



## **SWINDON BOROUGH COUNCIL**

**Municipal Year 2017/18**

**Meeting of Council on Thursday, 9 November 2017**

### **ITEM - MINUTES OF OTHER COUNCIL BODIES**

#### **SECTION 1 - SPECIAL, AUDIT AND STANDARDS COMMITTEES**

1. Minutes of meeting Wednesday, 13 September 2017 of Audit Committee (Pages 5 - 8)

#### **SECTION 2 - OVERVIEW AND SCRUTINY COMMITTEES**

2. Minutes of meeting Monday, 11 September 2017 of Scrutiny Committee (Pages 11 - 16)
3. Minutes of meeting Tuesday, 19 September 2017 of Adults' Health, Adults' Care and Housing Overview and Scrutiny Committee (Pages 17 - 20)
4. Minutes of meeting Wednesday, 20 September 2017 of Children's Health, Social Care and Education Overview and Scrutiny Committee (Pages 21 - 24)
5. Minutes of meeting Tuesday, 5 September 2017 of Communities and Place Overview and Scrutiny Committee (Pages 25 - 28)
6. Minutes of meeting Wednesday, 27 September 2017 of Growing the Economy Overview and Scrutiny Committee (Pages 29 - 32)
7. Minutes of meeting Monday, 18 September 2017 of Resources and Corporate Overview and Scrutiny Committee (Pages 33 - 36)

### **SECTION 3 - REGULATORY COMMITTEES**

8. Minutes of meeting Thursday, 14 September 2017 of Planning Committee (Pages 39 - 40)
9. Minutes of meeting Thursday, 5 October 2017 of Licensing Committee (Pages 41 - 42)
10. Minutes of meeting Tuesday, 29 August 2017 of Licensing Panel (Pages 43 - 46)
11. Minutes of meeting Thursday, 31 August 2017 of Licensing Panel (Pages 47 - 50)
12. Minutes of meeting Thursday, 7 September 2017 of Licensing Panel (Pages 51 - 54)
13. Minutes of meeting Wednesday, 13 September 2017 of Licensing Panel (Pages 55 - 56)
14. Minutes of meeting Friday, 15 September 2017 of Licensing Panel (Pages 57 - 62)
15. Minutes of meeting Wednesday, 20 September 2017 of Licensing Panel (Pages 63 - 68)
16. Minutes of meeting Thursday, 5 October 2017 of Education Transport Appeals Sub-Committee (Pages 69 - 70)

### **SECTION 4 - CHILDREN SERVICES BODIES**

17. Minutes of meeting Tuesday, 3 October 2017 of Schools Forum (Pages 73 - 78)

### **SECTION 5 - POLICE AND FIRE AUTHORITIES**

18. Minutes of meeting Thursday, 14 September 2017 of Wiltshire Police and Crime Panel (Pages 81 - 154)

## **Section 1**

# **Special, Audit and Standards Committee Minutes**

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**AUDIT COMMITTEE**

**WEDNESDAY, 13 SEPTEMBER 2017**

PRESENT: - Councillors Steve Weisinger (Chair), John Ballman, Malcolm Davies, Nick Martin and Gary Sumner

Apologies for absence were received from Councillors Mary Friend, Des Moffatt and Kevin Small.

**14. Declarations of Interest**

The Chair reminded members of the need to declare known interests in any matters to be considered at the meeting. No such declarations were made.

**15. Public Question Time**

There were no public questions

**16. Minutes**

Resolved - That the minutes of the meeting held on 27<sup>th</sup> June 2017 be confirmed and signed.

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**17. Risk Management - Education attainment**

At its June 2017 meeting the Committee requested that the Head of Education provide an update on work being carried out to improve education attainment within Swindon (Minute 10 (3) refers).

In accordance with the Committee's instruction, Peter Nathan, the Council's Head of Education, attended the meeting and gave a presentation on the current issues/risks within the service area and what action is being taken to address these. The presentation touched upon the following topics:

- The number of primary and secondary schools that were academies
- The local authority's overall responsibility for education provision.
- Examples of the Council working closely and in partnership with academies to promote positive change
- The Swindon Challenge – a three year initiative which had recently been approved by Cabinet

Following his presentation, Members were given the opportunity to put questions to the officer. Issues raised included:

- The comparatively low percentage of pupils in Swindon who attend further education.
- Lydiard Park Academy taking on the management of Isambard School
- The cost to the Council in removing and placing difficult pupils.

Resolved – That the Head of Education be thanked for his useful and informative presentation and for his full and open responses to members' questions and

observations.

## **18. Annual Governance Statement**

Further to Minute 10, the Committee received the Annual Governance Statement (AGS) 2016/17 for approval. The AGS is the formal statement that recognises, records and publishes an authority's governance arrangements. It was noted that the draft Statement had been approved by the Committee at its meeting on 27<sup>th</sup> June 2017 and that no additional items for inclusion in the statement had been identified at that meeting or subsequently.

Resolved – That the Annual Governance Statement, appended to the report, be approved for signing by the Leader of the Council and the Chief Executive in September 2017.

## **19. Annual Statement of Accounts**

The Committee received a report introducing the Council's Annual Statement of Accounts for 2016/17 (attached to the report at Appendix 1). The Director of Finance, with the Finance Manager, Technical, presented the report and the key points on the Final Accounts, summarising the main items impacting on the financial statements for 2016/17 and highlighting the material audit adjustments that had been made.

Following their presentation of the report, the Director of Finance and the Finance Manager responded to members' specific queries and observations regarding the accounts.

Resolved – (1) That the report and the Annual Statement of Accounts 2016/17 (attached at Appendix 1 to the report), be approved.

(2) That the letter of representation provided in connection with the audit of the group financial statements of Swindon Borough Council and its subsidiary undertaking(s) as shown in Appendix 1 to the letter, for the year ended 31 March 2017, be approved.

(3) That the Director of Finance and the Council's Finance Manager, Technical, and his team, be thanked for their hard work and diligence in compiling the Annual Statement of Accounts.

## **20. External Audit - Audit Findings**

The Committee received a report of the Council's External Auditors, Grant Thornton, highlighting the significant findings arising from their audit of the Council's financial statements for the year ended 31 March 2017.

Elizabeth Cave, Director, (Grant Thornton), introduced the report, taking the Committee through the key findings and responses in respect of matters and risks identified at the planning stage of the audit, additional matters that arose during the course of the work, and also the adjustments to the financial statements arising from the audit work and findings in respect of internal controls.

In particular, Ms Cave drew the Committee's attention to key messages arising from the value for money review which was that the Council's arrangements for planning finances effectively to support the sustainable delivery of strategic priorities and maintain statutory functions were satisfactory.

Ms Cave concluded her presentation by guiding members through the recommendations and proposed management responses set out in the Action Plan (attached to the report at Appendix A).

Resolved – (1) That the report be noted.

(2) That the External Auditors' opinion that for the year ended 31 March 2017 that the Council's financial statements:

(a) present a true and fair view of the financial position of the Authority and Group as at 31<sup>st</sup> March 2017 and of the Authority's and Group's expenditure and income for the year then ended; and

(b) have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 and applicable law, be welcomed.

## **21. Internal Audit Charter**

The Committee received a report of the Head of Internal Audit inviting members to review and approve the Council's Internal Audit Charter. It was noted that the Audit Charter was a requirement of the Public Sector Internal Audit Standards (PSIAS), which standards provided the mandatory guidance that constituted the principles of the fundamental requirements for the professional practice of internal auditing within the public sector and for the evaluation of the effectiveness of Internal Audit's performance.

Resolved – That the Internal Audit Charter, appended to the report, be approved

## **22. Head of Internal Audit update**

The Committee received a report of the Head of Internal Audit summarising the main issues arising from the Internal Audit reports finalised since the last Audit Committee in June 2017, the appointment of an External Auditor, progress made against the Annual Internal Audit Plan 2017/18 and Internal Audit staffing and resource issues.

Resolved – That the report be noted.

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## **Section 2**

### **Overview and Scrutiny Committee Minutes**

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### SCRUTINY COMMITTEE

**MONDAY, 11 SEPTEMBER 2017**

**PRESENT:-** Councillors Emma Faramarzi (Vice-Chair, in the Chair), Ray Ballman, Mark Dempsey, Claire Ellis, Dale Heenan, Emma Faramarzi (Vice-Chair, in the Chair), Des Moffatt, Kevin Parry, James Robbins, Gary Sumner, Timothy Swinyard, Vera Tomlinson and Chris Watts

Councillors David Renard (Leader of the Council), Oliver Donachie (Cabinet Member for the Economy and Skills), Toby Elliott (Cabinet Member for Strategic Planning and Sustainability), Fionuala Foley (Cabinet Member for Children's Services and School Attainment), Garry Perkins (Cabinet Member for Regeneration) and David Renard (Leader of the Council)

Apologies for absence were received from Councillors Robert Wright (Chair)

#### **21. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

#### **22. Public Question Time**

There were no public questions.

#### **23. Minutes**

Resolved – That the minutes of the meeting held on 7<sup>th</sup> August 2017, be confirmed and signed as a correct record.

#### **24. Consideration of Cabinet Decisions**

##### *30. Budget Management Update*

Councillor David Renard, Leader of the Council and Chair of the Cabinet, and Councillor Fionuala Foley, Cabinet Member for Children's Services and School Attainment, responded to questions put by Councillors Ray Ballman, Mark Dempsey, Dale Heenan and Des Moffatt on the following matters:

- General Fund base budget figures for 2017/18.
- Responsibility for services previously provided at Newburgh House by SEQOL.
- Capital projects and Housing Revenue Account parking.
- Identified savings in respect of Digitalisation, Procurement and Headcount Reduction projects.
- Underspends and overspends within the Capital Programme 2017/18.
- Pressures on Children's Services' budgets due to external placements and plans in place to deal with future placement demands.
- Underlying causes for increased external placements.

Resolved – That Minute 30 of the Cabinet be noted.

31. *Social Enterprise and Inclusion*

Councillor David Renard, Leader of the Council and Chair of the Cabinet, responded to a question put by Councillor Dale Heenan regarding the review of the existing post of Social Inclusion and Enterprise manager.

Resolved – That Minute 31 of the Cabinet be noted.

32. *Swindon Skills and Employment Strategy and the Outcome of the Post 16 Area Review*

Councillor David Renard, Leader of the Council and Chair of the Cabinet, Councillor Oliver Donachie, Cabinet Member for Economy and Skills, and Councillor Fionuala Foley, Cabinet Member for Children's Services and School Attainment, responded to questions put by Councillors Mark Dempsey, Des Moffatt, James Robbins and Gary Sumner on the following matters:

- Higher Education Centre bid outcome and future options.
- Potential for a University to be located in Swindon.
- Update on funding issues for the Villiers Park project.
- Provision of higher education and accommodation in Swindon town centre.
- The role of MP's in supporting the potential provision of a University for Swindon.
- Membership of the Skills and Employment Board.

Resolved – That Minute 32 of the Cabinet be noted.

33. *Draft Economic Strategy (Minute for Confirmation)*

Resolved – That Minute 33 of the Cabinet be noted.

34. *References from the Health and Wellbeing Board*

Resolved – That Minute 34 of the Cabinet be noted.

35. *Swindon Borough Local Development Scheme 2017*

Resolved – That Minute 35 of the Cabinet be noted.

36. *Local Government and Social Care Ombudsman – Annual Review 2016/17*

Resolved – That Minute 36 of the Cabinet be noted.



*37. Kimmerfields: Central Business District*

Councillor Garry Perkins, Cabinet Member for Regeneration, responded to questions put by Councillors Mark Dempsey, Dale Heenan, Des Moffatt, James Robbins and Gary Sumner on the following matters:

- Potential for the creation of a Cabinet Member Advisory Group for regeneration projects in the town centre and other areas.
- Reasons for the termination of the Development Agreement and associated costs.
- Contributions to the project by the Council.
- The delivery of regeneration projects in Swindon.
- Transfer of 'A' Grade commercial property to residential property.
- Update on Fleming Way development project.

Resolved – That Minute 37 of the Cabinet be noted.

*38. Swindon & Wiltshire Strategic Housing Market Assessment and Functional Economic Market Area Assessment*

Councillor Toby Elliott, Cabinet Member for Strategic Planning and Sustainability, and Councillor Oliver Donachie, Cabinet Member for the Economy and Skills, responded to questions put by Councillors Gary Sumner, Tim Swinyard and Chris Watts on the following matters:

- Delivery of the Strategic Housing Market Assessment needs for Swindon and meeting target build figures.
- Delays in bringing developments to completion.
- The basis of the Strategic Housing Market Assessment for Swindon within the planning appeals process.
- Land values in Swindon.
- Achieving affordable housing needs as part of the total projected housing needs in Swindon.

