

## Police and Crime Plan 2022-25

Police and Crime Plan 2022-25 delivery infrastructure

Priority 1: A police service that meets the needs of its community

**Priority 2: Reduce violence and serious harm** 

**Priority 3: Tackle crimes that matter to local communities** 

Priority 4: Improve the experience of victims and deliver justice





### **Delivering the Police and Crime Plan**



OPCC scorecard & risk register

**OPCC Delivery Plan** 



### Force performance







**Community Safety Partnerships** 

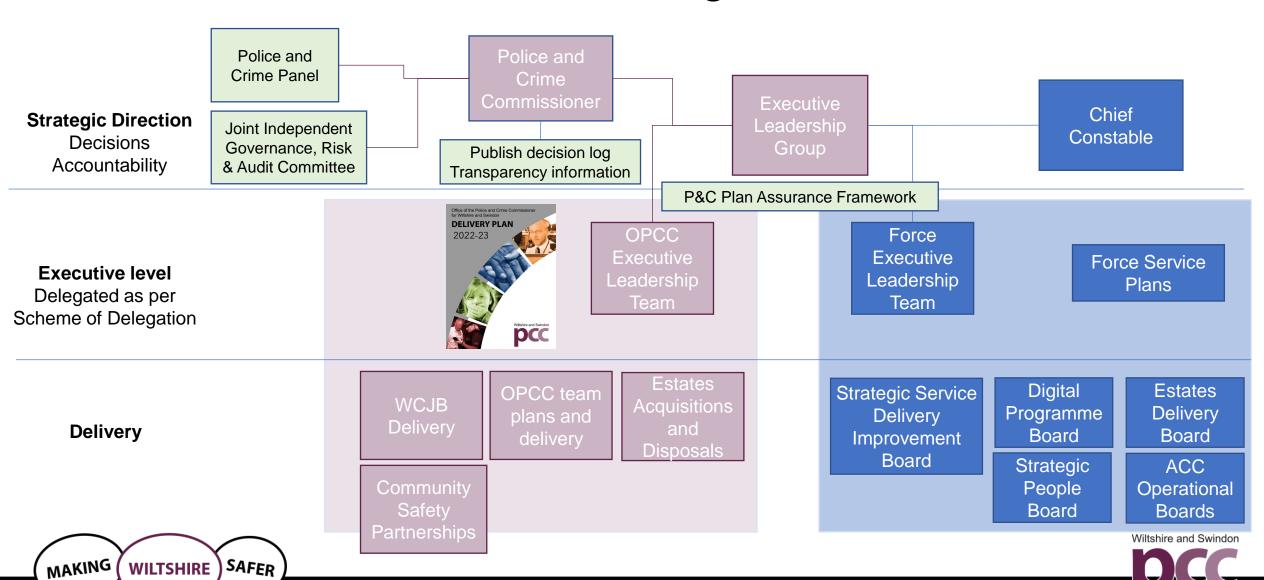
CSP scorecards



Wiltshire Criminal Justice Board

WCJB scorecard & risk register

## Governance & Decision Making



"If it matters to you, it matters to me."

# **Quarterly PCC Highlight Report Police and Crime Plan 2022-25 OPCC Delivery activities**

#### **Outcomes achieved this quarter**

- The OPCC published its response to the PEEL HMIC inspection with scrutiny of the force's response provided; expectations have been clearly stated. The force is in an 'ENGAGE' process, with additional support and scrutiny from HMICFRS and OPCC provided.
- The OPCC has strengthened performance oversight of the P&C Plan (see separate paper). A new monthly Key Indicators dashboard, aligned to the Police and Crime Plan has been created between OPCC and Force, to measure performance progress.
- An evolved ELG is providing greater scrutiny of Force performance against P&C Plan and HMICFRS findings. Five Executive Leadership Group (ELG) performance meetings have been held, focusing on Increasing Public Confidence, trust and police engagement with our communities; 1.2 Quality of policing services provided to our communities Reporting and Response; 1.3 Giving the Police the right tools for the job Performance Leadership and 2.2 Violence against Women and Girls.
- A new OPCC leadership team has been recruited, with 12 joining since March 22, and the majority of OPCC vacancies now filled. Focus is on establishing the team and driving improvements and delivery. Final posts to be recruited as BAU.
- Joint scorecard developed with Force for P&C Plan, ultimately will determine Force and others impact and performance

#### Risks and issues

- OPCC Risk register and policy overhauled, supported by Audit Committee.
- All high risks relate to Force performance and PEEL, including public confidence and wider issues of recruitment and future budget pressures.
- Medium OPCC risks on estate, legal services and increased victim demand.

