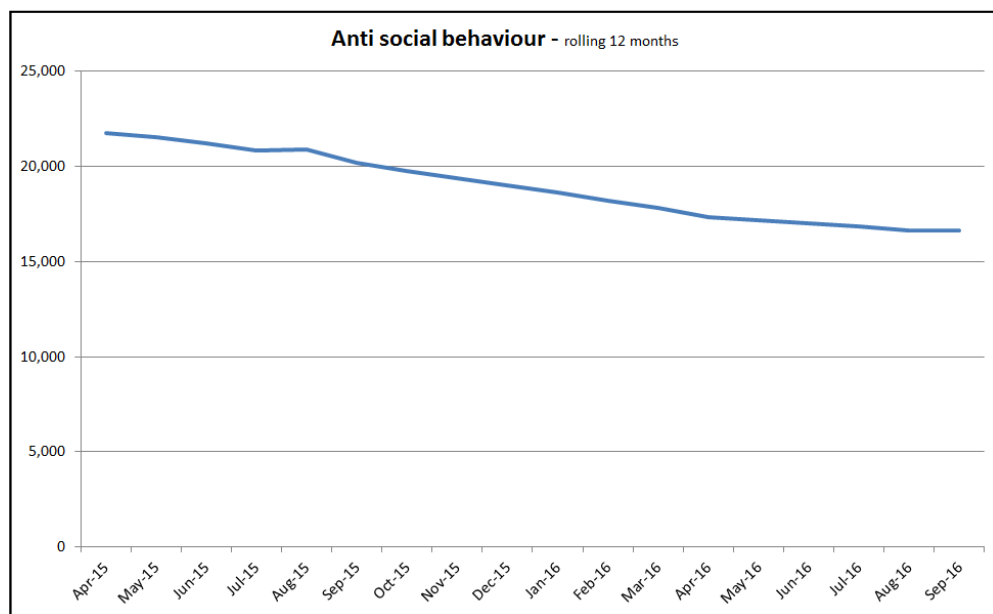
40. The trend over the last 12 months has been greater than the peer group increase. However, the most recent quarter sees the increase tracking in line with that of the peer group with the volume per 1,000 population in line with average.
41. A problem profile was developed in April 2016. The product gave a detailed overview of the types of weapons involved and the location and demography of offenders.
42. The report made a number of tactical recommendations.
43. As a result of this work, an operation was conducted in Swindon and work was commissioned to produce an educational package delivered in schools during September.

44. Other tactical options are being explored such as a knife amnesty, involving rehabilitated prolific offenders delivering education and also preventing young people becoming involved in drug networks and organised crime.

ASB Volume	<p>Q2. 5,104 incidents</p> <p>Rolling 12 months 16,626 incidents</p>	
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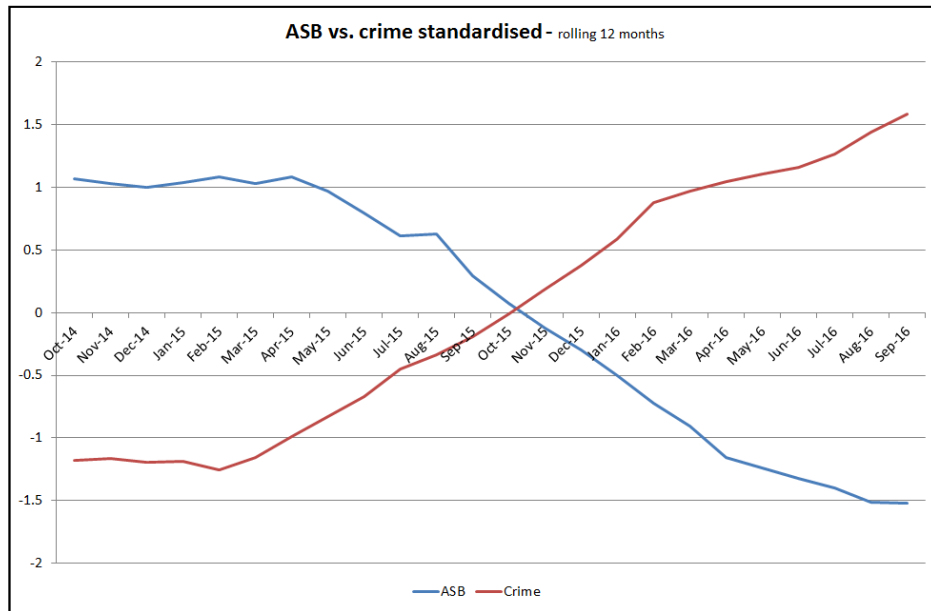
45. The volume of ASB continues to reduce. There were 5,104 incidents reported during quarter two.

46. There were a total of 16,626 incidents reported in the 12 months to September 2016 which equates to a 17.7 per cent reduction on the 20,198 incidents recorded in the 12 months to September 2015.



ASB up to September 2016 – rolling 12 months

47. The significant decreasing ASB trend correlates with the significant increasing trend in crime as shown in the chart below.



ASB versus crime – standardised rolling 12 months trend comparison

48. The chart above further demonstrates the link between recording anti-social behaviour and crime more accurately.

49. Peer information for ASB does not exist and so drawing comparisons against forces of a similar size and demography is not possible.