Resolved – That Minute 38 of the Cabinet be noted.

**25. Cabinet Member Question and Answer Session - Cabinet Member for Economy and Skills**

Councillor Oliver Donachie, Cabinet Member for Economy and Skills, was in attendance and presented to the Committee a detailed report summarising progress and performance in respect of each of the following service areas within his portfolio of responsibility:

- Switch on to Swindon
- Economic Development
- Strategic (Commercial and non-Commercial Council-owned Property Portfolio)
- Adult Learning
- Higher/Tertiary Education

- Skills
- Country Parks
- Strategic Parking assets
- Parking Services
- Apprentices
- Securing business growth and investment
- Tourism

In overseeing these areas, the Cabinet Member for Economy and Skills is responsible for delivering the following Priorities:

- Priority one: Improve infrastructure and housing to support a growing, low carbon economy:
  - Pledge 16: Improve the reputation and image of Swindon to attract inward investment
- Priority two: offer education opportunities that lead to the right skills and right jobs in the right places:
  - Pledge 17: Improve educational attainment, in particular at ages 16-19 so we are above the average in England within five years.
  - Pledge 18: Increase the number of businesses employing young people as an apprentice from 15% to 20% (an additional 280).
  - Pledge 19: Secure a range of options to access higher education in Swindon.

At the request of the Chair, Councillor Donachie, in his presentation of the report, commented specifically on those elements within his portfolio which he felt had been most successful, those where a different approach might have produced better results and the lessons that might have been learned as a consequence, and the challenges he expected to be faced by the Council in relation to these service areas in the coming year and beyond, particularly in relation to on-going budgetary constraints.

Councillor Donachie responded to the observations and questions put by the Chair and Councillors Steve Allsopp, Emma Faramarzi, Dale Heenan, Gemma McCracken, Nick Martin, James Robbins, Gary Sumner and Tim Swinyard on the following matters:

- Lack of town centre investment.
- Funding for “Switch On To Swindon”.
- Marketing the strengths of Swindon as a place to live, work, invest and visit.
- The future of “Switch On To Swindon”
- Involvement of small business in Switch On To Swindon.
- The role of the Inward Investment Manager.
- The future of the UTC within Pledge 17: Improving educational attainment.
- The Economic Strategy and impact of BREXIT on the local economy.
- Higher education and opportunities to reinforce its role as an expansion of current provision.

- Connections between the Outlet Village and the masterplan for the town centre.
- The use of available employment land in the eastern villages and upgrades to current infrastructure.
- The economic strength of Swindon and how this could be utilised for the benefit of the wider town.
- The benefits to the town of Switch On To Swindon.
- Relocation of foreign supply chains to Swindon.
- Increasing the attractiveness of higher education.
- Further support required from Councillors in the development of the Switch On To Swindon initiative.
- Utilising digital signage to promote Swindon in other towns and cities.
- Support available to businesses to encourage growth.
- The increase in issuing Penalty Charge Notices and subsequent appeals.
- Development of the proposal for an Institute of Technology in Swindon.
- The targets in place for Switch On To Swindon and measures to gauge its success.
- The ongoing work to transfer assets to Parish Councils.

Resolved – (1) That Councillor Donachie be thanked for attending the meeting to present his performance report and for his full and open responses to members' questions and observations on the issues raised.

(2) That information requested by members during the course of the Committee's consideration of this item be forwarded to them via the Committee Clerk.

## **26. Work Programme 2017/18**

The Committee considered a report of the Director of Law and Democratic Services setting out the topics for inclusion in the 2017/18 Scrutiny Work Programme, as agreed by the Committee at its meeting on 19th June 2017 and 17<sup>th</sup> July 2017.

The Committee received an update about the scheduling of the Review of Full Council Decision report, requested at a previous Scrutiny Committee meeting, within the Work Programme 2017/18. It was noted that this report would now be considered at the meeting on 23<sup>rd</sup> October 2017.

Resolved – That the work programme 2017/18, as revised, be noted.

## **27. Status of Requests for Action and/or Information**

The Committee received an updated report advising on the status of outstanding issues and member requests for information.

Resolved – That the report on the status of outstanding issues and member requests for information be noted.

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### **ADULTS' HEALTH, ADULTS' CARE AND HOUSING OVERVIEW AND SCRUTINY COMMITTEE**

**TUESDAY, 19 SEPTEMBER 2017**

PRESENT:- Councillors Claire Ellis (Chair), Emma Bushell, Steph Exell, Mary Friend, Henderson, Eric Shaw, Caryl Sydney-Smith, Julie Wright and Robert Wright.

Kate Moore (Tenant Scrutiny Panel), Tori Jones (Healthwatch) and Steve Henderson (Equalities Advisory Forum).

Apologies for absence were received from Councillor Alan Bishop and Michelle Howard (Equalities Advisory Forum).

Also present: Councillor Brian Ford, the Cabinet Member for Adult Social Care and Councillor Cathy Martyn, the Cabinet Member for Housing and Public Safety.

#### **12. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

#### **13. Minutes**

Resolved -That the minutes of the meeting held on 22<sup>nd</sup> June 2017 be confirmed and signed as a correct record.

#### **14. Public Question Time**

In accordance with Standing Order 28, Miss Patricia Strange of Rodbourne Cheney, Swindon, submitted a written question regarding the Care Quality Commission's visit to the Ophthalmology Department at Great Western Hospital.

The Chair thanked Miss Strange for her question and advised that a written response would be provided.

#### **15. Clinical Commissioning Group Update**

Ms Gill May, Executive Nurse at NHS Swindon Clinical Commissioning Group (CCG), presented a report providing an update on performance and key issues relating to the service.

Following her introduction of the report, Ms May responded to members' questions and comments on the following issues:

- The review of signage undertaken at the Health Centre on Fleming Way.
- How the Accountable Alliance Board, as commissioners and providers, set up and ran the Accountable Care System model in Swindon.
- The work streams of the Swindon Falls and Bone Health Collaborative and the mapping exercise by which patients were assessed in order to prevent falls during their stay in hospital.

Resolved - That the report be noted.

**16.**

**Avon & Wiltshire Partnership NHS Trust**

Mr Newlands Anning, the Managing Director, Avon and Wiltshire NHS Partnership Trust (AWP), submitted a report outlining the achievements of the organisation and the challenges it was facing. He advised that a review of the Places of Safety consultation process had been undertaken and that a response regarding the proposals and addressing concerns would be circulated to partner agencies by Haley Richards, Chief Executive of the Trust in October 2017. The Committee was informed that a public protest regarding the high number of suicides in the South West and NHS funding for mental health was being undertaken by a local pressure group.

Resolved - That the report be noted.

**17.**

**Great Western Hospitals NHS Foundation Trust Update**

The Committee received a report by the Chief Executive of the Great Western Hospital (GWH) NHS Foundation Trust on key issues and developments at the Great Western Hospital. Following his introduction of the report, Mr Kevin McNamara, Director of Strategy, Great Western Hospital (GWH) responded to members' questions and comments on the following issues:

- The hospitals' infrastructure and how the GWH Trust would address service provision following the increase in Swindon's population.
- Quality and safety of patients at GWH and assurance that these would not be compromised as a result of the increase in Swindon's population.
- The range of social factors contributing to an increase in people needing hospitalisation.
- Swindon's walk-in Health Centre and how its work complements local surgeries, particularly when seeing patients unable to be seen by their local doctors.

Resolved - That the report be noted.

**18.**

**Performance for Adult Social Care Commissioning**

The Director, Adult Social Services, submitted a report updating the Committee on the performance of Adult Services to end of June 2017. The report had been structured to highlight the strengths and challenges of the work undertaken.

Councillor Brian Ford, the Cabinet Member for Adult Social Care, explained that a Cabinet Member Advisory Group on dementia had been set up and its work would be guided by the findings in the report of the Dementia Task Group submitted to the Committee at its meeting on 25<sup>th</sup> April 2017.

Following her introduction of the report, the Director, Adult Social Services responded to members' questions and comments on the following issues:

- The positive work being undertaken resulting in an increase of people with disabilities in employment.
- Tackling health inequality through prevention and wellbeing programmes undertaken by the local community navigators, housing department and the public health teams.

- The support available to local community navigators when dealing with members of the community where English is not their first language.

Resolved – (1) That the report be noted.

(2) That the Director, Adult Social Services, be requested to circulate information on the costs of translation services.

(3) That the Director, Adult Social Services and the Director of Health, be requested to submit an update on the work of the Cabinet Member Advisory Group review into dementia at the Committee's meeting on 7<sup>th</sup> November 2017.

## **19. Housing Performance Report**

The Head of Housing and Community Safety submitted a report updating the Committee on the performance of Housing Services. He explained that the report had been structured to highlight key statistics and headlines reflecting successes of the work undertaken.

Following his introduction of the report, the Head of Housing and Community Safety, responded to members' questions and comments on the following issues:

- The Allocation Policy and how the service area ensures it was inclusive of those in the community needing housing.
- Support available for those unable to pay their housing rent.
- The review of the Green Light to Housing programme after one year in operation
- Changes to funding, specifically the Flexible Homelessness Grant and the impact on the continued use of temporary accommodation in the private rented sector.
- Design of the eligibility banding system and the changes to the Allocations policy in accordance with national guidance to ensure it targets those in the community most in need.
- A review of properties run by private landlords to ensure high standards were maintained.
- The Council Housing Business Plan reflected long term proposals and the Medium Term Financial Plan reflected medium to short term expenditure needed to undertake repairs and improvements of Council housing stock.
- How the Council's deposit guarantee scheme helped tenants with the deposit to secure accommodation
- Homelessness and the work being undertaken by various services, including the Outreach Service, Housing Options and the Community Safety teams, to address the increase of homelessness in Swindon.
  - Actions undertaken by the Voluntary Community to help the homeless in Swindon.
  - Schemes undertaken by other Local Authorities to help the homelessness.

Resolved - (1) That the report be noted.

(2) That the Head of Housing and Community Safety be requested to present information on repairs and improvements being undertaken on housing stock to the next meeting of the Committee.

(3) That, as part of the Overview and Scrutiny Committee Work Programme for 2018/19, the Committee reviews if there were links between poor living arrangements and health issues.

(4) The review of the Green Light to Housing Programme be submitted to the Committee meeting on the 28<sup>th</sup> March 2018.

## **20. Update on Fire Safety to Residential Blocks of Flats**

The Head of Housing and Community Safety submitted a report updating the Committee on the existing fire safety measures at the Council's residential blocks of flats and on proposed improvements following the Grenfell Tower fire. He referred to the existing fire safety measures in place and advised that the report was to be considered as a "Green Paper" supporting policy development, in line with the recommendation from the Corporate Governance Review Working Group 27<sup>th</sup> April 2017. He explained that the emerging recommendations related to both high and low rise buildings in Swindon.

Following his introduction of the report, the Head of Housing and Community Safety, with the Head of Property, responded to members' questions and comments on the following issues:

- The planned work to review the curtain wall panels at David Murray John (DMJ) building.
- The feasibility of the single room suppression system.
- Action undertaken to keep fire safety exits clear at DMJ by contractors due to the Brunel Centre refurbishment.
- Fire safety training for building staff management and neighbourhood housing officers.
- Local tenants' reaction to the work undertaken by the Council following the Grenfell Tower fire.

Resolved - That the report be noted.

## **21. Work Programme 2017/18**

The Committee received a report from the Director of Law and Democratic Services detailing its updated work programme for the Municipal Year 2017/18.

Resolved – That the report be noted.



**CHILDREN'S HEALTH, SOCIAL CARE AND EDUCATION OVERVIEW AND  
SCRUTINY COMMITTEE**

**WEDNESDAY, 20 SEPTEMBER 2017**

PRESENT:- Councillors Gary Sumner (Chair), Matthew Courtliff, Fay Howard, Colin Lovell, Gemma McCracken, Barbara Parry, Carol Shelley, Caryl Sydney-Smith and Nadine Watts.

Michelle Howard (Equalities Advisory Forum), Doug Morris (Swindon Parent and Cares Group), Alison Paul (Swindon Association of Special Schools Headteachers), Elaine Poulter (Parent Governor), Liz Townend (Church of England Diocese).

Apologies for absence were received from Councillor Alan Bishop, Steve Colledge (Swindon Association of Secondary Headteachers), Gary Evans (Swindon Association of Primary Headteachers), and Steve Henderson (Equalities Advisory Forum).

Also present: Councillor Fionuala Foley, Cabinet Member for Children's Services and School Attainment.

**9. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting.

Councillor Fay Howard made a non-prejudicial personal declaration of interest in respect of Agenda item13 (Education Health Care Plans) on the grounds of her employment by Virgin Care.

Councillor Barbara Parry made a non-prejudicial personal declaration of interest in respect of Agenda item13 (Education Health Care Plans) on the grounds of her employment by Uplands Educational Trust.