Deliverables Progress		
Action	Date Due	Progress
OPCC Office staffing recruitment	Sept 2022	90%
Governance review and P&C Plan scorecard completed	Sept 22	100%
OPCC annual report produced	Sept 22	100%
OPCC organisational and operations improvements	Dec 22	50%

#### **PCC** focus next quarter

- Enhanced scrutiny, challenge and support of Force response to PEEL recommendations.
- Ensure effective OPCC and Force response to internal or external audit reports through scrutiny of audit performance data. Attend PPOG.
- Stabilising new OPCC team, enhancing OPCC operations and managing adjustments to roles and workloads.
- Preparation for further public consultation and budget planning for 2023-24

#### **Overall PCC Assessment**

- The overall capability and performance of the Police Service remains a very significant concern.
- The forces response to recent HMICFRS inspections remains at the forefront of OPCC scrutiny.
   Plans have been inspected, with resources to ensure effective prioritisation implemented, ahead of the next JIGRAC and PPOG.
- I continue to seek reassurance that plans will be effective, robust and make tangible difference for the public.





#### **Quarterly PCC Highlight Report**

#### **Priority 1**: A police service that meets the needs of its community

#### **Outcomes achieved this quarter**

- The Wiltshire Police PEEL Service Improvement Plan 22-23, is focused on three key priorities, quality of investigation, victim updates and improved focus on vulnerability. Initial performance oversight has identified early improvements in FAT outcomes.
- After an external review of 80 recommendations the immediate actions include training and estates investment. The PCC and CC have agreed to invest and transform Police training capability.
- Work to improve CCC quality, includes improved risk assessments and identification of repeat victims
- Officer recruitment is on track with the target to be met by March 2023, whilst still challenging
- PCCs and Forces across the Southwest have collaborated on Op Scorpion to counter drug dealing in our communities; July saw 40 arrests, 17 women safeguarding and children, confiscating multiple weapons and criminal proceeds. Drugs with an estimated street value of £1,030,000 seized, 321 arrests and 557 vulnerable people safeguarded.
- Ongoing public and stakeholder feedback (see separate paper)
- Force introduced Volume Crime Team to resolve crime more quickly and free front line visible resource from carrying significant numbers of crimes

#### Risks and issues

- The recruitment of police officers and staff continues to be a high priority, with recruitment drives mitigating shortfalls. Staff retention and recent reconfiguring will impact on their ability to deliver the policing portfolio Q3 2022.
- The Force Improvement Plan needs to be implemented and performance improvements tested (OPCC governance approach).
- A suitable new police site in South of policing area is required to meet operational need.
- We have the financial resilience to keep delivery plan unaffected 2022-23. But MTFS work is in place to develop a three-year savings and efficiency plan.

Deliverables Progress		
Action	Date Due	Progress
Police training interim estates £1.2M investment. Sports hall refurbishments taking place in Sept.	Sept 2022	70%
Publication the Force/OPCC Environmental Sustainability Strategy	July 2022	100%
Tidworth police building site work started.	Q4 2023	10%
Publication of the Transformation & change strategy	June 2022	100%