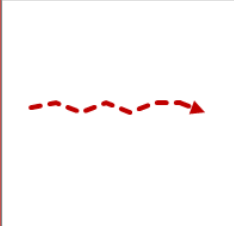
Crime recording compliance rate	95 per cent	
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50. Wiltshire Police and the OPCC are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.

51. By recording crimes correctly, victims receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local

communities; PCCs, forces and their partners are able to fully understand the extent of demands made on them and government policy can be developed to reduce crime.

52. Since June 2016 a new process has been adopted within Wiltshire Police whereby all reports of crime and incident categories which have the potential to contain criminal offences (such as anti-social behaviour reports) are reviewed daily by a specialist team which ensures that they are correctly recorded to enable the best possible service to victims.
53. In this short period of time this specialist team has assisted the Force to achieve 96 per cent crime recording compliance. The team is working hard to improve beyond this current position with every crime reported being recorded correctly and in a timely manner.

Satisfaction with visibility	55 per cent (±2 per cent; Wave 14 Spring/Summer 2016)	
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54. This information comes from the public opinion survey which I commission twice a year.
55. A detailed summary of the measures in the public opinion and victim satisfaction surveys has been included within a stand-alone report.

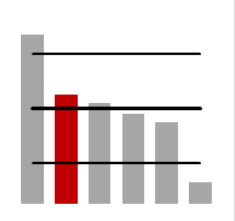
2. Protect the most vulnerable in society

Management Information

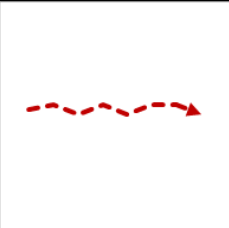
56. It is acknowledged that the nature of vulnerability is wide ranging.
57. There are a number of measures which are used to understand how effective the Force is at protecting the most vulnerable in society.

58. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).
59. The VDB is a board chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight into 19 strands of vulnerability.
60. The volume of recorded domestic abuse continues to increase as per the update in the quarter one report. The context remains the same and there is nothing further to add from a recorded volume perspective.
61. Through the VDB, an audit of domestic abuse has taken place which identified a series of opportunities to improve data quality. There was good evidence to suggest that investigations were of a good standard and there was compliance with the victims' code of practice (VCOP).
62. Rape cases are kept under review and there has been action to improve the management oversight of these cases. Detective inspectors conduct seven and 28 day reviews of investigations. This helps to improve performance by identifying trends or issues and also supporting officers with their investigation plans.

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

Victim satisfaction	84 per cent (12 months to September 2016)	
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63. 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.
64. A detailed summary of the measures in the public opinion and victim satisfaction surveys have been included within a stand-alone report.

Outcome rate	22.8 per cent (12 months to September 2016)	
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65. The outcome rate for the 12 months to September 2016 was 22.8 per cent. This is above the regional rate of 18.9 per cent and national rate of 20.7 per cent.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	4,004,856	830,639	20.7%
South West Region	321,975	60,775	18.9%
	129,079	16,780	13.0%
	80,068	19,369	24.2%
	43,738	10,052	23.0%
	29,932	5,659	18.9%
Wiltshire	39,158	8,915	22.8%
Most Similar Group (Average of Component Forces)	417,541		24.4%
Wiltshire	39,158	8,915	22.8%
	80,068	19,369	24.2%
	33,433	6,657	19.9%
	43,907	10,017	22.8%
	39,931	11,105	27.8%
	75,721	17,202	22.7%
	48,267	12,281	25.4%
	57,056	16,816	29.5%

Wiltshire outcome rate compared to the most similar group and south west region

66. While the overall outcome rate does not show Wiltshire as an exception, there are differences within crime types.

67. Positively, Wiltshire has a strong position when it comes to most serious violence. The table below shows Wiltshire in a strong position with a higher rate than national, regional and peer perspectives.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	26,230	9,996	38.1%
South West Region	1,815	692	38.1%
	666	161	24.2%
	652	294	45.1%
	131	80	61.1%
	234	85	36.3%
Wiltshire	132	72	54.5%
Most Similar Group (Average of Component Forces)	2,588		41.1%
Wiltshire	132	72	54.5%
	652	294	45.1%
	260	92	35.4%
	258	73	28.3%
	227	97	42.7%
	598	243	40.6%
	171	53	31.0%
	290	148	51.0%

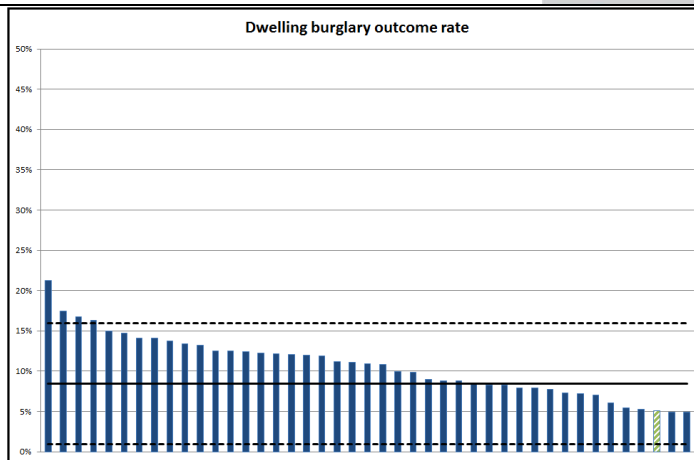
Wiltshire most serious violence outcome rate compared to the most similar group and south west region

