

## **WILTSHIRE POLICE AND CRIME PANEL**

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

**Present:**

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

**Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Kieran Kilgallen – Chief Executive, OPCC  
Chris McMullen – Head of Business Improvement, OPCC  
Naji Darwish – Commission & Programme Manager, OPCC  
Sarah Kyte – Business Manager – OPCC  
Carolyn Filmore, OPCC  
Allan Johns – Independent Appeals Adjudicator

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**22 Apologies for Absence**

There were no apologies.

**23 Minutes**

**Resolved:**

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

**24 Declarations of interest**

There were no declarations of interest made at the meeting.

**25 Chairman's Announcements**

There were no Chairman's announcements.

## **26 Public Participation**

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

## **27 Horizon Victim & Witness Care**

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

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

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

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

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

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

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

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

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

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

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

Benefits of Horizon included:

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

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

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

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

## 28 PCC Diary report

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

The Commissioner advised that:

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

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

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

**Resolved:**

**To note the Police & Crime Commissioner's report.**

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

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

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

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

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

Other risks were referred to as follows:

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

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

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

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

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

- Reducing crime and anti-social behaviour
- Protecting the most vulnerable in society
- Putting victims and witnesses first
- Reducing offenders and re-offending
- Driving up standards of customer service

- Ensuring unfailing and timely response to calls for help
- Unlocking the resources to deliver the priorities

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

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

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

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

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

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

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

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

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

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

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

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

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

**Resolved:**

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

### **30 Strategic Alliance with Avon & Somerset Constabulary**

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

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

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

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

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

## **31 Chief Constable Recruitment**

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

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

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

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

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

The Panel was asked to:

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

**Resolved:**

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

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

**Police and Crime Plan Objective X**

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

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

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

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

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

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

**Resolved**

**To note the contents of the Commissioner's report.**

**34 Task Group Update**

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

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

**Resolved:**

- (1) **To note the update on task group activity provided.**
- (2) **To suspend the work of the Regional Collaborations Task Group pending further information regarding the work that will be undertaken to progress the Strategic Alliance with the Avon & Somerset Constabulary.**

**35 Forward Work Plan**

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

**Resolved:**

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

**36 Future meeting dates**

**Resolved:**

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

(Duration of meeting: 2.30 - 5.10 pm)

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

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

## POLICE AND CRIME PANEL – RESPONSE TO QUESTIONS

5<sup>th</sup> March 2015

### 1. Can we have a breakdown of the activity areas of the 6945 volunteers - eg farm, speed watch etc

5,522 people have signed up to Community Messaging, of which 2,527 have been moved over from the Neighbourhood Watch database. At this moment in time no other watch schemes (eg. Farm Watch, Horse Watch) are listed on Community Messaging although the intention is that they will be at an appropriate time in the future.

The remaining volunteers are those estimated to be involved in other Force activities such as Community Speed Watch, Farm Watch, and Horse Watch or assist the Force on a regular basis (such as Street Pastors). The Panel will be aware through the report of the Volunteers Task Group that a Volunteers Co-ordinator has been appointed. Work is currently being undertaken to define those roles to be classed as volunteers and then to identify the number of volunteers active in those roles. A more detailed breakdown will be available in the future.

### 2. Para 61: How does the percentage of specials compare to our MSF's?

The Home Office requests annual returns from all Forces on the number of Special Constables in March / April each year. The most up to date information currently available is from March 2014 (new figures will be available at the end of March 2015). The table below details proportion of Specials compared to Regular officers across Wiltshire's most similar forces.

Force	Specials	Regulars	Proportion of Specials
Wiltshire	182	1020	17.8%
Devon and Cornwall	627	3096	20.2%
Suffolk	233	1226	19%
Cheshire	363	1925	18.9%
North Wales	126	1464	8.6%
West Mercia	313	1966	15.9%
Norfolk	240	1582	15.2%
Warwickshire	280	802	34.9%

### 3. Para 13: Good to see these positive results from HMIC. Were there any findings by HMIC that surprised or concerned the commissioner and has he asked for any improvements / changes to be taken as a result?

The findings of the report were as anticipated and identified areas for improvement will continue to be monitored through the Force Strategic Improvement Board of which the Commissioner is a member.

**4. Para 41: Does the commissioner see a 2% drop (and the overall direction of travel) of "confidence in the police" and their being "relied upon to deal with crime / ASB" as significant?**

A significant change is defined as when there is a gap between the confidence intervals. By this definition, the changes within the survey results are not considered to be significant at this point. The results continue to be monitored and analysed and have been made available at a local level through the Constabulary's new Hub Policing Product.

**5. Para 46: Good to see pan-Wilts multi agency youth engagement strategy – does this involve housing?**

Currently the strategy is only between the Force and the two local authorities. Housing has not yet been approached as the strategy is more about front line interventions. Housing and other partners may follow in time.

**6. Para 76: If recording of rape has been an issue does the commissioner have any concerns about what has this meant for how rape victims have been treated?**

There is a concern that for some time we have not been treating victims of rape in accordance to their needs. This is evident through the IPCC investigation into allegations of rape from a few years ago. The Force has now improved its recording process for rape through a change in its performance culture, national trends and messages, and local training and analysis. These changes are likely to lead to an increase in number of rapes recorded. This will lead to more rape victims being identified and receiving the appropriate support.

**7. Also we do seem to have a high level of rape cases compared to other MSF's – does the commissioner have any knowledge as to why this would be? And is there any strategic action / prevention activity being taken or planned in response to this?**

Wiltshire is in-line with its MSF (see para 77) and moving in the same trend. Wiltshire is doing a lot of work around training staff in the recording of this type of offence and so increases in number of rape cases are expected to be seen.

**8. Para 84: Good to see such strong satisfaction from victims with how the police have handled their case. Are there any particular groups who are less satisfied? eg. by ethnicity or crime type**

Satisfaction with investigation and overall experience is showing similar trends across the crime groups surveyed (Vehicle Crime, Burglary, Violence and Racist incidents). Burglary satisfaction always returns higher satisfaction rates due to the Force's stance on this type of crime (both police and CID will almost always attend due to the impact the crime has on the victim), and the successful position for crime volume. Vehicle and Violent crime are very similar in proportion of satisfied victims.

Conclusions cannot be drawn on the satisfaction levels of particular ethnicity groups due to the low numbers of people from different backgrounds involved; 87% of victims are defined as 'white' ethnicity.

Within the 'racist' crime type, approximately 30 victims are surveyed each month. Of those surveyed in the last quarter (October – December); 6 victims were dissatisfied – 5 of whom were defined as 'white'. The comments about dissatisfaction mainly relate to a lack of empathy or care from Police Officers.

9. **Para 118: Can you explain how the 17% is calculated? I don't understand what 132 out of 745 " allegations" means – I had thought it meant that 17% of complaints made to the police were about impoliteness etc. is that not right?**  
One single complaint can contain more than one allegation. Out of 745 allegations, 132 of these have related to a lack of incivility, impoliteness or intolerance. This equates to 17.7% against the 17% which IPCC recommend.

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