#### **PCC** focus next quarter

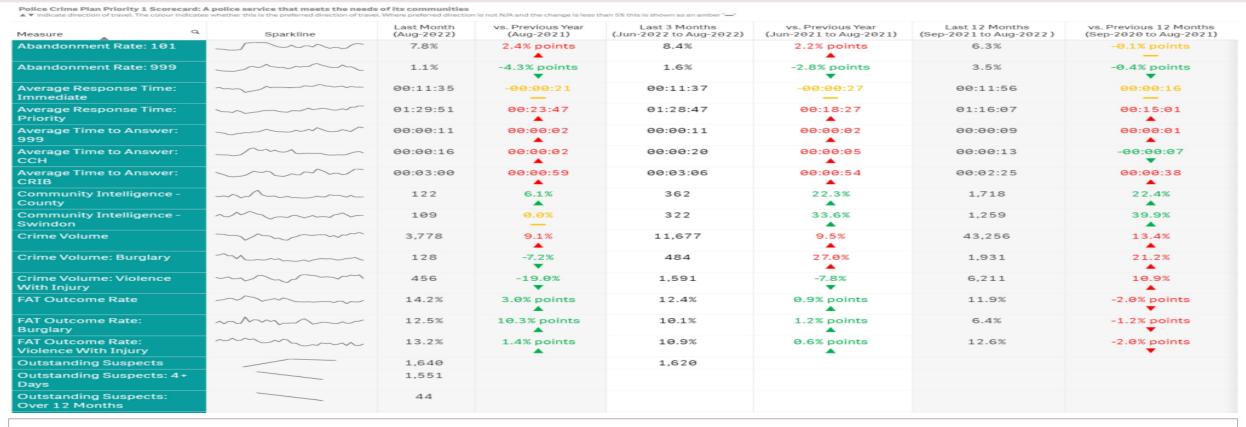
- Independent scrutiny groups to be delivered alongside public / stakeholder engagement.
- PCC performance focus continues to monitor implementation of training recommendations, VAWG, investigative standards, leadership, supervision and management.
- Assessing benefits of operational ICT improvements (PRONTO) enabling officers to complete extensive work from laptop and phone, reducing demand to CCC
- OPCC Stakeholder surveys designed to assess improvements in local communities and engagement approach of the OPCC

#### **Overall PCC Assessment**

• My oversight and governance will continue to scrutinise, challenge and support these improvements. I am pleased to see a early positive signs in tone, direction and accountability within WP. Chief has set focused direction with tangible improvements in short term. This must be maintained to enable performance improvements and address concerns. Resourcing levels, department assignment and deployment are a serious issue which is negatively impacting victim safeguarding and overall performance. A particular area requiring improvement is recruitment.