Councillor Gary Sumner made a non-prejudicial personal declaration of interest in respect of Agenda item13 (Education Health Care Plans) on the grounds that his wife was a deputy Headteacher at a Swindon School.

Councillor Carol Shelley made a personal, non-prejudicial declaration of interest to Agenda item13 (Education Health Care Plans) in her capacity as governor of Swindon Academy.

Councillor Matthew Courtliff made a personal, non-prejudicial declaration of interest to Agenda item13 (Education Health Care Plans) in his capacity as governor of Colebrook Junior School.

**10. Minutes**

Resolved – That the minutes of the meeting held on 5<sup>th</sup> July be confirmed and signed as a correct record.

11.

## **Public Question Time**

No public questions were asked or submitted for this meeting.

## **12. NHS Swindon Clinical Commissioning Group - Children's Services Review**

The Clinical Commissioning Group (CCG) submitted a report providing a summary update for the Committee on the outcomes of the Children's Services Review. Ms Gill May, Executive Nurse at NHS Swindon Clinical Commissioning Group (CCG), introduced the report and advised that the review was established as a strategic priority by the CCG in February 2016 and did not provide an in-depth analysis but was structured to update the Committee. The Committee was advised that the review was a review of the wider children's health system in order to assess and strengthen current monitoring arrangements and understand what future provision should look like. The Committee noted that recommendations had been presented to and previously approved by the Swindon Executive Management team and the CCG's Governing Body.

The Chair introduced David Haley, the Council's recently appointed Director of Children's Services, to the Committee. The Director commented on the positive feedback from the Care Quality Commission on the delivery of services by the range of stakeholders and explained that commissioning of services was a priority for him in his new role, and that clear timescales will be set to review the work undertaken with partners.

Following her presentation of the report, Ms May responded to the members' questions and comments in respect of the following matters:

- Key Performance Indicators for the various service areas and how these are developed.
- The Clinical Commissioning Group as a Dashboard for Primary Care and the work undertaken by the Group in monitoring performance.
- Measuring the effectiveness of service commissioning.
- Information gathering from service providers to ensure children and young people's views were included in the review.
- Work to be undertaken on the report's recommendations and the timeframe for reporting back to the Committee.
- The importance of ensuring that the various stakeholders have access to the same single list of children currently eligible for Continuing Care.
- The ability of Looked After Children, who are placed out of borough, to access health services.
- The dissemination of service information to ethnic minority families.
- End of life care and adherence to the new NICE guidelines.
- The future vision of children's service provision following the implementation of the recommendations within the report and the capacity needed to move the programme forward.
- The recent recruitment of an additional educational psychologist and the benefits of the educational psychology service.
- Succession planning of services for Looked After Children and the need for advance planning of appointments by professionals.
- Delays experienced by paediatrics patients in accessing primary care and the

subsequent increase in hospital visits.

- The current recruitment drive to increase the number of doctors within primary care following Swindon's expansion.
- The successful Paediatric Advice Line.

Resolved – (1) That the report be noted.

(2) That the Executive Nurse at NHS Swindon Clinical Commissioning Group (CCG) be requested to circulate to members the Great Western Hospital's Dashboard key indicators.

### **13. Education and Health Care Plans HES**

The Head of Education submitted a report providing an update on (a) Education and Health Care Plans (EHCP), (b) special resource provision and (c) pathways for autism/ ADHD/ ADD diagnoses. Following the Head of Education's introduction, the Committee viewed a short film entitled "Swindon EHC Animation (Subtitled)" (available at <https://www.youtube.com/watch?v=AnB04nbNCSI>) which explained how a child or young person accessed the support they need from an EHCP. After the video the Commissioner, Education, gave a presentation expanding on the role of EHCPs. This was followed with updates from a range of commissioners and service users of the EHCPs, including an education psychologist, a Special Educational Needs Co-ordinator, the Integrated Service manager, a representative from the Special Educational Needs and Disability (SEND) Information and Support Service, the Specialist Community Health Services Manager and a parent whose two children were on EHCPs.

Following the presentations, several case studies were circulated to the Committee for consideration and debate with model responses being discussed afterwards.

The Committee was advised that EHCPs describe positively what children and young people might achieve with appropriate support. The Assistant SEND Manager elaborated on the content of an EHCP and confirmed that they were intended to be clear and concise with relevant and positive outcomes for the child or young person. A range of services were involved in the EHCP process and as such, it was co-produced with the child's voice being a main driver of the process.

Resolved - That the report be noted.

### **14. Work Programme 2017/18 DLDS**

The Committee received a report from the Director of Law and Democratic Services detailing its updated work programme for the Municipal Year 2017/18.

Resolved – That the report be noted.

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**COMMUNITIES AND PLACE OVERVIEW AND SCRUTINY COMMITTEE**

**TUESDAY, 5 SEPTEMBER 2017**

PRESENT:- Councillors Dale Heenan (Chair), Mary Friend, Nick Martin, Teresa Page, Kevin Parry, James Robbins, Vera Tomlinson and Peter Watts

Apologies for absence were received from Councillors John Ballman.

**7. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

**8. Minutes**

Resolved – That the minutes of the meeting held on 28<sup>th</sup> June 2017, be confirmed and signed as a correct record.

**9. Public Question Time**

No Public Questions were asked.

**10. Review of Resident's Requests**

The Head of Highways and Transport submitted a report setting out an update on a range of highway, transport and maintenance issues that had been identified as priorities by the public during a recently undertaken consultation exercise. It was noted that , broadly speaking, the identified priorities fell within the following areas:

- The Council's Car Parking Strategy.
- The Council's bus strategy and the use of Bus Lanes.
- The state of un-adopted roads and footpaths.
- Road Safety.

The Head of Highways and Transport presented the report, commenting on each of the priority areas and the work being undertaken by the Council in respect these. Following his presentation of the report, the Head of Highways and Transport responded to members' questions and observations on the issues raised, including:

- The review of member and public requests for additional parking through the examination of the specific challenges encountered in different areas and the future management of available car parking spaces.
- The need to identify practical solutions to the longstanding car parking problems in Redhouse Way.,
  - Member consultations on this issue and the lack of consensus amongst residents in the locality of Redhouse Way on a preferred solution to parking problems.
- The reasons for the increased incidence of car parking on pavements and the possibility of using yellow line parking restrictions to reduce the problem. The

option for members to escalate car parking issues by referring these directly to the Head of Service, the Cabinet Member for Communities and Place and/or the Cabinet Member for the Economy and Skills.

- The successful remedial action taken in Witchelstowe to alleviate car parking problems and whether these solutions might be applied elsewhere around the Borough.
- Opportunities for the Council, as a Planning and Highway Authority, to address increasing car parking problems through the application of local and national guidelines.
- The use of bus lanes and bus gates within local and strategic transport frameworks.
- The possibility of introducing lined car parking bays in areas with a high demand for car. The Committee noted that this might have both positive and negative affect on the number of cars that might park in any given area.
- The likely impact on car parking of new and proposed housing developments.
- The viability of self-funding of parking solutions by local communities.
  - Mechanisms to facilitate such discussions and the need for a clear and transparent appeal process should such schemes be permitted in the future. (It was noted that this might be carried forward through the automating request process curtly being undertaken).
- The powers available to the Council and Wiltshire Police in dealing with obstruction and inconsiderate parking on pavements.
- The possibility of using Public Space Protection Orders to deal with parking on pavements and grass verges.
- The need to simplify the process for the creation of Traffic Regulation Orders to resolve parking related issues. The need to review the Penzance Drive Bus Lane and bus gates for facilitate easier access for local residents. The future use of the Copse site park and ride car park.
  - in the absence of any imminent use of this facility, the re-marking of the road network to assist with better traffic flow.
- The hours of operation of bus lanes and whether these might be reviewed to allow non-authorised vehicle use from 16:30 hours to 09:30 hours. The Committee noted that opening bus lanes would not necessarily mean increased traffic flow as bottle necks tended to form around the capacity of key road junctions.
- The inclusion of Ward Councillors in on-going traffic and road related discussions regarding Bridgemead.
- Future traffic implications arising from the Wellington Street and Fleming Way developments.
- The current Transport Plan, and the possible establishment of a Task Group to consider its viability and future development.
- The financial liability of residents with regard to repairs and street lighting etc. on un-adopted roads.(It was emphasised that the Council did not require residents to pay for street lighting on such roads).
- The use of Indemnity Insurance by residents to off-set costs in the event that work was required to un-adopted roads
- The need for residents to understand the need for legal checks to identify potential financial risks for un-adopted roads.
- The possibility of using the Council's website to offer advice to residents regarding the potential liabilities associated with the purchase a property in a road that has not been adopted by the Council.

- The process for the adoption of roads by the Council and the need to consult Ward Councillors as part of that process (possibly through Ward Councillor/Officer site visits).
- The use of developer bonds under Section 220 of the Highways Act 1980 to meet the cost of necessary road improvements to meet adoption standards
- The lobbying of the Government for additional funding for the maintenance of roads within the Borough. It was noted that, by capitalising the cost of the borrowing necessary to bring the Borough's roads up to standard, would be in the region of £1.75 million.
- The enhancement of the Council's Incentive Fund submissions to maximise current Government Funding through the achievement of level three Incentive Fund targets that were achievable within the current financial constraints.
- Council traffic management and road safety schemes submitted to the Government for funding contributions.
- The funding of the provision of CCTV cameras on Thamesdown Drive and whether these offered value for money to the Council.
  - Alternatives to CCTV, such as cameras for capturing and identifying drivers going through red lights.
- The potential and limitations on the use dashcam footage in prosecutions by Wiltshire Police for Road Traffic offences.
- Safety Training for young people using motorbikes.

Resolved - (1) That Cabinet be requested to investigate the use of an anti-social parking PSPO (Public Spaces Protection Order) to tackle problem pavement and verge parking, lorries parking overnight in residential areas, and parking issues outside schools along with other reported concerns of members and residents.

(2) That the Cabinet Member for Communities and Place, the Cabinet Member for the Economy and Skills and the Head of Highways and Transport be requested to investigate the publishing, on the Council's website, the standard costs of highways work such as pothole repairs, dropped kerbs, crossings, and ways to address verge parking and report back to this Committee.

(3) That the Cabinet Member for Communities and Place be requested to investigate introducing a Community Highway scheme, where residents and organisations like Parishes can contribute to the cost of highways work in their area, with a pilot by April 2018 and report back to this Committee.

(4) Officers review the feasibility of planning conditions in requesting road construction standards and adoption timelines being provided before first occupation of housing developments.

(5) That the Cabinet Member for Communities and Place and the Cabinet Member for the Economy and Skills be requested to write to Swindon's MPs, the Roads Minister and Chancellor highlighting how Swindon receives £4.8m from government for Highways, but the town requires £8m per year for road conditions to remain at standstill and a backlog of £25m already exists for roads to be in a "good" condition, and request talks of how Council and Government can fund the £1.75m required annually to finance a £25m investment.

(6) That it be noted that the Cabinet Member for Communities and Place would investigate with officers and other relevant Cabinet Members, possible solutions to the car parking problems in Redhouse Way, Swindon and report back to this Committee.

(7) That it be noted that the Cabinet Member for Communities and Place's would review the status of the Liden Drive Bus Gate following a change to local

planning conditions.

(8) That the Cabinet Member for Communities and Place and the Head of Highways and Transport submit a report to the February meeting of this Committee on the Council's traffic management strategy in order that members might contribute to the review of the current Local Transport Plan for Swindon.

#### **11. Winter Salt Routes**

The Head of Highways and Transport reported orally setting out key issues relating to the Winter Maintenance Plan. A briefing note was tabled for Members' information.

The Head of Highways and Transport responded to questions relating to (a) current and proposed routes included in the road salting programme, (b) the use and maintenance of stocks in salting bins located across the Borough, and (c) salt stock levels.

Resolved – That the oral report in respect of the Winter Service Review be noted.

#### **12. Transport Requirements for Development**

The Head of Highways and Transport reported orally setting out key issues relating to transport requirements for development including guidance to developers, consultants, contractors, Parishes and the public in respect of new developments within the Borough. A briefing note was tabled for Members' information.

The Cabinet Member for Communities and Place advised that a report on the issue of transport requirements for future developments would be considered by the Planning Committee on 10<sup>th</sup> October as part of the current consultation process and that, once the consultation process was completed, a Cabinet Member Advisory Group would meet to consider the consultation results.

Resolved – That the oral report in respect of transport requirements for development be noted.

#### **13. Committee Work Programme for the Municipal Year 2017/18**

The Committee considered a report of the Director of Law and Democratic Services setting out the Committee's proposed Work Programme for the Municipal Year, 2017/18.