68. One area where Wiltshire is seeking to improve is in the rate for dwelling burglary which remains stable and significantly lower than peer and national averages.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	198,760	16,972	8.5%
South West Region	13,273	1,216	9.2%
	5,730	415	7.2%
	2,584	352	13.6%
	1,538	217	14.1%
	2,065	163	7.9%
Wiltshire	1,356	69	5.1%
Most Similar Group (Average of Component Forces)	14,709		11.7%
Wiltshire	1,356	69	5.1%
	2,584	352	13.6%
	1,575	139	8.8%
	1,362	166	12.2%
	1,389	230	16.6%
	2,895	347	12.0%
	1,465	132	9.0%
	2,083	348	16.7%

Dwelling burglary outcome rate compared to the most similar group and south west region

69. Wiltshire remains in the lowest quartile nationally.

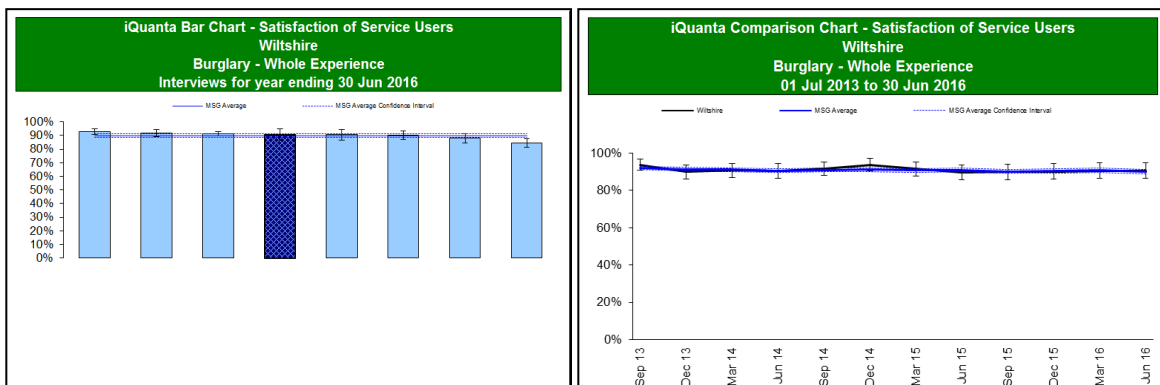


Wiltshire Police dwelling burglary outcome rate national position – 12 months to September 2016


70. Of the 69 outcomes, 67 were by way of change or summons, one by caution and one by community resolution. Wiltshire is one of only three forces not to have had a single TIC (taken into consideration) outcome in the 12 months to September 2016.
71. One of the factors identified through analysis is that the number of crime scenes examined within Wiltshire is significantly lower than the average of our peer forces.
72. An assistant chief constable is working with the chair of the regional forensics board to review attendance policies and improve governance and oversight.
73. A detailed forensics performance pack has since been made available to Wiltshire which contains a plethora of management information.
74. There has also been a good response from the Force in relation to two separate series of burglaries, one related to thefts of high value gold and the second relating to burglaries where car keys were stolen.
75. This has been as a result of a greater level of focus and co-ordination of resources towards burglaries through operational tasking meetings.
76. The Force's Horizon team is also making contact with every burglary victim.
77. From a strategic perspective, a cradle to grave review has taken place and a supporting improvement plan exists.
78. The improvement plan is structured against the 4 P's (Pursue, Prevent, Protect, Prepare) and sets out detailed recommendations at every stage of the process, from

the point of first contact, attendance and investigation, through to follow up and communication.

- 79. The review and improvement action plan and is due to be reported back to the commissioner’s monitoring board (CMB) during the first week in December,
- 80. The Force is required by the Home Office to survey victims of burglary. The chart below is the most up to date iQuanta information and shows that 90.6 per cent (± 4.1) of victims of burglary are satisfied with the service they receive from Wiltshire Police. This figure is consistent and is in line with peer average.



Wiltshire Police dwelling burglary victim satisfaction rate – peer position and trend

Cracked and ineffective trials	Q2		
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81. Her Majesty’s Courts and Tribunals Service (HMCTS) has been unable to provide the reasons for cracked and ineffective trials at court level. This has been the case since April 2016 and the reasons for this are due to key members of staff leaving the South West Region Courts Team employment.

82. Consideration has been given to whether there are other ways of obtaining the

information required but there do not seem to be any viable alternatives.

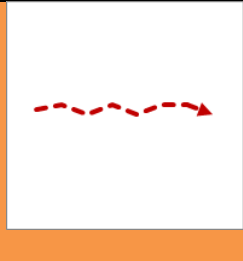
83. It should be noted that this is not a problem being experienced only in Wiltshire. All forces in the South West region are having identical problems.


84. The matter has been raised through the Wiltshire Criminal Justice Board (WCJB) on several occasions with the Head of Crime for the South West.

85. The Head of Crime for the South West continues to work with the national courts team to try to obtain a monthly report for Wiltshire.

Cracked and ineffective trials due to prosecution	Q2		
86. As above.			

4. Secure high quality, efficient and trusted services

Public confidence	83 per cent Stable and high		
<p>87. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.</p> <p>88. A detailed summary of the measures in the public opinion and victim satisfaction surveys has been included within a stand-alone report.</p>			

Response time (average)	12 months ending September 2016 Immediate: 10 minutes 42 seconds Priority: 53 minutes 22 seconds		
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89. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency and priority incidents.