Wiltshire and Swindon

#### **Score card -** Priority 1: A police service that meets the needs of its community

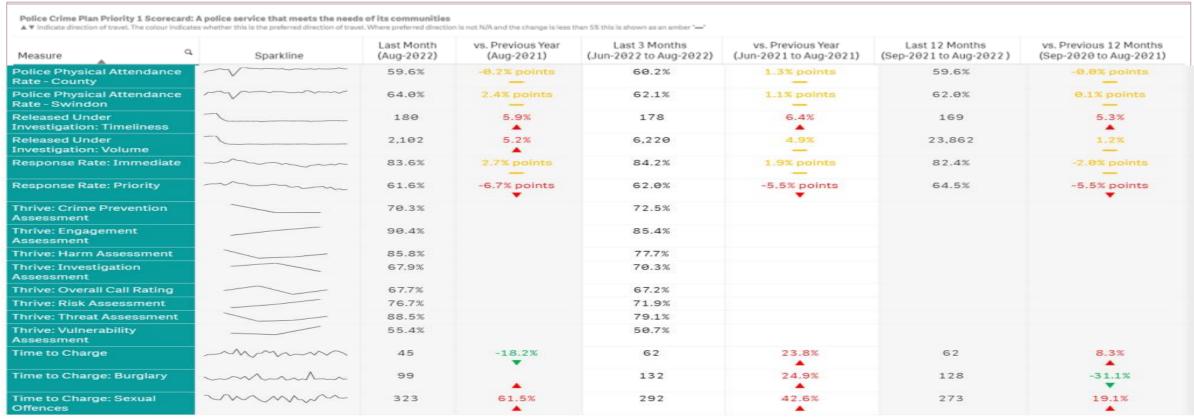


- •Wiltshire police 101 abandonment rates have remained stable over the past year, with the August increases a seasonal fluctuation.
- Wiltshire Police 999 abandonment rates have continued to improve (reduce) over the last year, with the 999 average time to answer at 11 seconds. This is during a period where Wiltshire's 999 call demand reached its second highest in 4 years (10,234 during August); mirroring national trends.
- •The increase in burglary crime volumes indicate we are slowly returning to the norm, but levels are still significantly lower than pre COVID, with residential burglary 30% lower and business 40%. This potentially reflects the lifestyle changes of working from home.
- •Despite other theft and drug related crime types displaying similar trends, we are only seeing a 3.4% reduction on pre COVID crime volumes. This is because public disorder (36%), rape (19%), violence against the person (20%) crimes have increased filling the gap and changing the crime landscape.
- •As a consequence, officers are spending more time at the crime scene completing risk assessments and safeguarding. Increased workloads for officers' impact on FAT rates.





#### **Score card -** Priority 1: A police service that meets the needs of its community



- •The increase seen in priority response times correlates with the year-on-year growth in high priority cases. Logs are at their highest recorded volume, mirroring national trends.
- •Released under investigation cases have increased since Aug last year. The data is concerning because the Bail act change means RUI will not have enough safeguarding measures in place and staff should now be refraining from using it. The risk needs to be tackled, through line Manager oversight, training and administrative checks.
- •Supervisory roles are conducting Threat Harm Risk Investigate Vulnerable Engagement Assessments (THRIVE) in the contact centre. Volumes vary greatly by virtue of the crime's status and type.
- •Assessments identified moderate weaknesses in the CCC ability to assess vulnerabilities when dealing with burglary, DA and sexual offences. Improvements are also required in their ability to assess risks involved with domestic disputes.
- •Time to charge rates highlight an ongoing upward (worsening) trend, caused by a return to pre COVID offence levels and seasonal highs pushing up demand.





#### **Quarterly PCC Highlight Report**

#### **Priority 2:** Reduce violence and serious harm

#### Outcomes achieved this quarter

- Phase one of the investigative standards performance review rolled out to maximise force potential and consistently improve services.
- Safer streets R3 successful with SBC £432K and Wiltshire 129k awarded, to combat acquisitive and violent crimes. Investment funding CCTV, ANPR, and street lighting.
- Force training and increased management controls to review quality of vulnerability assessments & evidence led prosecutions, with focus on domestic abuse cases.
- Extensive work to improve rape and serious sexual offence (RASSO) investigations and prosecutions are in place. This continues to be a challenging area, but improvement in use of early charging advice from CPS and investigative standards has occurred.
- Wiltshire Police & CPS are now part of national pathfinder to raise standards of RASSO.
- Safer nights charter survey completed in preparation for launch in Dec 2022.
- · Operational use of protection orders and legal capability are set to increase
- Work with Swindon BC to develop the Youth Safety Strategy 2022-2026 is on going. The focus to address youth safety, proactively targeting the causes of violence & exploitation alongside provide up to date guidance information for young people.

#### Risks and issues

- Additional investment from PCC in sexual assault and domestic abuse victim support services to manage increased demand and improve waiting lists are to be implanted.
- Staff recruitment challenges across sector are impacting performance, including victim support, legal and court services.
- Transition and mobilisation of SARC Forensic contract (TUPE, staffing, ongoing performance).
- Continued industrial action across barristers and magistrates exacerbating CJS challenges.

Deliverables Progress			
Action	Date Due	Progress	
OPCC working with partners to deliver Safety at night charter following completion of the survey.	Dec launch ongoing 2022	60%	
Wiltshire & SW OPCCs, commissioned new integrated medical and victim support services for victims of sexual offences - £8M 7 years.	October 22	Contract mobilisation	
OPCC and NHS to recommissioning of therapeutic interventions to support victim of child abuse	June 2023	30%	
Recruitment of a vulnerability lawyer which will aim to support an increase in legal orders to protect victims.	April 23	25%	

#### **PCC** focus next quarter

- Tangible and sustainable improvements in VAWG performance continues as a focus for PCC with the previous quarter's activity having had an impact.
- Successful mobilisation of Custody healthcare and SARC services.
- Safer streets funding stages 4 5 enabling the roll out of further projects.