Resolved – That, subject to the inclusion of a report to the February meeting of this Committee on the Council's traffic management strategy in order that members might contribute to the review of the current Local Transport Plan for Swindon (Minute 10(8) refers) the Committee's Work Programme for the Municipal Year, 2107/18 be approved.



**GROWING THE ECONOMY OVERVIEW AND SCRUTINY COMMITTEE**

**WEDNESDAY, 27 SEPTEMBER 2017**

PRESENT:- Councillors Emma Famarzi (Chair), Wayne Crabbe, Dale Heenan (Vice-Chair), Gemma McCracken, Jane Milner-Barry, Gary Sumner and Chris Watts

Councillors Oliver Donachie (Cabinet Member for the Economy and Skills) and Garry Perkins (Cabinet Member for Regeneration)

Apologies for absence were received from Councillors Mark Dempsey and Paul Dixon.

**6. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. Councillor Gemma McCracken made a personal, non-prejudicial declaration of interest in respect of Agenda Item 5 “Update on Swindon’s Economic Development (Town Centre Regeneration), on the grounds that her husband is a tenant of a commercial unit in the Town Centre.

**7. Public Question Time**

No public questions were received during the meeting.

**8. Minutes**

Resolved – That the minutes of the meeting held on 21<sup>st</sup> June 2017, be confirmed and signed as a correct record.

**9. Update on Swindon's Economic Development (Town Centre Regeneration)**

The Committee received a report of the Corporate Director, Resources and Growth, setting out the progress made against the delivery of a number of Town Centre area projects.

Councillor Oliver Donachie, the Cabinet Member for the Economy and Skills, Councillor Garry Perkins, Cabinet Member for Regeneration, and the Corporate Director, Resources and Growth responded to the observations and questions put by the Chair and Councillors Wayne Crabbe, Dale Heenan, Gemma McCracken, Jane Milner-Barry, Gary Sumner and Chris Watts on the following matters:

- Infrastructure developments at North Star and Whalebridge.
- Priorities of the Forward Swindon Ltd team.
- Town Centre Parking Strategy
  - Improvements to town centre car parking.
  - Car park charging levels.
  - Developments in the town centre and parking provision.
  - Residential parking permits.
- Parking spaces for Falcon House development.

- Town Centre Movement Strategy consultation results for Wellington Street.
- Improving access to the medical centre in Wellington Street.
- Car parking at North Star.
- The installation of the public telephone boxes in Wellington Street.
- Travel links between Swindon and Oxford, Milton Keynes and Cambridge.
- Timescales for the redevelopment of the Railway Station.
- Great Western Railway franchise renewal.
- The location of Network Rail office space.
- The business case for a 13 screen cinema development at North Star.
- Alternative uses of the Kimmerfields box park.
- The portfolio of the new North Star developer.
- Potential income from the North Star development and the anticipated prices for public entry to the entertainment venues.
- Occupancy rates of hotels in Swindon.
- Transfer of artefacts to the new Swindon Museum and Arts Gallery (SMAG).
- Alternative plans for the SMAG in the event of the unsuccessful National Lottery Fund (NLF) bid.
  - Timescales for the new bid submission and potential for Member involvement.
- The estimated number of new jobs to be created at the Kimmerfields Business District.
- Deadlines for the use of Local Enterprise Partnership funding for the bus exchange development.
- Support from the Council for the development of the Carriageworks.

Resolved – That Councillor Donachie and Councillor Perkins be thanked for attending the meeting and their full and open responses to members' questions and observations raised in the report.

## **10. Work Programme 2017/18**

The Committee received the report of the Director of Law and Democratic Services setting out the topics for inclusion in the 2017/18 Growing the Economy Overview and Scrutiny Committee Work Programme, as agreed by the Committee at its meeting on 21<sup>st</sup> June 2017.

Councillor Oliver Donachie, the Cabinet Member for the Economy and Skills, and the Corporate Director, Resources and Growth, commented on the proposal to invite Swindon businesses to the next meeting of the Committee in November 2017. They explained that the Council attended regular meetings with local businesses, organised by Business West about working together for the benefit of Swindon and that inviting businesses to another meeting would be of no clear benefit to the Council nor to the businesses themselves.

It was therefore suggested that the next meeting, scheduled for 8<sup>th</sup> November 2017, be rescheduled to a later date and that the Committee receive feedback at that meeting from the various business meetings organised by Business West.

The Committee also commented on the proposal, raised by members at the last meeting, for a visit to neighbouring towns/cities to view recent retail and leisure

developments, and consider how these impacted on the local economy and how similar developments might be encouraged in Swindon.

Resolved – (1) That the next meeting of the Committee, scheduled for 8<sup>th</sup> November 2017, be rescheduled to a later date and officers prepare a report on the feedback received from the business meetings organised by Business West.  
(2) That officers progress arrangements for the Committee to visit neighbouring towns/cities to view recent retail and leisure developments, to consider how these impacted on the local economy and how similar developments might be encouraged in Swindon.

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**RESOURCES AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

**MONDAY, 18 SEPTEMBER 2017**

PRESENT:- Councillors Timothy Swinyard (Chair), John Haines, Des Moffatt, Caryl Sydney-Smith, Vera Tomlinson, Steve Weisinger and Robert Wright

Apologies for absence were received from Councillor Steve Allsopp.

**6. Declarations of Interest**

The Chair reminded members to declare any known interests in any matter to be considered at the meeting. No such declarations were made.

**7. Minutes**

Resolved – That the minutes of the meeting held on 12<sup>th</sup> June 2017 be confirmed and signed.

**8. Public Question Time**

There were no public questions

**9. Tour of Information Technology Business Support and Customer Services**

Prior to the start of the meeting, members had been afforded the opportunity to attend a short accompanied visit around the Council's Information Technology, Business Support and Customer Services facilities

At the meeting, members were given the opportunity to put questions to the officers regarding the facilities. The officers responded at the meeting to the issues raised which included:

- The members hotline service for the referral of complaints
- Opportunities to modernise the processes by which members of the public can engage with the Council including the submission of documentation.
- The need for staff to be able to leave Council buildings anonymously
- The support available for customers who do not have the means, or desire to access and utilise digital portals

Resolved – That the Council's Chief Information Officer be thanked for arranging a useful and informative tour of Corporate Services.

**10. The Swindon Programme (An oral presentation by the Chief Information Officer)**

Glyn Peach, the Council's Chief Information Officer gave a presentation concerning the Swindon Programme, the Council's response to the challenge of saving £30 million in 30 months through the transformation of the way it works, and making services, systems and processes more cost effective and efficient for both its customers and staff.

It was noted that the Swindon Programme comprised the following four work strands:

1. Organisational Excellence, encompassing:
  - (a) Sharing data
  - (b) Workforce development
  - (c) Digital customers
  - (d) Digital processes
  - (e) Estates
2. Commissioning and Procurement, encompassing:
  - (a) Contract management
  - (b) High cost placements
  - (c) Strategic commissioning
  - (d) Procurement review
  - (e) Category Management
3. Managing Demand, encompassing:
  - (a) Foster carers
  - (b) Managing demand and cost
  - (c) Landfill tonnage
  - (d) Learning disability
4. Commercialisation, encompassing:
  - (a) Renewable energy
  - (b) Storage
  - (c) House building
  - (d) Sale of land and development
  - (e) Traded Services review
  - (f) Advertising and sponsorship

It was envisaged that there would be three phases to the Swindon Programme; (a) transition away from current platforms,  
(b) service improvements and  
(c) end to end digitisation.

The Chief Information Officer advised that a recently undertaken internal user satisfaction survey of the Council's IT services had seen a rise from a score of 3.6 (National average 4.8) to a score of 4.6 (National average 4.9).

Resolved – That the Chief Information Officer be thanked for a useful and informative presentation.

## **11. The Digitisation Agenda**

The Director of Digital Services and Programmes, the Head of Organisational Excellence and the Head of Customer and Business Services submitted a joint report providing an update on the Digitisation Agenda in Swindon covering three key areas:

- Going Paperless
- Customer Experience
- IT Modernisation

It was noted that, in order to decrease the reliance on paper processes and systems, customer visits and telephone contact, the Council needs to make the truly digital ways of working simple and more preferable to the non-digital ways. It was envisaged that by facilitating online processes and transactions, the Council's service delivery costs would be significantly reduced and would also enable the Council to better target available resources to those in greatest need.

Resolved – That this Committee:

- (1) Notes the progress made by the Resources Leadership Team, recognises the challenge ahead for Swindon, and supports the direction of travel for the Resources Directorate and Council.
- (2) Notes that the Director of Digital Services and Corporate Programmes, Head of Organisational Excellence, Head of Customer and Business Services and Head of Corporate Programmes and Innovation are developing a new Digital Strategy for the Council.

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## **Section 3**

# **Regulatory Committee Minutes**

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**PLANNING COMMITTEE**

**THURSDAY, 14 SEPTEMBER 2017**

PRESENT: - Councillors Kevin Parry (Chair), John Ballman, Alan Bishop, Malcolm Davies, Steph Exell, Nick Martin, Derique Montaut, Stan Pajak, James Robbins, Eric Shaw, Gary Sumner, Timothy Swinyard and Peter Watts.

**16. Declarations of Interest**

The Chair reminded Councillors to declare any known interests in any of the matters to be considered by the Committee.  
No such declarations were made.

**17. Minutes**

Resolved – That the minutes of the meeting held on 8<sup>th</sup> August 2017, be confirmed and signed.

**18. Public Question Time**

There were no public questions

**19. S/16/1055/RM Erection of a Renewable Energy Centre with associated plant, infrastructure, associated works; and a B8 warehouse with associated plant and a vehicular access (EIA Development). Land at Keypoint, Thornhill Road, South Marston, Swindon**

The Committee considered: -

- (a) Application numbered S/16/1055 (Erection of a Renewable Energy Centre with associated plant, infrastructure, associated works; and a B8 warehouse with associated plant and a vehicular access (EIA Development): Land at Keypoint Thornhill Road South Marston Swindon);
- (b) Recommendations of the Head of Planning, Regulatory Services and Heritage;
- (c) The views of interested persons set out in the report circulated with the Committee Agenda;
- (d) The comments of Councillors Holland, Lovell and Moffatt;
- (e) The comments of the following interested persons:-

<u>App No.</u>	<u>Name</u>	<u>Address/Organisation</u>
S/16/1055	Andrew Needham	Applicant
	Anthony Crean QC	Applicant
	Paul Burrell	Applicant
	Tony Leithart	South Marston Parish Council
	Barry Jennings	113 Oxford Road
	Robert Ayres	49 Oxford Road
	John Bridgeman	55 Grove Hill

Ann Bridgeman  
Maureen Dilley  
Paddy Hayes  
Roger Hayes  
Laura How  
Elfed Powell  
Luke Maddison

198 Ermin Street  
14 Whilestone Way  
2 Berkshire Road  
2 Berkshire Road  
Bodleian Libraries  
59 Nythe Road  
South Marston Primary School

Resolved – That permission to develop be refused in respect of application numbered S/16/1055 for the following reasons as set out in the Committee Report.

1. The proposed Renewable Energy Centre would introduce a visually dominant, intrusive and unsightly feature in a highly prominent location, which would substantially harm the visual setting of Swindon and its surrounding local area and which could prejudice delivery of Swindon's development strategy, contrary to policies SD1, SD2, DE1, NC3 and RA3 of the Swindon Borough Local Plan (2015).
2. The applicant has failed to demonstrate a need for the strategic scale waste management facility. In the absence of a local need, and in the absence of a robust assessment of potentially suitable sites closer to the source of the waste, waste would need to be transported to the facility from beyond the local area, contrary to the proximity principle and contrary to the principles of sustainable development. The proposal is therefore contrary to policies WSC1, WSC2, WSC3 and WSC5 of the Wiltshire and Swindon Waste Core Strategy (2009), policies WDC1, WDC2 and WDC11 of the Wiltshire and Swindon Waste Development Control Policies (2009), policy TR2 of the Swindon Borough Local Plan (2015), the UK's National Planning Policy for Waste (2014) and the Waste Management Plan for England (December 2013).

**LICENSING COMMITTEE**

**THURSDAY, 5 OCTOBER 2017**

PRESENT:- Councillors Abdul Amin, Alan Bishop, Paul Dixon, Nick Martin, Caryl Sydney-Smith, Nadine Watts, Peter Watts, Wayne Crabbe, Emma Faramarzi and Colin Lovell

Apologies for absence were received from Councillors Steph Exell, Derique Montaut, Carol Shelley, Vera Tomlinson and Eric Shaw

**18. Appointment of Chair**

Resolved – That, in the absence of the Chair and Vice-Chair, Councillor Emma Faramarzi be Chair of this meeting of the Committee.