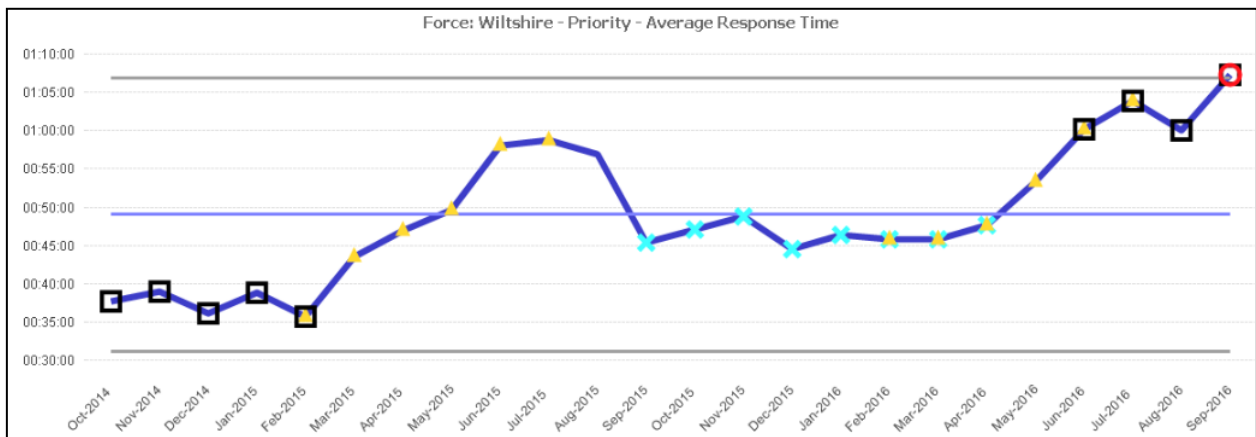
90. The Force attended 4,848 emergency incidents during quarter two and 17,585 in the 12 months to September 2016.

91. It has taken on average ten minutes and 42 seconds to attend an emergency incident in the year to September and marginally longer during quarter two at 11 minutes and 22 seconds which is part of an expected seasonal trend.

92. The Force attended 9,578 priority incidents during quarter two. An estimated time of arrival of one hour is given for priority incidents.

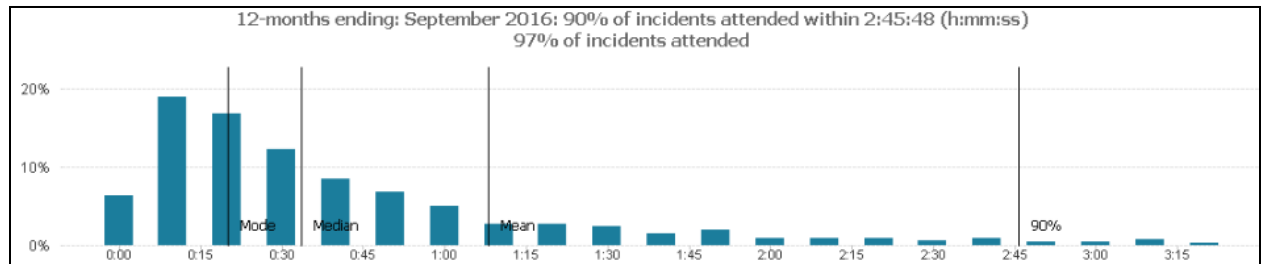
93. In the 12 months to September, it took an average of 53 minutes 22 seconds to attend a priority incident.

94. In the five months between May and September this average time to arrive increased and peaked in September with an average arrival time of one hour and seven seconds.



Average priority response arrival time

95. The chart below shows the distribution of priority response times.



Priority response distribution – 12 months to September 2016

96. The difference between the three averages (mean, mode and median) shows how the `average` can be skewed by data errors.

97. Ninety per cent of priority incidents are attended within two hours and 45 minutes.


98. Having reviewed priority incidents that took longer than one hour to attend recently as part of the Community Policing Team (CPT) roll out, the majority of these incidents involved some form of desktop investigation or intelligence gathering beforehand, meaning the slower arrival times were often justified.

99. What is important is that the expectations of the public are continually managed.

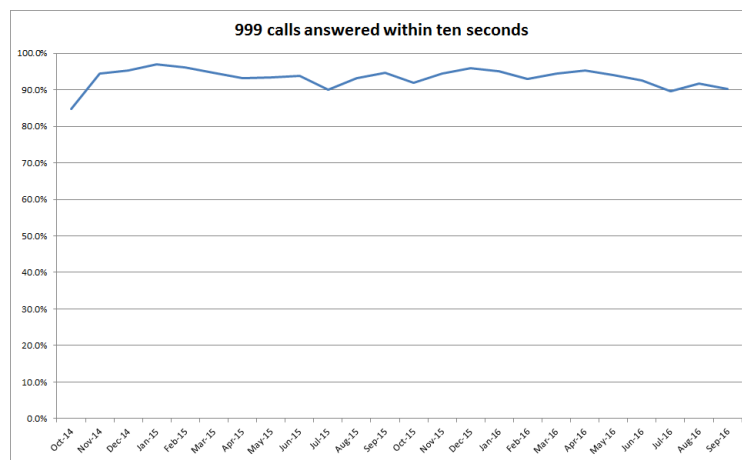
100. The time it takes to arrive at a priority incident is being monitored daily, weekly and monthly as part of the CPT roll out.