#### **Overall PCC Assessment**

The OPCC is coordinating and commissioning essential support to victims generally across the entire criminal justice system.

Continued focus remains on improving service performance and priorities and violence against women and girls action plan





#### Score card - Priority 2: Reduce violence and serious harm



- •RASSO have seen average offence growths for 8 months. Seasonal factors such as longer nights are a factor and the tri force area report a very similar picture experiencing a 24-month high.
- •RASSO time to charge offences for August have increased by 47.9% (YOY comparison) and the Force has commissioned further analysis.
- •Domestic Abuse (DA) offences volumes are stable however Further Action Taken has been trending negatively since May 2021. Data highlights Outcome 16, "victim withdrawal" at 44% for the year. DA is to be included in the "deep dive" analysis, due Nov 2022.





#### **Priority 3:** Tackle crimes that matter to local communities

#### Outcomes achieved this quarter

- There has been a 39% increase in the number of tickets issued to motorists for speeding since the PCC was appointed. Two new Traffic Enforcement Officers and two new Road Safety Officers have been recruited to increase focus on Road Safety and support Community Speed Watch activities.
- The Rural crime team increased by two staff with a further expected in early 2023. A new pursuit and off-road vehicle have been assigned and the PCC has supported visible operations and work with Rural Crime Partnership to improve confidence.
- Heritage crime training for officers and staff has been delivered, identifying ways to tackle thefts from cultural sites and places of worship.
- Extensive partnership work has been undertaken during the quarter. Work to tackle emerging
  anti-social behaviour incidents in Wilton, Devizes and Malmesbury, were coordinated by the
  OPCC, and seek to encourage joint operational responses between Police, councils and others
- The OPCC is working with community safety partnerships to develop 'partnership' toolbox' to ensure a more rapid response to emerging issues is coordinated, alongside collective prevention and enforcement actions delivered.

#### Risks and issues

- Outstanding recruitment of Community speed watch team of admin resource to support enforcement officers and processing of offences – scheduled for Oct 22 start.
- Recruitment delivery / officer reallocation plans may affect growth in rural crime team.
- Extended lead in times for vehicles and equipment, linked to international supply impacts.
- Need to improve coverage of Public Space Protection Orders to ensure police and council can enforce. Working with Wiltshire Council as toolkit to deal with antisocial behaviour action.

Deliverables Progress		
Action	Date Due	Progress
Completion of additional capability and capacity for mobile police speed enforcement, including delivery and fit of vans – admin staff recruitment outstanding	Sep 22	80%
Working with Wiltshire Council to ensure sufficient public space protection orders are in place to allow local enforcement of anti-social behaviour legislation	Nov 22	70%
Community Link Co-Ordinator to be recruited (1FTE)	Jan 2023	50%
Additional 2FTE Officers joined Rural crime team. Full capacity target Q1 2023.	Jan 2023	60%

#### **PCC** focus next quarter

- · Independent scrutiny groups to be delivered.
- Deliver a range of public awareness and community safety campaigns to support the delivery of the Police and Crime Plan