**19. Minutes**

Resolved – That the minutes of the meetings held on 15<sup>th</sup> June and 6<sup>th</sup> July 2017, be confirmed and signed as a correct record.

**20. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

**21. Public Question Time**

No public questions were asked.

**22. Review of the Licensing of Vehicles with Tinted Windows**

The Committee considered (a) a report of the Council's Licensing Officer setting out a request from vehicle providers to remove the Council's restriction regarding tinted windows on hackney carriage and private hire vehicles, and (b) written representations received from Flight Link Executive Travel and T 'N' C Cars supporting a change in policy.

Resolved – (1) That the restriction on tinted windows for private hire vehicles with a plate exemption plated cars be amended to permit factory tint windows, as set out in the report of the Council's Licensing Manager, subject to all other glass complying with the Road Vehicles (Construction and Use) Regulations 1986.

(2) That, further to (1) above, the amendment to the Council's current policy shall only apply in respect of plate exempt vehicles and not to any vehicle that is used routinely for private hire and chauffeur work.

**23. Street Trading**

The Council's Licensing Manager reported orally in respect of progress made by officers in (a) reviewing the Council's Street Trading Policy, and (b) making arrangements for a Christmas Market in the town centre.

Resolved – That the oral update be noted.



**LICENSING PANEL**

**TUESDAY, 29 AUGUST 2017**

PRESENT:- Councillors Colin Lovell, Vera Tomlinson and Nick Martin.

**61. Appointment of Chair**

Resolved – That Councillor Colin Lovell chair this meeting of the Panel.  
(Councillor Lovell took the Chair.)

**62. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

**63. Application to Review the Premises Licence, Jack Spice, 61 Fleet Street, Swindon, SN1 3AL**

The Panel considered (a) a report of the Council's Licensing Manager setting out details of an application for a Review of the Premises Licence for Jack Spice, 61 Fleet Street, Swindon, (b) written representations from Wiltshire Police in support of the review, (c) written representations from Immigration Enforcement in support of the review, (d) oral submissions in support of the application for a review received from PC Michael Diffin, M.B.E., (Police Licensing Officer), (e) oral submissions opposing the review by the Premises Licence Holder (Mohammed Jakariya) and his son (Mohammed Hanifi), (f) questions from Members to the applicants and officers and answers received, and (g) the Council's procedure for licensing hearings, the Secretary of State's Guidance and the Council's Statement of Licensing Policy.

The Council's Licensing Manager introduce the report noting that:

- The application for review was called by Wiltshire Police under the Prevention of Crime and Disorder Licensing Objective.
- The Premises Licence was originally issued in 2005. The business had changed its name after the date of issue but there was no requirement to update the Premises Licence with changes of operating name.
- On 17<sup>th</sup> June 2017 Wiltshire Police visited the property and found 4 people working at the premises that were illegally present in the United Kingdom and one person working at the premises that was an asylum seeker with no right to work in the United Kingdom.

Wiltshire Police requested that additional information involving links involving other properties to Jack Spice be considered. Following advice from the Solicitor to the Board and the Council's Licensing Manager and given Mr Jakariya's objection to its submission the Panel determined that this additional information would not be tabled or considered as part of the review before it.

The Police case for a review and a summary of points raised can be broadly summarised as follows:

- The Police case is as tabled in the review application, police statement and submission from the Immigration Service appended to the agenda papers.
- On 17<sup>th</sup> June 2017 at 21:00 hours PC Diffin and two Police Community Support Officers (PCSOs) entered Jack Spice on a Licensing check.
- The Premises Licence was not on display at the premises and the manager was unable to produce a copy of the licence.
- On securing the premises four Bangladeshi males who were in the United Kingdom illegally were found working as chefs in the kitchen.
- In addition a further male who was an asylum seeker with no right to work in the United Kingdom was found working as a waiter at the premises.
- The use of illegal workers often meant them being paid less than the minimum wage and the employer having control over them.

Responses to questions to Wiltshire Police from Panel Members and the Premises Licence Holder and his representative can be broadly summarised as:

- The Police had not taken action against the premises earlier as Immigration had only become a contributing partner in April this year and could therefore trigger a review.
- That regardless of people being referred from an employment agency it was the responsibility of the employer to carry out the required legal checks and to have appropriate documentation available for inspection.
- That when the Police inspection of the premises was undertaken two officers were in uniforms and he had his warrant card visible although he was in plain clothes.
- It was normal procedure to secure the premises prior to talking to management.

The case by the Premises Licence Holder and his representative against the review and a summary of points raised can be broadly summarised as follows:

- He had started his business in 2008 and since then with the help of his family had endured through hard times and recession often struggling to pay his bills.
- He had worked hard seven days a week despite having type 1 diabetes and have to take medication to control high blood pressure.
- He needed his business to support his family as he did not have a strong background in education and it was his experience in the working environment.
- Losing his licence would mean he would be unable to continue supporting local charities.
- The workers in question had been referred to him from an employment agency called Bricklane Travel and Job Centre in London whom they thought had undertaken the appropriate employment checks.
- That the Premises Licence was at home following a refurbishment of the premises. Mr Jakariya wasn't aware that his failure to display the licence was an offence.
- The Police had never been called to the premises to deal with any trouble.
- He apologised for his mistake which he had learnt from.



- That the Police did not interact with them prior to going to the kitchen area.
- That the kitchen had a door in it.
- That consideration was being given to making Mohammed Hanifi the Designated Premises Supervisor.
- Mr Hanifi explained that he was 23 years old and was still learning his role and gaining experience.
- Right to work in the United Kingdom checks had been undertaken as it was believed the Employment Agency had these.
- Employees were often given trial periods of employment.
- The restaurant staff were strict in meeting the premises licence conditions and wouldn't serve alcohol without food or allow alcohol to be taken off the premises.

Responses to questions to Premises Licence Holder and his representative from Panel Members and Police can be broadly summarised as:

- That allowing people to work in the restaurant that had no right to work in the United Kingdom was not intentional as these had been referred to them from an employment agency.
- The illegal works were employed because they didn't have a job and management felt sorry for them.
- Whilst not deliberately employing illegal workers Mr Jakariya noted that this was not uncommon in Swindon or nationally.

Resolved - After considering: -

1. The application to review the premises licence made by Wiltshire Police, together with additional evidence from Wiltshire Police; and
2. Representations and material put forward on behalf of the Premises Licence Holder;

And taking into account: -

1. The Secretary of State's Guidance; and
2. The Licensing Authority Licensing Statement:

And having in mind the promotion of the Licensing Objectives in particular the prevention of crime and disorder;

The Panel determined that the Premises Licence for Jack Spice, 61 Fleet Street, Swindon be revoked.

### Reasons

1. The Panel heard evidence that four male persons who were illegally residing in the United Kingdom with no right to work were being employed as chefs in the kitchen of Jack Spice.
2. The Panel heard evidence that a male asylum seeker who had no right to work in the United Kingdom was being employed as a waiter at Jack Spice.
3. The Panel heard evidence from the Premises Licence Holder that he admitted that illegal workers were working at the premises but that they had been referred through an employment agency who he believed had carried out check that they had the right to work in the United Kingdom. The Panel determined that should this have been the case it did not lessen the employer's legal obligation to check that the person in question had the right to work in the United Kingdom.
4. The Panel heard evidence from Mohammed Hanifitha that he was taking on responsibilities at Jack Spice and that it had been his oversight that appropriate legal checks had not been undertaken. The Panel determined that this did not absolve the management of its legal responsibilities in ensuring appropriate legal checks had been undertaken. It also noted comments during the hearing relating to management feeling sorry for the workers and that it was not uncommon for restaurants to employ illegal workers and the fact that five illegal workers were found working on the premises undermined the creditability of the position put forward by the Premises Licence Holder that failure to complete right to work in the United Kingdom checks was an oversight.
5. The Panel was mindful of its obligations under paragraphs 11.27 and 11.28 of the Licensing Act Guidance in respect of the employment of persons unlawfully in the United Kingdom.
6. The Panel determined that given the evidence presented to it that the premises were poorly managed and given the seriousness of the offences saw no alternative to the revocation of the licence.

The Chair reminded both parties that they had the right of appeal against the determination of the Panel and that any such appeal should be made within 21 days of the receipt of the written decision.

**LICENSING PANEL**

**THURSDAY, 31 AUGUST 2017**

PRESENT:- Councillors Vera Tomlinson, Alan Bishop and Paul Dixon.

**64. Appointment of Chair**

Resolved – That Councillor Vera Tomlinson Chair this meeting of the Panel.  
(Councillor Tomlinson took the Chair.)

**65. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

**66. Application to Review Premises Licence , Abys Indian Experience, 5 Faringdon Road, Swindon, SN1 5AR**

The Panel considered (a) a report of the Council's Licensing Manager setting out details of an application for a Review of the Premises Licence for Abys Indian Experience, 5 Faringdon Road, Swindon, (b) written representations from Wiltshire Police in support of the review, (c) oral submissions in support of the application for a review received from PC Michael Diffin, M.B.E., (Police Licensing Officer), (d) oral submissions opposing the review by the Premises Licence and his solicitor, (e) questions from Members to the applicants and officers and answers received, and (f) the Council's procedure for licensing hearings, the Secretary of State's Guidance and the Council's Statement of Licensing Policy.

The Council's Licensing Manager introduced the report noting that:

- The Police had brought a review of the Premises Licence for Aby's Indian Experience under the Prevention of Crime and Disorder Licensing Objective.
- The options available to the Panel in respect of determining the review.
- Evidence submitted by the Police in support of their application as set out in the agenda papers.
- The current premises licence on pages 47 to 53 of the agenda papers pack.

The Police case for a review and a summary of points raised can be broadly summarised as follows:

- On 10<sup>th</sup> June 2017 Police Officers attend the premises and found that Part B of the Premises Licence was not on display and that no age verification training records relating to the sale of alcohol were available.
- The Designated Premises Supervisor was advised that the premises were not licensed for late night refreshment and no sales should be made after 23:00 hours. Mr Debnath stated he would not serve any more food after 23:00 hours.
- On Saturday 17<sup>th</sup> June 2017 a Police Licensing Officer and at 00:00 hours placed an order for hot food and paid £15.95 for this order.
- The officer witnessed a table being served hot food whilst waiting for his

order which he left the premises with at 01:10 hours.

- On Monday 19<sup>th</sup> June 2017 at 13:11 hours Police Officers spoke to Me Debnath who advised the Police that he had told his manager to stop sales of hot food after 23:00 hours.
- The Police were requesting a suspension of the premises licence and that additional conditions be placed on the existing premises licence.
- That no sales of alcohol after the permitted hours had been witnessed during the Police visits to the premises.
- The location of the premises lent itself to high levels of risk of anti-social behaviour.
- A suspension of the premises licence for a period of two weeks was requested.
- A set of additional conditions had been agreed with the Solicitor to the Premises Licence Holder.
- That the Police were content that with the additional conditions proposed there should not be a re-occurrence of the breaches of the premises licence.

Responses to questions to Wiltshire Police from Panel Members and the Premises Licence Holder and his representative can be broadly summarised as:

- That the conditions tabled at the meeting had been agreed between the Police and Premises Licence Holder.
- The proposed two week suspension would allow time for the transfer of a named person acting as the Designated Premise Supervisor as well as implementing the agreed conditions.
- The rationale for requesting the suggested conditions submitted by the Police.
- That a suspension of the Premises Licence would still permit the sale of food until 23:00 hours.
- The requirement for the till receipt system to show, time of sale and person making the sale.
- That additional CCTV requirements would assist management in the maintenance of the Licensing Objectives.
- That the Police had not prosecuted anyone following the offences witnessed during their licensing visits.

The case opposing the review and a summary of points raised by the applicant's solicitor can be broadly summarised as follows:

- That the applicant and the Police had agreed a set of conditions which both parties felt would address issues raised during the review process.
- The police visit on 4<sup>th</sup> June 2017 was in response to an incident of criminal damage at the premises and was not related to any licensing offence.
- An application to transfer the Designated Premises Supervisor had been submitted to the Council's Licensing Team and would be progressed when the fee had been paid.
- There was no alcohol served during the visits by the Police, the breaches related to the Late Night Refreshment Licence.

Responses to questions to the applicant's solicitor and applicant from Panel Members and the Police can be broadly summarised as:

- That the till system would indicate the time of Late Night Refreshment Orders and whether they were telephone orders or from patrons on the premises.
- That the Designated Premises Supervisor transfer was awaiting a right to work in the United Kingdom check.
- That management accepted that the CCTV system at the premises needed to be upgraded to ensure it was fit for purpose.
- The applicant fully understood the financial and legal implications arising from the review and would co-operate with the Licensing Authority and the Police.