101. The early indication is that arrival times are getting quicker across Wiltshire and Swindon.

102. The demand management group (DMG) continues to work on identifying ways to reduce demand on response officers. This involves identifying demand which is more appropriately dealt with by partner agencies, understanding and reducing hidden or internal demand created by processes and ensuring the right level of resources and abstractions are managed.

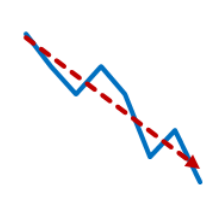
999 calls answered within 10 seconds	Q2 90.4 per cent		
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103. During quarter two, 90.4 per cent of all 999 calls received (20,232) were answered within ten seconds.



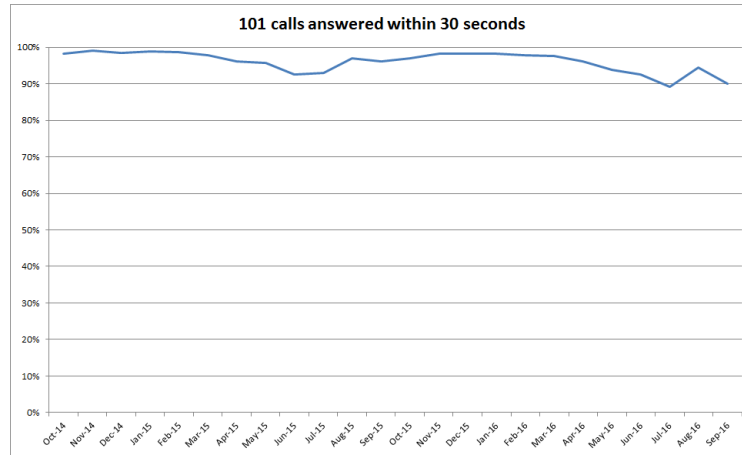
Percentage of 999 calls answered within ten seconds

104. There are no concerns about Wiltshire Police’s capability to answer emergency calls quickly.

101 calls answered within 30 seconds	Q2 90 per cent		
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105. A total of 86,429 101 calls were received by Wiltshire Police during quarter two, which is the quarter of the highest demand.

106. Ninety per cent of 101 calls were answered within 30 seconds. This figure remains high although it is part of a reducing trend.

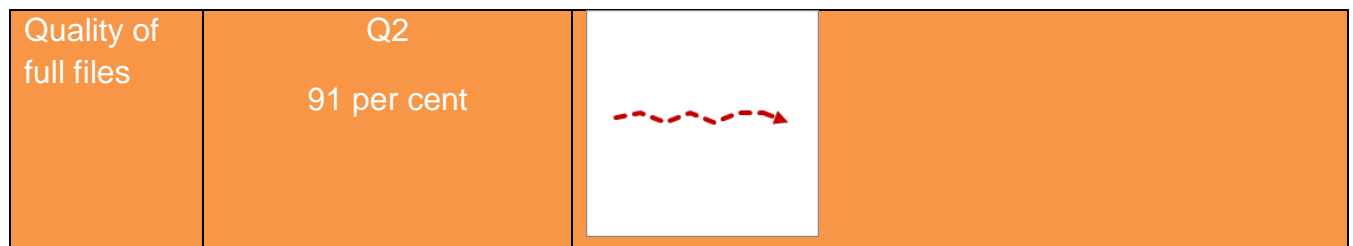


Percentage of 101 calls answered within 30 seconds

- 107. There is concern with regards to the Force’s capability to answer calls directed into the Crime Recording and Incident Bureau (CRIB) with only 37 per cent of calls being answered within the 30 second service level agreement (SLA) during quarter two (19,560 out of 53,056).
- 108. There are a number of process changes which have occurred within the crime and communications centre (CCC) which means that call handlers are better at identifying threat, harm, risk and vulnerability, are more accurate crime recorders and are reducing demand on the frontline where they can.
- 109. This has meant an increase in the duration of calls which is likely to be affecting the capability to answer CRIB calls as efficiently as before.
- 110. The operational senior leadership team is overseeing this performance concern. The contact management department will undertake a review of its demands and new processes to ensure it has the right people in at the right time in the right roles undertaking the right work with the right support.

Quality of first files	<p>Q2</p> <p>51 per cent</p>		
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- 111. This measure relates to an internal assessment of the quality of files provided for a first hearing which the Force submits to the Crown Prosecution Service (CPS).
- 112. Each file is assessed using 14 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.
- 113. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.
- 114. There were 847 first files sent to the CPS in quarter two. An average of 282 per calendar month, of which 48.9 per cent had an unsatisfactory grading. Although this figure may appear high, it was stable over the previous six months and is reflective of the rigorous scrutiny process a file is assessed on.
- 115. Three key areas have been identified for training officers and staff. Delivery of this training is now integrated into monthly department meetings.