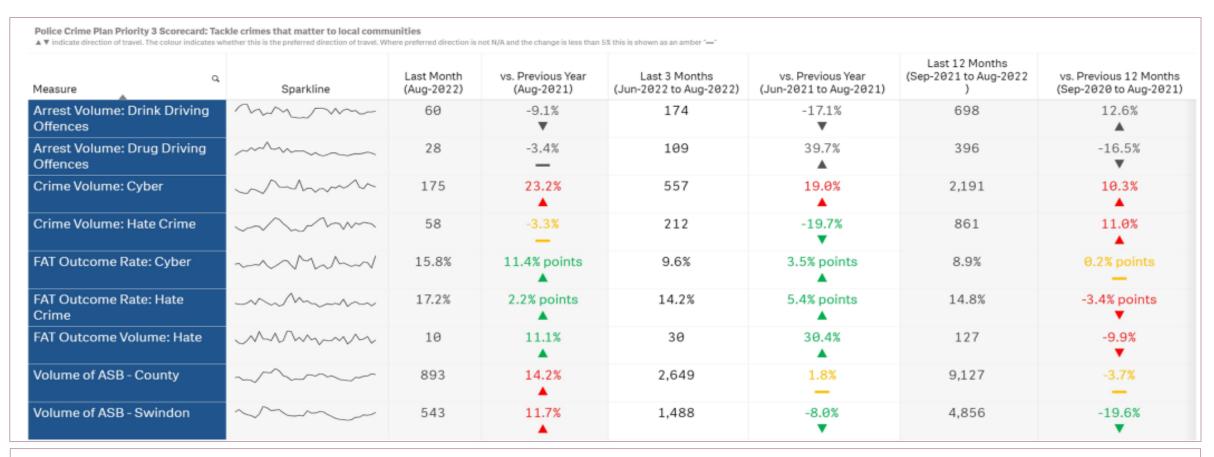
#### **Overall PCC Assessment**

- I am satisfied that good progress has been made in increasing the number of fines for motoring offences.
- As we train the additional new officers that have been recruited as part of the government's 'uplift' programme the Chief Constable has enabled Sergeant's supervisor training to support effective management processes.





#### **Score card -** Priority 3: Tackle crimes that matter to local communities



- •Year on year growth in cybercrime. Local and national crime data recording requires development for improved scrutiny. Assessment suggests at least 45% of Wiltshire's cybercrime reports are linked to online threats or harassment which ultimately can lead to violence.
- •Wiltshire's action fraud crime reporting indicates 38% were cyber enabled, with 37% of these hacking related, and 32% online shopping scams.
- •The monthly growth in ASB is seasonal and caused in part through the volume of social events / public interactions.
- •Local and national analysis of hate crime data highlights a growth in transgender hate crimes. Public awareness has grown with an in-depth review of hate crime FAT rate to occur enabling service improvements. To be completed Q4 2022.





### **Quarterly PCC Highlight Report**

#### Priority 4: Improve the experience of victims and deliver justice

#### Outcomes achieved this quarter

- The OPCC assurance plan continues to review the forces quality of victim care, particularly in regard to victim assessment and their compliance with the victim's code of practice.
- The OPCC has recommissioned the Mental health triage and community treatment continues to embed within offender sentence plans.
- The OPCC is working to prepare the new substance misuse services. Wiltshire and Swindon Councils are seeking to allocate additional money for the national drugs strategy and improve criminal justice outcomes
- The OPCC funded the provision of five new rehabilitation pathways enabling the Force deal with first time / low risk offenders more effectively. This means conditions include completion of course and includes victim awareness, mental health and substance misuse.
- Developing business case and plan for former military personnel who are offenders to ensure appropriate support through military covenant obligations

#### Risks and issues

- Challenging CJS environment nationally, with Wiltshire and Wessex performing relatively well. National focus on driving standards across CJS, however structural challenges remain on workforce availability particularly in defence, efficiency of courts and the resultant impact on victims, with Horizon victim care continuing to manage high caseloads.
- WCJB identifying challenges in timeliness to trial and magistrates court. Persistent problem, WCJB requested further work from HMCTS as consistency above the SW average and more comprehensive action required.
- Force use of conditional caution is lower that predicted, as identified by performance. This means OPCC commissioned services are under capacity. Further work ongoing with force as part of improved volume crime management and investigative response.

Deliverables Progress			
Action	Date Due	Progress	
Working with both LAs to recommission substance misuse services, the tendering process commencing Sept 22	Contract start April 2023	50%	
Wiltshire Criminal Justice Board strategy published	July 2022	100%	
Re-commissioning of MHTR service from April 2023 to start	Contract start April 2023	40%	
OPCC leading SW work to mobilise new Custody healthcare provision from 1 Oct, (£8M over 10years)	October 2023	95%	

#### **PCC** focus next quarter

- ICT upgrades to monitor VCOP compliance to occur.
- OPCC hosting OOCD scrutiny panel and Stop/Search scrutiny panel in quarter 2
- Substance use service procurements go live September 2022
- 'Reset' of WCJB effectiveness and efficiency strand with partnership event to coordinate and align delivery

#### **Overall PCC Assessment**

- Significant investment in the PEEL outcomes is a core priority for the OPCC with delivery expected to improve consistently through addressing VCoP and Victims Law staffing.
- There is significant demand in the system exacerbated by industrial action and need for improvements in CJS performance. This will increase as Police delivery improvements. WCJB focus is on improving across sector and driving improvements of national bodies locally. Victim demand continues to be high and timeliness is being impacted by performance issues and exacerbated by industrial action



#### **Score card -** Priority 4: Improve the experience of victims and deliver justice

#### Police Crime Plan Priority 4 Scorecard: Improve the experience of victims and deliver justice ▲ ▼ indicate direction of travel. The colour indicates whether this is the preferred direction of travel. Where preferred direction is not N/A and the change is less than 5% this is shown as an amber "—" Last 12 Months Last Month vs. Previous Year Last 3 Months vs. Previous Year (Sep-2021 to Aug-2022 vs. Previous 12 Months Measure Sparkline (Aug-2022) (Aug-2021) (Jun-2022 to Aug-2022) (Jun-2021 to Aug-2021) (Sep-2020 to Aug-2021) Victim Satisfaction: Actions 67.9% -9.6% points 69.2% -6.6% points 71.1% -6.2% points Taken Victim Satisfaction: Being 54.1% -13.7% points 65.1% -3.1% points 66.5% -2.8% points **Kept Informed** Victim Satisfaction: 63.2% -6.2% points 65.9% -1.9% points 67.1% -2.3% points Investigation Victim Satisfaction: Time to 97.6% 7.1% points 87.9% -4.3% points 88.9% 0.5% points Investigate Victim Satisfaction: 91.8% 1.3% points 91.3% -0.3% points 89.7% -0.8% points Treatment by Police

- Victim satisfaction surveys are carried out following hate, violence, vehicle and burglary offences.
- Over the past 24 months victim satisfaction has been on a downward trajectory, predominantly due to victims experiencing challenges when trying to contact the force (ease of contact).
- A deep dive into the data highlights 5 out of 7 surveys demonstrating poor performance when investigating burglary offences, but poor performance was also identified regarding hate crime.
- Both offence types shared areas of dissatisfaction this quarter regarding arrival times, keeping informed and treatment.





### **Terminology**

Acronym	Value	Definition
ASB	Anti-Social Behaviour	Antisocial behaviour is defined as 'behaviour by a person which causes, or is likely to cause, harassment, alarm or distress to persons not of the same household as the person' (Antisocial Behaviour Act 2003 and Police Reform and Social Responsibility Act 2011).
ССН	Central Call Handling	999/101 police call handling
CrIB	Crime recording and Incident Bureau.	Crimes reported on 101 – first investigator role
DA	Domestic Abuse	Domestic abuse comprises of broad categories of behaviour including physical or sexual abuse, violent or threatening behaviour, controlling or coercive behaviour, economic abuse and psychological, emotional, or other abuse.
ELG	Executive Leadership Group	Fortnightly meeting between OPCC and Force executive leaders.
FAT	Further Action Taken	Charged, summonsed, community resolution, caution, conditional caution, warning, intervention activity, penalty notice and restorative disposal.
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services	Independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.
OPCC	Office of Police and Crime Commissioner	The PCC and his staff group.
RASSO	Rape & Serious Sexual Offences	The effective investigation and prosecution of rape and serious sexual offences (RASSO).
S&H	Stalking and Harassment	Stalking and harassment is when someone repeatedly behaves in a way that makes you feel scared, distressed or threatened. There are different types of stalking and harassment, and anyone can be a victim.
THRIVE	Threat, harm, risk, investigate, vulnerable, engagement and expectations	
WCJB	Wiltshire Criminal Justice Board	The Local Criminal Justice Board for Wiltshire (WCJB) brings together agencies with responsibility for delivering criminal justice services across our area.
	Vulnerability	A person is vulnerable if, because of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation