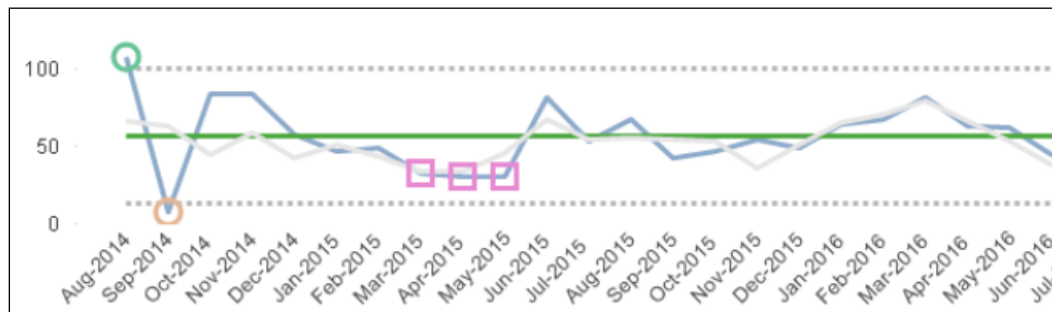
- 116. This measure relates to an internal assessment of the quality of full files which the Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded not guilty at the first hearing. Consequently, the defendant will be put forward for a trial and a full file will need to be produced to proceed with the judicial process.
- 117. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being

reviewed is deemed unsatisfactory.

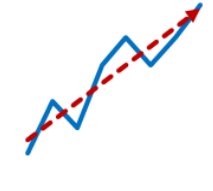
- 118. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.
- 119. There were 151 full files sent to the CPS in quarter two, an average of 50 per calendar month, of which 8.9 per cent had an unsatisfactory grading.

Volume of complaints	Q2 168		
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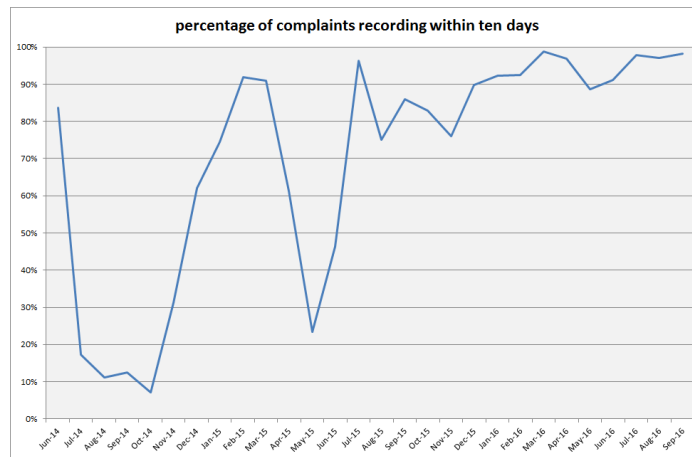
- 120. The volume of complaints recorded remains relatively stable and within expected levels as can be seen in the graph below.



Recorded complaint volume

Percentage of complaints recorded within 10 days	Q2 98 per cent		
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121. The percentage of complaints recorded within ten days has been strong and consistent since January 2016 following issues in previous years.



Percentage of complaints recorded within ten days – by discrete month

122. Of the 168 complaint cases recorded, 164 were recorded within ten days, giving a rate of 98 per cent for quarter two.

123. The average number of days to record a complaint case during quarter two was slightly over three days. This is below the Independent Police Complaints Commission’s (IPCC’s) ten working days level of expectation

124. This shows sustained continuous improvement.

Percentage of complaint appeals upheld	Q2 0 per cent (0 out of 7 appeals)	
<p>125. 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.</p> <p>126. If this proportion is high, it would indicate that the outcomes from our complaint processes are not effective.</p> <p>127. For quarter two, none of the seven completed appeals were upheld.</p>		

Focus on particular Police and Crime Plan objective

Introduction

In this part of the report, specific focus is given to one of the priorities within my plan. This is intended to provide detail of important activities which cannot be easily quantified through numerical measures.

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 examined 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	

Examination of priority focus throughout the year

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 their 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

The last update for this activity described how 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. This

continues to take place, and it is a good forum to share the challenges posed by individuals being tackled by all agencies. Relevant ASB partners attend these meetings to share information, intelligence and good practice.

The Wiltshire and Swindon anti-slavery partnership has met and now has four tactical groups feeding into it, one of which is a victim services group, chaired by Steve Kensington of Swindon Borough Council. This will develop the pathways for victims of trafficking and slavery.

The vulnerability strategy has now been written and signed off. One of the key objectives within the strategy relates to care pathways for vulnerable people including the appropriate signposting for officers and staff to ensure that the vulnerable victims receive the correct service. This element of the strategy will be developed by the newly set up Vulnerability Working Group. Oversight of developments will be through the Vulnerability Development Board, chaired by ACC Paul Mills as explained in previous reports.

Work continues with both the Local Safeguarding Children's Board and Local Safeguarding Adults' Board to identify the appropriate care pathways for people with vulnerabilities and ensure that there is a joined up response from partner agencies. Wiltshire Police has helped devise the new risk enablement panel in Swindon and is helping to develop the new high risk behaviours panel in Wiltshire. Both of these are chaired by DI Andy Fee. These groups will be exceptional meetings which look to address individuals' needs which cut across many agencies and which need a co-ordinated multi-agency response.

Following discussions with prevention of harm leads from Swindon and Wiltshire local authorities, a prevention of harm group will also meet to improve signposting for various work streams under a 'prevention of harm' banner, as opposed to individual business areas working in isolation.

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

Last time, this report provided an overview of the electronic sharing of data project, called Single View of the Customer (SVOC). This project works with nine other organisations to deliver an improve knowledge base to better serve the public, and make the management of parts of the community as efficient as possible.

Funding has now been received for the first year of this project and SVOC is

progressing. Information sharing complexities with partner agencies continue to be challenging, but this is not preventing progress. Wiltshire Council is undertaking the build of the ICT solution in-house, which has experienced some coding issues resulting in a slight delay in the pilot. This pilot will look to flag important vulnerability information to partners in the first instance. It is important that time is spent getting the process correct, to ensure a pilot can run effectively, and provide valuable insight into the performance of a wider roll-out.

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. Predictive analysis software and training is in place and analysts are now using the tool to test predictive models for domestic abuse using police data, and understanding models of early intervention using data from the troubled families projects across both Wiltshire and Swindon.

This is a complex, multi-faceted project which will continue to embed for the remainder of this financial year.

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 the last update, it was reported that the police senior command team had agreed to an additional investment into the MASH of four decision makers and one researcher. These decision makers commenced an eight week shift pattern in September 2016. Notwithstanding sickness and turnover of staff, establishment is sufficient for maintaining daytime and an out-of-hours service. The Swindon MASH is establishing quality control and audit systems but in terms of service delivery, both the Swindon and Wiltshire MASH are now business as usual and are fully embedded.

There is now additional resource in place to ensure that schools are updated with important information in relation to children who fall under specific criteria. This resource is a police employee, although funding is provided from health and the local authority.

Over the last 12 months there has been significant funding, resource and effort in this area and it is one where the performance has been effective as a result, as

demonstrated through HMIC inspections.

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 continues to be a key partner within both Swindon and Wiltshire local safeguarding adults boards (LSAB). LSAB chairs have now been in position for a number of months and are both starting to understand the business for the respective local authority areas. Det Supt Holden has met with both Diana Fulbrook and Richard Crompton, and has raised the future aspiration of an adult MASH.

There are still no indications that any form of combined MASH for adults and children is a way forward that local authority colleagues would want to develop. The police view is that we should deal with vulnerability in its totality, rather than splitting into different vulnerability silos of adults and children. This would overcome the issues in transition between children and adults. There is still a long-term aspiration for an adult MASH from a police perspective, but this is not shared by other partners at this stage.

Work is currently underway to try to put in place a process for the assessment of adult case reviews. This is currently with the LSAB chairs and will provide consistency in relation to multi-agency failings in cases of adult neglect and abuse.

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, has been rolled out to frontline staff. This training has been provided to Community Policing Teams (CPT) during the roll-out since October 2016.

In addition, input has been provided to planning applications to suggest opportunities

for preventing future crime and ASB incidents due to the design of buildings. Tactical crime prevention advice has also been provided to the Neighbourhood Watch annual meeting attended by 35 members plus parish councilors. Increased referrals have taken place from Victim Support (via Horizon) enabling crime prevention advice and reassurance to the most vulnerable.

Crime prevention advice training for supervising sergeants and inspectors is delivered as part of the internal leadership development training, further emphasising the importance of crime prevention and the role it has in protecting vulnerable people.

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 single view of the customer project as the information held on the families is essential to be able to manage them as best as possible.

A further year's funding has been provided by Swindon and Wiltshire councils for a data analyst to continue feeding into the programme, and analysing over 4,000 families.

In Swindon, a PC is integrated with the troubled families team in the local authority, to understand their demands and share information where possible.

Within the new community policing model, a trial in the Trowbridge hub, with the police community coordinator acting as the link between police and the troubled family team is taking place, to understand if this approach is effective

The next phase is to explore further integrated 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

As mentioned within activity 2.03, additional staff are now working within the MASH to ensure that schools have vital information passed to them.

the multi agency risk assessment conferences (MARAC) continues to be well led and well attended by all agencies.

The new format for the domestic abuse partnership groups (partly feeding into community safety partnerships and partly LSCBs) appears to be working well. This new format will continue to develop.

A new cohort of domestic abuse perpetrators is soon to be managed through the integrated offender management process, and is being developed in conjunction with partners from national probation and the community rehabilitation company.

A toolkit has been approved for the new domestic abuse scrutiny panel, which is supported by the domestic abuse sub-group. This partnership group scrutinises domestic abuse cases and the multi-agency response, ensuring that lessons are learnt and embedded into multi-agency practice where appropriate.

There is a continued challenge by forces in relation to the DA victim survey as forces do not feel it adequately safeguards victims. This is being raised regionally to the national working group.

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 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.

To improve mental health provision in Wiltshire and Swindon and to provide alternatives to section 136 (the police can use section 136 of the Mental Health Act to take you to a place of safety when you are in a public place if they think you have a mental illness and are in need of care. A place of safety can be a hospital or a police station), a joint bid was recently submitted to the Home Office for funding for 'places of calm / crisis cafes'



but unfortunately this was not successful. The concordat groups continue to look at ways to fund suitable alternatives.

Following a recent Care Quality Commission (CQC) inspection of Avon and Wiltshire mental health partnership (AWP), an analysis is being led by the South West Commissioning Support Unit to tackle the issues identified within the inspection report ie lack of approved mental health professionals (AMHPs), doctors, beds, and places of safety. This project covers the entire AWSP area and has received senior approval from all appropriate agencies except for Swindon Borough Council and Swindon clinical commissioning groups (CCGs) who have stated they do not intend to participate.

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

The street triage team continues to assist officers in dealing with mental health incidents and quarter two of 2016 saw a 23 per cent decrease in the use of section 136 compared to the same period the year before. The team has been involved in a number of press and TV interviews and their input and assistance was recently recognised and commended by all agencies at a mental health summit chaired by the Chief Constable.

Whilst the scheme is still a pilot, the uncertainty over the long-term future has led to recruitment and retention problems. A small number of staff are currently being vetted so that they can provide cover where required. The team is normally able to cover both day and evening shifts each day but occasionally it has only been possible to provide someone to cover the peak period of 2pm to 10pm.

The intention is to bring the triage team into mainstream funding and a second evaluation is being set up to provide the required data and supporting evidence. The initial plan was for the evaluation to be conducted by the University of the West of England at a cost of about £10,000. However, given the recent overwhelming endorsement of the team at the mental health summit, the evaluation idea is being explored with the CCG commissioners to see if a smaller, in-house, evaluation would be appropriate, thereby ensuring that the team is able to spend more time concentrating on their day-to-day role.

Efforts continue to encourage officers to make use of the team and failure to consult before using section 136 is challenged where appropriate. Some officers have highlighted that their reluctance to always follow or seek street triage advice is because they are concerned about the level of support they will receive, should something untoward happen to the service user, as a result of following street triage advice.

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" (Alcohol referral programme for offenders and victims) scheme.

Swindon is applying for the second round of local alcohol action areas which identifies areas that require work and provides a support programme to achieve the aims. The challenges the bid will be focusing on are:

- Improve the collection, sharing and use of data between A&E, local authorities and the police
- Local authorities, police and businesses to ensure the safe movement of people in the night time economy.

It was agreed between partners present at the meeting that, regardless of whether successful or not, the bid will provide an opportunity to have a focused task group for more joined-up working which could feed into the local licensed tasking meeting.

The licensing department is in the process of meeting the drug and alcohol commissioners for Swindon and Wiltshire to see how the department can assist in the delivery of the alcohol harm strategies.

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

The previous update gave an insight into the training being given to staff to support vulnerable people. 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.

There is a clear training cycle informed by a public protection training prioritisation document. This achieves the objectives set out in terms of specialist and universal training in relation to the 13 strands of vulnerability. Staff appear to be satisfied with the level and quality of training they receive.

The completion of the vulnerability strategy provides further reinforcement to the commitment to train staff in relation to vulnerability, ensuring it is a thread that runs through all the plans that are in place.

There is a new specialist child abuse investigation development programme (SCAIDIP)

course being developed and consultation is taking place between the training department, force specialists, and local authorities to ensure the training delivers the multi-agency benefits it should.

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

Victim identification is becoming embedded through the work of the co-located CSE teams, Emerald and Opal. The development of the multi-agency child sexual exploitation (MACSE) meeting means there is a stronger focus on perpetrators, which will prevent future victims. This change of focus within a partnership meeting to deal with perpetrator disruption is starting to prove beneficial.

Support services for victims continue to be at the centre of the work of police, local authorities and health and through the local safeguarding children's board LSCB CSE sub-groups, the commissioning cycles in health and local authorities are influenced to ensure that there are sufficient services in place for victims of CSE.

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.

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

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 community policing teams.



Wiltshire Police cadets have received cyber awareness training and are able to use this training to spread good practice.

Sessions are being delivered across Wiltshire such as the following:

- Presentation delivered at Malmesbury School to over 60 students and their parents – cyber safety awareness, sexting, cyberbullying, grooming
- Met both county youth offending teams to discuss intervention with young people, deterring them from entering into cybercrime, educating them on the dangers and consequences of such activity and directing cyber-related skills into positive actions
- Safeguarding young people awareness presentation, including sexting, cyberbullying, grooming, social media, was presented by PC Sarah Young to staff and customers of Plus West of England in Swindon
- Supported Get Safe Online's 'be a switched on parent' campaign
- Online Q&A session held by cybercrime prevent for child online safety matters

Junior Good Citizen 2016 has taken place in Swindon and Wiltshire where some 3000-plus children were educated in e-safety and the dangers of talking to people you don't know online.



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:

PEEL Efficiency

The HMIC released the PEEL efficiency reports earlier this month and I am pleased that we maintained a 'good' rating for our efficiency at keep people safe from crime. The HMIC summary reads:

Wiltshire "has a track record of effective budget planning and good financial planning. Effective processes are in place to manage demand for its services and the force is using various methods to assess future demand. It has a good understanding of current workforce capabilities and uses some innovative software to inform decisions about workforce structures and staff deployment. Wiltshire Police has well-established partnership arrangements and is working well with those partners to assess demand and service delivery for the future.

I am pleased that the HMIC recognised the excellent work that is taking place in Wiltshire including our innovative use of mobile technology and our understanding of the demands and threats faced by our communities.

Changing demand and financial challenges mean that we need to continue to develop our approach. Work with partners through the Single view of the customer and predictive analytics project will provide further opportunities to increase understanding of current and future demand. This work will present opportunities for service redesign and allow us to provide better services.



<https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/peel-police-efficiency-2016-wiltshire.pdf>

Community Policing

Early this month the rollout of community policing been successfully implemented by the project board with no significant unforeseen challenges. The only significant issue relates to the use of Bourne Hill as a CPT hub and the recent planning decision.

The programme team is current working with Wiltshire Council to meet the planning conditions in relation to the use of Bourne Hill as the full CPT hub. Until the conditions are met, police officers in the South CPT will parade from Amesbury. The condition relates to updating the buildings travel plan and will be submitted to the planning committee when completed.

I recommend that I bring a more detailed report to the next panel meeting.

Tri-force enabling Services

I will provide a separate update in line with the agenda.