Resolved - After considering: -

1. The application to review the premises licence made by Wiltshire Police, together with additional evidence from Wiltshire Police; and
2. Representations and material put forward on behalf of the Premises Licence Holder;

And taking into account: -

1. The Secretary of State's Guidance; and
2. The Licensing Authority Licensing Statement:

And having in mind the promotion of the Licensing Objectives in particular the prevention of crime and disorder;

The Panel determined that the following conditions/amended conditions shall be applied to the Premises Licence for Abby's Indian Experience, 5 Faringdon Road, Swindon, SN1 5AR.

1. CCTV which is fit for purpose and which covers all trading areas, smoking areas and entrance areas shall be provided and maintained in working condition when the premises are open for business. The CCTV product will be maintained for a minimum of 28 days and shall be provided to enforcement bodies on request. There must be a person on the premises able to download CCTV at all times the premises are open for trading.
2. The premises shall be clear of all persons apart from staff by 23:30 hours.
3. The till system shall record all sales of alcohol and food made at the premises and include information of the individual seller, the date and the time. The till system shall be maintained to ensure that it is displaying the correct time and date. These records shall be produced to officers upon request.
4. The Designated Premises Supervisor or a nominated personal licence holder shall be present at key trading times namely Friday and Saturday from 22:00 hours until closure.

Reasons

1. Conditions 1 to 4 were agreed between the Premises Licence Holder and Wiltshire Police.

2. The Panel considered that these conditions were appropriate and proportionate and would assist management in upholding the Licensing Objectives.

3. The Panel considered two additional conditions agreed by the Premises Licence Holder and Wiltshire Police relating to the introduction of a Challenge 25 Policy and staff training relating to the introduction of a challenge 25 Policy but did not enforce these as the evidence presented to it related to the sale of food. Furthermore evidence was provided by the Police that a sale of alcohol was refused with the purchase of food at 00:00 hours on 17<sup>th</sup> June 2017.

4. The Panel considered both revocation of the Premises Licence, suspension of the Premises Licence and removal of the Designated Premises Supervisor but considered that in this instance such measures were not proportionate or appropriate.

The Chair reminded both parties that you had the right of appeal against the decision of this Panel and that any such appeal must be commenced within 21 days of this determination.

**LICENSING PANEL**

**THURSDAY, 7 SEPTEMBER 2017**

PRESENT:- Councillors Eric Shaw, Vera Tomlinson and Abdul Amin.

Apologies for absence were received from Councillors Carol Shelley.

**67. Appointment of Chair**

Resolved – That Councillor Vera Tomlinson Chair this meeting of the Panel.  
(Councillor Tomlinson took the Chair.)

**68. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

Councillor Abdul Amin made a personal declaration of interest as he was a Licensee in Swindon.

**69. Application to review a Premises Licence in respect of Super Pizza, 39 Fleet Street, Swindon, SN1 1RE**

The Panel considered (a) a report of the Council's Licensing Manager setting out details of an application for a Review of the Premises Licence for Super Pizza, 39 Fleet Street, Swindon, (b) written representations from Wiltshire Police in support of the review, (c) oral submissions in support of the application for a review received from PC Michael Diffin, M.B.E., (Police Licensing Officer), (d) oral submissions opposing the review by the Premises Licence (Mr Suliman Aruby), (e) questions from Members to the applicants and officers and answers received, (f) the Council's procedure for licensing hearings, the Secretary of State's Guidance and the Council's Statement of Licensing Policy, and (g) advice from the Panel's legal advisor that (9) on page 18 of the agenda papers should not form part of the Panel's deliberations as no prosecution was currently being undertaken.

The Council's Licensing Manager introduced the report noting that:

- The Police had brought a review of the Premises Licence for Super Pizza, 39 Fleet Street under the Prevention of Crime and Disorder Licensing Objective.
- The options available to the Panel in respect of determining the review.
- Evidence submitted by the Police in support of their application as set out in the agenda papers.
- The hours of operation permitted under the current Premises Licence.
- A copy of the last Premises Licence issued in June 2010.
- Breaches of the Premises Licence witnessed by the Police.
- That an individual without the right to work in the United Kingdom was found, by the Police, whilst working at the premises.
- That the licensable activity at the premises was the provision of Late Night Refreshments.
- That the letter set on page 20 of the agenda papers from the Police to the

Premises Licence Holder had an incorrect date for officers attending the premises and should have read 11<sup>th</sup> June 2016.

- The Premises Licence could have been varied at any time to remove the requirement for a Door Supervisor but no such application had been made.

The Police case for a review and a summary of points raised can be broadly summarised as follows:

- That the condition relating to door supervisors was on the licence because the premises were in a Night-time Economy Area.
- That conditions on the premises licence relating to the employment of doorstaff and maintenance of CCTV equipment had been breached.
- On 21<sup>st</sup> July 2017 between the hours of 23:45 and 05:00 the Police observed that there was no SIA Doorman at the location.
- The Police visited the premises at 23:10 hours on 22<sup>nd</sup> July 2017 and found that there was no SIA Doorman present at the premises.
- Following identity checks the Police found an individual working in the kitchen who did not have the right to work in the United Kingdom.

Responses to questions to Wiltshire Police from Panel Members and the Premises Licence Holder and his representative can be broadly summarised as:

- That on 21<sup>st</sup> July 2017 he had been observing the premises whilst in plain clothes.
- Although the requirement for the maintenance of a door supervisor log was not condition on the Premises Licence the Police had sought a copy of one as evidence a Door Supervisor was on duty.
- That it was not unusual for Premises providing Late Night Refreshments to have Door Supervisors in Night-time Economy Areas.
- That Mr Aruby was the person named on the Premises Licence despite it being in another name.
- The Police asked for a copy of the CCTV footage for the evening to clarify whether a Door Supervisor had been working as claimed by Mr Aruby.
- No documentation was found for any staff at the premises and Mr Gul had been wanted for twelve months for being in the country illegally.

The Premises Licence Holder's case for opposing the review and a summary of points raised can be broadly summarised as follows:

- The business was mostly based upon take-away sales and so the doorman was sometimes late in arriving.
- The doorman was often inside the premises if business was slow.
- He had recently changed security providers and had a letter from the current providers, who were based in Swindon, available for inspection.
- The person found at the premises working in the kitchen without permission to live or work in the United Kingdom was a guest and at the time of the police visit was making himself a meal.
- He travelled from London daily Wednesday to Sunday and had a manager for the premises on Monday and Tuesday.
- Mr Gul (the person found be in the country illegally) was a guest, and as part of a small community in Swindon was offered food at the time of the Police



visit.

Responses to questions to the Premises Licence Holder from Panel Members and the Police can be broadly summarised as:

- The person managing the premises on Monday and Tuesday evening was qualified.
- There was no alcohol sold at the premises.
- Mr Gul had worked for him for a month in the summer before going to college in London.
- Mr Gul was making himself a pizza, as a guest, at the time of the Police visit and was not working.
- That the CCTV recorded and kept footage for a three period and then automatically deleted footage.
- He did not refused to provide the Police with CCTV footage during their visit on 22<sup>nd</sup> July; this was a misunderstanding as the Police only asked if the system was operating. He couldn't remember why the CCTV footage was not provided.
- AT the time of working for the company in the summer Mr Gul had a student visa.
- The reason Mr Gul was wearing blue gloves when preparing a pizza when he found on the premises by the Police was for hygiene reasons,
- That he checked all staff employed at the premises to ensure they had the right to work in the United Kingdom.
- The food hygiene award hanging on the in the name of Mr Gul had been issued in London and was there from when he had previously worked at the premises.
- The company providing the Door Supervisor was often busy until midnight and so sometimes the Door Supervisor would arrive late.
- He would advise the company providing the Door Supervisor of the hours worked by their employees during the week and pay only for these hours.
- The Door Supervisors weren't required to complete a log detailing the hours they worked.
- He couldn't afford security during the week and there was no need for it as it was quiet and so he had security on the weekends.

Resolved - After considering: -

1. The application to review the premises licence made by Wiltshire Police, together with additional evidence from Wiltshire Police; and
2. Representations and material put forward on behalf of the Premises Licence Holder;

And taking into account: -

1. The Secretary of State's Guidance; and
2. The Licensing Authority Licensing Statement:

And having in mind the promotion of the Licensing Objectives in particular the

prevention of crime and disorder;

The Panel determined that the Premises Licence for Super Pizza, 39 Fleet Street, Swindon be revoked.

### Reasons

1. Notwithstanding evidence from Mr Aruby that Mr Gul was making a pizza at the premises for his own consumption and not working, the Panel determined that he was illegally working on the premises on 22<sup>nd</sup> July based upon:

- i. Mr Gul was listed as the manager of the premises by the Council's Public Protection Department.
- ii. A certificate of food hygiene in the name of Mr Gul was displayed on the wall at the premises.
- iii. There was no evidence that a proof of right to work in the United Kingdom check had been made in respect of Mr Gul.
- iv. Mr Aruby confirmed that there was a history of Mr Gul working at the premises when he was a student. The Panel determined that this did not lessen the employer's subsequent legal obligation to check that the person in question had the right to work in the United Kingdom.
- v. There was no documentation presented by Mr Aruby in respect of employment records for staff at the premises.

The Chair reminded both parties that you had the right of appeal against the decision of this Panel and that any such appeal must be commenced within 21 days of this determination.

**LICENSING PANEL**

**WEDNESDAY, 13 SEPTEMBER 2017**

PRESENT:- Councillors Derique Montaut, Caryl Sydney-Smith and Vera Tomlinson.

**70. Appointment of Chair**

Resolved – That Councillor Vera Tomlinson Chair this meeting of the Panel.  
(Councillor Tomlinson took the Chair.)

**71. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

**72. Application for a Premises Licence, 109-110 Commercial Road, Swindon**

The Panel considered (a) a request received from the applicant, Mr Faridon Ali Saeed, and his representative, Ms Safina Yonis, for a postponement of the hearing in order to allow Ms Yonis to be in attendance to represent the applicant, and (b) representations from the Police for the hearing to progress as scheduled.

Resolved – That the Panel be adjourned until Wednesday 20<sup>th</sup> September, 2017 at 2:15 p.m. in order to allow the applicant to be represented.

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**LICENSING PANEL**

**FRIDAY, 15 SEPTEMBER 2017**

PRESENT:- Councillors Caryl Sydney-Smith, Vera Tomlinson and Nadine Watts.

**73. Appointment of Chair**

Resolved - That Councillor Vera Tomlinson Chair this meeting of the Panel.  
(Councillor Tomlinson took the Chair.)

**74. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

**75. Application to Vary a Premises Licence to specify an individual as a Designated Premises Supervisor in respect Fantasy Lounge, 37-38 Fleet Street, Swindon,**

The Panel considered (a) a report of the Council's Licensing Manager setting out details of an application to specify an individual as a Designated Premises Supervisor in respect of Fantasy Lounge, 37-38 Fleet Street, Swindon, (b) written representations from Wiltshire Police opposing the application, (c) oral submissions opposing the application for a review received from Sian Kalynka (Police Licensing Officer), (d) oral supporting the application received from Mr Angelo Rossi (Premises Licence Holder) and Liam O'Neill (applicant), (e) questions from Members to the applicants and officers and answers received, (f) the Council's procedure for licensing hearings, the Secretary of State's Guidance and the Council's Statement of Licensing Policy, and (g) advice from the Panel's legal advisor that (9) on page 18 of the agenda papers should not form part of the Panel's deliberations as no prosecution was currently being undertaken.

The Council's Licensing Manager introduce the report noting that:

- There was currently no Designated Premises Supervisor for the premises.
- The options available to the Panel in respect of determining the application.
- That the application had been submitted to the Licensing Authority in May but had been delayed in order to resolve legal issues.
- The administrative and legal processes involved in progressing the application received.
- Evidence submitted by the Police in support of their objection as set out in the agenda papers.
- That the Premises Licence had been transferred to Mr Angelo Rossi earlier in the year.
- The revocation of the Premises Licence in force at the property in 2012.
- That the applicant's former solicitor, referred to in the agenda papers, was no longer involved in the application.
- The withdrawal of the application by the solicitor was not valid as Mr Rossi confirmed no such instructions had been issued by him.

- A copy of the current Premises Licence as set out in the agenda papers.
- The event in February 2015 that led to the applicant being cautioned was due to it not being submitted in time. Once the Licensing Team were aware of the event progressing they were obliged to inform the Police.

The Police case for a review and a summary of points raised can be broadly summarised as follows:

- The objection to the application had been made by Wiltshire Police because of their concerns as to the applicant's ability to operate a premises within a Night-time Economy Area.
- That the Police had regular contact with the applicant over the previous three years as he had submitted a number of Temporary Event Notices since 2014.
- That these Temporary Event Notice applications have primarily been for late night dance/disco events involving the sale of alcohol.
- That venue involved was located in an area of high risk of alcohol offences.
- Their opinion that despite obtaining a personal licence that the applicant's knowledge and understanding of the Licensing Act 2003 had not improved and neither had his ability to run a late night time economy venue.
- Police objections to the most recent Temporary Event Notice application submitted by the applicant.
- That in their opinion the application had shown a propensity to operate outside licensing laws and had been cautioned in 2015 had been cautioned for operating an event without the correct authorisation.
- The applicant's history of running events in Swindon's late night economy area.
- The Police's objection to the grant of a number of Temporary Event Notice applications.
- Their contention that the application lacked the ability to ensure the venue's compliance in upholding the Prevention of Crime and Disorder Licensing Objective.
- That on 26<sup>th</sup> November 2016 there were a number of breaches of the Licensing conditions attached to a Temporary Event Notice event organised by the applicant.
- That the venue, a former lap dancing club had a number of conditions attached to the Premises Licence that the Police felt would not be upheld due to the applicant's inexperience and poor history of organising and running events with similar conditions .
- A summary of breached of licensing objectives relating to previous events organised and run by the applicant (pages 28 and 29 of the agenda papers).
- The Police's view that the applicant lacked the understanding to operate and successfully run a night club.

Responses to questions to Wiltshire Police from Panel Members and the applicant and his representative can be broadly summarised as:

- That the Police had serious concerns that the Licensing Objectives would be undermined if the application were granted.
- That a list of breaches of licence conditions in relation to previous events held

by the applicant were set out on pages 25 to 29 of the agenda papers.

- That although there was no specific condition for written records regarding searching the premises inside and outside for suspicious packages at an event held on 26<sup>th</sup> November 2016 this condition was fairly standard in the locality of the event. There was no proof provided by the applicant that such action had been undertaken.
- That no proof was provided to confirm that a door admissions policy was in place and operational for the event held on 26<sup>th</sup> November 2016.
- Although no written policy regarding the prevention of drugs and weapons be brought to the event on 26<sup>th</sup> November 2016 due diligence was expected by the Police.
- Posters and staff training records were expected to show compliance with the challenge 25 policy at the event held on 26<sup>th</sup> November 2016. This was a condition proposed by the applicant who could not subsequently produce the necessary records of compliance.
- That relevance of incidents 3, 4, 5, 6, 7 and 9 set out on pages 28 and 29 of the agenda papers and whether these were confirmed breaches of licence conditions.
- Canister containing NOS (legal highs use this substance were found at Havelock Square in premises operated by the applicant.
- The caution against the applicant was seen by the Police as a means not to unduly hinder his ability to operate future offences. The Police did not judge the applicant's events in a manner that differed from their consideration of other events.
- The documentation tabled by the Police had not been seen by the Police; had they seen it they would have initialled the entries.

The Applicants' case to specify an individual as a Designated Premises Supervisor and a summary of points raised can be broadly summarised as follows:

- The NOS canisters referred to by the Police at Havelock Square provided nitrogen oxidise used in cream machines at the premises.
- The police visit where the NOS canisters were found was the result of a burglary which was reported by himself.
- He was aware of drug related issues and operated checks at all his events to prevent drugs being taken onto the premises in question.
- He had made some mistakes in operating events in the past but had learnt lessons from these promotions.
- Records had been kept for the event on 26<sup>th</sup> November but at the time he was updating his event policies and these were not on site during the police visit.
- He had CCTV footage of the event on 26<sup>th</sup> November and he believed this would have been sufficient to prove he was operating responsibly.
- He had not been operating events since November and this had affected him.
- He had and was continuing to try and operate a working relationship with the police.
- He had been working within the Night-time Economy since he was 18 years old.
- He was partnering with Chris Nice who was an experienced operator.
- He wanted to provide a venue that offered diversity in music which was not

provided in Swindon due to a number of public houses and working men's clubs closing down.

- He had promoted similar events in Marlborough Town Hall without any problems arising.
- He had offered to meet with Swindon police to seek support and advice but this offer had been refused.
- He wanted to offer people a legal and safe venue for music within the town.
- That he accepted a caution for promoting a Temporary Event Notice event even though he had submitted the paperwork well in advance of the date. He believed at the time that the event was authorised. He was not aware of an email from the Council's Licensing Team regarding the event until after it had been held.
- His view was that Mr Rossi's premises were the major issue for the police.
- He had substantially revised his policies for events and these were tabled for Members' information together with log books for Door Supervisors at previous events. A copy of these had been emailed to the Council's Licensing Team.

Responses to questions to the Applicant and his witnesses from Panel Members and the Police can be broadly summarised as:

- That there was confusion surrounding the event on 14<sup>th</sup> February 2015 at which he received a caution as he submitted paperwork for the event well in advance of it occurring. There was confusion about the event with temporary staff at the Council's Licensing Team (which deemed the application to be late) and a subsequent email from them was sent out late and was not seen by him prior to the commencement of the event.
- He had accepted the caution and closed the event as he felt threatened by the attitude of the Police.
- He felt the Police did not wish to see him promoting any events in Swindon.
- A Challenge 25 Policy would be operated at events at the Fantasy Lounge.
- The Policies tabled were being kept at the applicant's home address as he was not currently promoting events.
- The refusals book was always kept on the premises in question.
- That he was aware of the conditions currently attached to the premises at 37/38 Fleet Street.

Resolved - Resolved - After considering: -

1. The objection to the application to specify Mr Liam O'Neil as the Designated Premises Supervisor in respect of Fantasy Lounge, 37-38 Fleet Street, Swindon by Wiltshire Police; and
2. Representations and material put forward on behalf of the applicant and his witnesses;

And taking into account: -

1. The Secretary of State's Guidance; and



## 2. The Licensing Authority Licensing Statement:

And having in mind the promotion of the Licensing Objectives in particular the prevention of crime and disorder;

The Panel determined that the application to specify Mr Liam O'Neil as the Designated Premises Supervisor in respect of Fantasy Lounge, 37-38 Fleet Street, Swindon, be granted.

### Reasons

1. The Panel in considering the evidence presented by the Police within their objection determined that it was not satisfied that it constituted exceptional circumstances as required by Section 37(5) of the Licensing Act or that it constituted exceptional concerns as described within Section 4.39 of the Secretary of State's Guidance on such objections.

2. The Panel in reaching its determination was mindful that a number of the alleged breaches of conditions of a Temporary Event Notice in relation to an event held on 26<sup>th</sup> November 2016 were subject to interpretation of the conditions.

3. The Panel was not satisfied that evidence in respect of other incidents, with the exception of 8, as set out on pages 28 and 29 of the agenda papers pointed to direct mismanagement by the applicant. In relation to incident 8 the Panel considered it was likely that miscommunication had occurred resulting in the breach.

4. The Panel noted that a comprehensive set of conditions applied to the premises licence and a significant breach of these in the future could result in the matter being brought before a Panel on review.

The Chair reminded both parties that they had a right of appeal against the determination of the Panel and that any such appeal should be made to the Magistrate's Court within 21 days of this determination.

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**LICENSING PANEL**

**WEDNESDAY, 20 SEPTEMBER 2017**

PRESENT:- Councillors Vera Tomlinson (Chair) Derique Montaut and Caryl Sydney-Smith.

**76. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

**77. Application for a Premises Licence, 109-110 Commercial Road, Swindon**

The Panel considered (a) a report of the Council's Licensing Manager setting out details of an application for a Premises Licence for 109-110 Commercial Road, Swindon, (b) written representations from Wiltshire Police opposing the application, (c) oral submissions in support of the objection received from PC Michael Diffin, M.B.E., (Police Licensing Officer), (d) a written submission from the Council's Trading Standards Team in support of the objection to the grant of a Premises Licence, (e) oral submissions in support of the application received from Mr Faridon Ali Saeed (Applicant) and Safina Yonis (Representative) supporting the application, (f) questions from Members to the applicants and officers and answers received, (g) the Council's procedure for licensing hearings, the Secretary of State's Guidance and the Council's Statement of Licensing Policy, and (h) advice from the Panel's legal advisor in respect of Section 4 of the Rehabilitation of Offenders Act 1974 and its application in respect of the convictions set out in the letter of Wiltshire Police dated 5<sup>th</sup> June 2017, should not form part of the Panel's deliberations as no prosecution was currently being undertaken.

The Council's Licensing Manager introduce the report noting that:

- The Police had opposed the grant of a Premises Licence for 109-110 Commercial Road, Swindon as they believed that the Prevention of Crime and Disorder Licensing Objective would be undermined.
- The options available to the Panel in respect of determining the application.
- Photographs of the vicinity of the premises.
- That there had previously been no Premises Licence in operation at the premises.
- The application was set out on pages 13 of 35 of the agenda papers.
- The Police representation was set out on page 36 of the agenda papers.
- The written submission received from the Council's Trading Standards Team opposing the grant of a Premises Licence.
- Evidence submitted by the Police in support of their application as set out in the agenda papers.
- That Me Saeed currently resided in Derby.

The Police case opposing the grant of a Premises Licence and a summary of points raised can be broadly summarised as follows:

- That the grant of a Premises Licence would likely lead to breaches of the Crime and Disorder Licensing Objective.
- That the convictions referred to in their objection related to the sale of counterfeit alcohol and tobacco.

Responses to questions to Wiltshire Police from Panel Members and the Premises Licence Holder and his representative can be broadly summarised as:

- That the convictions from 2013 were considered spent under the Rehabilitation of Offenders Act.
- That the sale of counterfeit alcohol and tobacco was an issue in Swindon.
- That the Police had no information regarding convictions since those outlined in their submission.
- That Mr Saeed had been granted a personal licence in Derby and had held this since 2011.

The Applicant's case for the grant of a Premises Licence and a summary of points raised can be broadly summarised as follows:

- The offences highlighted by the Police occurred in Derby five years previously when he took over a shop including stock.
- He had gone on holiday and when he returned his premises had been visited by the Authorities. He was unaware of any problems relating to this stock until the Authorities inspected it and he was subsequently charged.
- He didn't know whether the counterfeit goods were part of the premises stock he bought with the shop or entered the premises whilst he was away.
- Following this incident he had sought advice on how to identify counterfeit goods.
- He accepted he was responsible for all the goods in his shop.
- He had not had any issues with sales or the Licensing Act since this time.
- He was aware of his obligations under the Licensing Act.

Responses to questions to the Applicant from Panel Members and the Police can be broadly summarised as:

- He planned to reside in Swindon for six months in order to establish the shop, train staff and find a suitable manager.
- He would stay at a friend's house in Swindon.
- He had signed a ten year lease for the premises.
- He had managed a shop in a location with anti-social behaviour in Derby that was considered difficult.
- The manager he appointed would have a Personal Licence and would also be the named Designated Premises Supervisor.

Resolved - After considering: -

The application to review the premises licence made by Wiltshire Police, together with additional evidence from Wiltshire Police; and

1. Representations and material put forward on behalf of the Premises Licence Holder;

And taking into account: -

1. The Secretary of State's Guidance; and
2. The Licensing Authority Licensing Statement:

And having in mind the promotion of the Licensing Objectives in particular the prevention of crime and disorder;

Resolved - After considering: -

The application for the grant of a premises licence by the applicant; and Objections to the grant of a Premises Licence received from the Police and supported by Swindon Borough Council's Trading Standards;

And taking into account: -

1. The Secretary of State's Guidance; and
2. The Licensing Authority Statement of Licensing Policy:

And having in mind the promotion of the Licensing Objectives in particular the prevention of crime and disorder;

**A.** The Panel determined that subject to the conditions set out below a Premises Licence for the sale by retail of Alcohol for consumption off the premises Monday to Sunday between the hours of 08:00 and 23:00 hours be granted in respect of 109/110 Commercial Road.

### Reasons

1. The Panel disregarded evidence relating to the applicants previous convictions as these were spent and, in accordance with Section 4 of the Rehabilitation of Offenders Act 1974, could not be considered.

2. The Panel heard no compelling evidence from the Police or Trading Standards as to the applicant's inability to manage the premises and uphold the Licensing Objectives.

3. The applicant, who currently resides in Derby stated that he would remain in Swindon as a Designated Premises Supervisor for a period of approximately six months in order to train management and staff of the premises and to oversee the installation of policies and management structures at the premises.

4. The applicant gave evidence that the manager installed in the premises would have acquired a personal licence and would be appointed as the Designated

Premises Supervisor.

5. The applicant gave evidence that he currently operated licensed premises without incident in Derby at which he is the Designated Premises Supervisor.

**B.** That, in addition to the Council's Mandatory Conditions applied to Premises Licences the following new/amended conditions be appended to the Licence:

1. A Challenge 25 policy shall be operated. No member of staff shall be permitted to sell alcohol until trained in the operation of the Challenge 25 policy. Any person who appears to be under the age of 25 who attempts to buy alcohol shall be challenged to provide age verification in the form of a passport, photo driving licence or PASS accredited card. Where proper verification is not provided the sale shall be refused. A record of the refusal shall be kept in a refusals book, identifying the member of staff who refused the sale. This book is to be kept on the premises and shall be made available to officers of any of the responsible authorities on request.

Reason

The Panel considered that the inclusion of this condition would assist the applicant in upholding the Licensing Objectives.

2. No staff shall be permitted to sell alcohol until they have completed training upon induction, designed to ensure that no person who is unduly intoxicated is sold alcohol and to ensure that they understand the 'Challenge 25' policy. Those staff shall receive refresher training every three months. Records of this training shall be kept at the premises and shall be made available to officers of any of the responsible authorities on request.

Reason

The Panel considered that the inclusion of this condition would assist the applicant in upholding the Licensing Objectives.

3. CCTV equipment which is fit for purpose and which covers all trading areas and entrance areas shall be provided and maintained in working condition when the premises are open for business. The CCTV product will be maintained for a minimum of 28 days and shall be provided to enforcement bodies on request. There must be a person on the premises able to download CCTV at all times the premises is open for trading.

Reason

The Panel considered that the inclusion of this condition would assist the applicant in upholding the Licensing Objectives.

4. No single cans or bottles of beer, lager or cider shall be sold unless such alcohol is less than of 5.5% ABV (alcohol by volume).

### Reason

The Panel considered that the inclusion of this condition would assist the applicant in upholding the Licensing Objectives.

5. That the Designated Premises Supervisor for 109/110 Commercial Road shall be in day to day control of the licensed premises and to achieve this shall live no more than a 30 minutes commuting distance of the Premises and shall be easily contactable when not on the premises.

### Reason

(i) The Panel considered that the inclusion of this condition would assist the applicant in upholding the Licensing Objectives.

(ii) To ensure the effective management of the licensed premises.

The Panel considered the following additional condition proposed by the Police but determined that it would not append this condition to the Premises Licence.

### Proposed Condition

The Designated Premises Supervisor is to ensure that people do not loiter outside the shop and cause nuisance between 2100hrs until closure.

### Reason

The Panel considered that the proposed police condition preventing loitering outside the shop after 21:00 hours was not enforceable. It did note that there was an expectation that any management of premises should take reasonable steps to prevent this occurring and liaise with the police should issues arise.

The Chair reminded both parties that they had the right of appeal against the decision of the Panel and that any such appeal must be commenced within 21 days of this determination.

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**EDUCATION TRANSPORT APPEALS SUB-COMMITTEE**

**THURSDAY, 5 OCTOBER 2017**

PRESENT:- Councillors Abdul Amin, Gemma McCracken (Chair) and John Ballman.

No apologies for absence were received.

**6. Appointment of Chair**

Resolved – That Councillor Gemma McCracken chair this meeting of the Sub-Committee.

(Councillor McCracken took the Chair)

**7. Declarations of Interest**

The Chair reminded Members of the need to declare any known interests in any matter to be considered at the meeting. No declarations were made.

**8. Minutes**

Resolved – That the minutes of the meeting held on 29<sup>th</sup> August 2017 be confirmed and signed as a correct record.

**9. Exempt Items - Exclusion of Press and Public**

Resolved - That, in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded during the discussion of the matters referred in Agenda Item 6 on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information concerned (Minute 5 refers).

**10. Home to School Transport Appeals**

The Sub-Committee considered (a) a report of the Director of Children Services setting out education transport appeals that officers could not determine under delegated authority, and (b) the comments and written submissions of parents.

Resolved – (1) That, due to the exceptional circumstances set out in the appeal, appeal number TA/2016/430 be upheld and a place on the Bradon Forest bus be provided until the end of the current academic year (2017/2018).

(2) That, due to the exceptional circumstances set out in the appeal, appeal number TA/2017/133 be upheld and public transport be provided until the end of the current academic term (December 2017).

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## **Section 4**

# **Children Services Bodies Minutes**

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## **SCHOOLS FORUM**

**TUESDAY, 3 OCTOBER 2017**

**PRESENT: -**

**School Members:** Janet Urban, Chair - Primary Headteacher  
Mark Edwards, Governor - Secondary  
Ben Slater, Pupil Referral Unit Headteacher  
Charles Law, Special Governor  
Clive Zimmerman, Academy Representative

**Non-School Members:** Emma Lindsay – Diocese of Bristol

**Officers:** Peter Nathan (Head of Education)  
Ian Burbidge (Head of Finance, Schools)  
Anne Mackay (Finance Manager, Education)

Apologies for absence were received from Councillor Fionuala Foley, Cabinet Member, Children's Services and School Attainment and Rhian Cockwell (Primary Headteacher), Mark Edwards (Governor - Secondary), Emma Leigh-Bennett (Mainstream Academy), Jackie Smith (Special Schools Headteacher), Peter Smith (Trade Unions) and Ray Williams, Primary Governor.

### **11. Minutes of Previous Meeting**

Resolved: That the minutes of the meeting held on 4<sup>th</sup> July 2017 be confirmed and signed as a correct record.

### **12. Public Questions**

In accordance with Standing Order 28, Mr Alastair Dixon- Patterson of Lydiard Park Academy, Swindon, submitted written questions regarding (a) school charges for permanent exclusions under the charging policy approved by the Schools Forum; (b) the "money to follow pupil" paid to the school the pupil joined once a new place was allocated; and (c) EOTAS calculations of funding between exclusion and placement in the new school allocated. Written responses had been prepared and these were tabled at the meeting.

### **13. Schools Forum Membership Update**

The Head of Education updated the Forum on Membership matters. He advised that a short review of current membership had been undertaken to ensure that the current membership was appropriate in the light of the evolving balance of schools in Swindon.

Resolved – (1) That the Schools Forum confirms the following appointments: Emma Lindsay - diocesan representative from the Bristol Church Of England Diocese, Emma Leigh-Bennett, Bob Linnegar, Sammy Edge and Karen Pyman as Academy Member representatives .Nick Capstick - Special Academy representative.

(2) That it be agreed that the number of members of the Schools Forum be maintained at 22 members and that it be noted that there were no changes to the membership structure nor to the current representation on the Forum.

(3) That it be noted that there was a vacancy for a Black and Minority Ethnic representative and that nominations will be sought through the Equalities Advisory Forum.

#### **14. 2017-18 Dedicated Schools Grant Budget Position**

The Finance Manager, Education, submitted a report advising the Forum on the latest projected 2017/18 Dedicated Schools Grant (DSG) retained budget position and on the projected year end position against the 2017/18 retained budgets based upon available information at the end of August 2017. She introduced the report, commenting on the changes that had taken place since the last report, and advised that, to the end of August, the projected out-turn position was forecast to be £0.18m above the overall budget. This deficit was the result of an increase in funding for high risk areas, as reflected in Appendix A of the report, and included an increase in High Needs Top Ups due to the rise in number of pupils supported by these and adjustments made to the bandings in special and mainstream settings.

In response to a query regarding the budget deficit, the Head of Education advised that the shortfall may either be clawed back from DSG reserves, or added to the DSG figures as a brought forward deficit. Alternatively, it may be deducted from the Schools Block Funding. Schools Forum members were advised that the final option choice will be taken following consultation with schools.

Resolved - That it be noted that:

(a) The latest projection on the 2017/18 retained budget was £0.180m above budget.

(b) Following the projected out-turn position, the unallocated Dedicated School Grant balance will decrease to £0.366m.

#### **15. 2017-18 Dedicated Schools Grant Budget and Forward Look**

The Forum considered a report by the Head of Finance – Technical, providing an update on the latest position of the 2017/18 Dedicated Schools Grant (DSG) settlements and budget. He explained that the report included updates on (a) work of the Admissions team (b) 2 Year olds' education (c) 30 hours of provision for 3 and 4 year olds, (d) education support grant and education function charge, (e) de-delegation, (f) new schools affecting Swindon's mainstream budget, (g) National Fair Funding, and (h) the Oakfield Project.

Following his presentation of the report, the Head of Finance – Technical, with the Head of Education, responded to the members' questions and comments in respect of the following matters:

- Management of the Local Authority's capital programme, including the financial outlay for the day to day management of PFI staff.
- The new schools opening in Swindon over the next year and how these were affecting funding and next years' budgets.
- The collection of Schools' census data.

Resolved – (1) That it be noted that:

- (a) an update from the admissions team was detailed in Para. 3.1.
- (b) an update on arrangements for 2 year olds education was detailed in Para. 3.4.
- (c) an update relating to 30 hours of provision for 3 & 4 year olds was detailed in Para. 3.8.
- (d) it costs £0.991m for the Local Authority to discharge the statutory duties it provides for all pupils.
- (2) further to (d) above, Schools Forum members be requested to consult with their head teacher associations about these charges before the January Schools Forum.
- (3) That Maintained Schools Forum members note the cost of providing statutory duties by the Local Authority for 2017/18.
- (4) further to (3) above, Maintained School Forum members be requested to consult with colleagues before the January Schools Forum about de-delegation costs for the following services:
- Free School Meals eligibility
  - Trade Union
  - Nylands Campus Outreach team
- (5) That Schools Forum members be requested to consult with their relevant head teacher associations in order to that they can vote on this issue at the Forum's meeting on 17<sup>th</sup> January 2018.
- (6) That it be noted that:
- (a) the forecasts of required pupil growth funding that will need to be considered as part of future budget setting processes was detailed in Para. 3.21.
- (b) in November, a consultation exercise will be undertaken with schools on the local formula for funding schools in 2018/19, as per the conditions of the National Fair Funding Formula detailed in Para. 3.22.
- (7) That it be agreed that an extraordinary Schools Forum meeting be held on 5<sup>th</sup> December 2017.
- (8) That it be noted that Schools Forum members received a verbal update on the Oakfield Project.
- (9) That further to (8) above, the Head of Education be requested to circulate the consultation paper regarding the Oakfield Project to Scholl Forum members before its meeting on 5<sup>th</sup> December 2017.

## **16. Alternative Provision and Exclusions Report**

The Head of Education presented a report updating members on changes to the funding of EOTAS (Education Other Than At School) and Tuition services and the impact this could have on the High Needs Block funding. An update was also provided on the alternative provision working group which included the consideration of introducing a charge for permanently excluded pupils. He explained that exclusions, fixed term, permanent and withdrawn, continue to increase and that this was putting pressure on alternative provision capacity, EOTAS, and the high needs budget and did not fit with the aims of the Swindon Challenge.

The Head of Education elaborated on the model to be adopted to ensure the needs of the child were met within the Councils' budgetary constraints. He referred to the Alternative Provision Working Party 2017-18 stating that the groups' aims were to reduce the rate of fixed term and permanent exclusions to below the

national average, to increase the number of alternative provision re-integrations and reduce the percentage of children who attended more than one secondary school between Years 7 to 11 due to exclusions.

In response to a comment regarding the percentage of schools excluding pupils, the Chair referred to the different practices across schools on how to deal with pupils on the point of exclusion and that good practices should be shared for the benefit of the child.

Resolved – (1) That the report be noted.

(2) That an update on changes to the funding of EOTAS and the Tuition services be submitted to the Schools Forum meeting on 5<sup>th</sup> December 2017.

## **17. Monitoring of School Balances**

The Forum considered a report submitted by the Finance Manager, Education, setting out the level of school balances, particularly regarding the planned use of 2016/17 surplus balances during 2017/18 and the use of 2017/18 surplus balances in 2018/19 and beyond. She referred to the estimated school revenue balances expected to be held on 31<sup>st</sup> March 2018 as forecast by schools in June 2017 and elaborated on the estimated school revenue balances expected to be held on 31<sup>st</sup> March 2019 and 31<sup>st</sup> March 2020 as forecast by schools in June 2017. She commented on the target balances to be held by schools on 31<sup>st</sup> March 2018, based on the per pupil values previously agreed by Schools Forum.

In response to a query regarding St Luke's Special School, the Head of Education gave a verbal update and stated that the local press had reported on the staffing difficulties at the school. He referred to the actions being undertaken to support the school and confirmed that there may be financial implications for these actions in the future.

The Schools Forum welcomed the Finance Manager, Education's offer of working closely with schools. Referring to members' concerns regarding Robert le Kyng's Primary School and Specialist Resource Provision expenditure, the Finance Manager, Education, confirmed that the school's administration had been made aware that financial assistance by the Schools Forum was not an option.

Resolved – That it be noted that:

(a) the school's surplus balances brought forward at 1st April 2017 was £4.6m and that the schools were committed to use these balances in 2017/18.

(b) the school's estimated surplus balances to 31<sup>st</sup> March 2018 was £3.7m and that the schools were committed to use these balances in 2018/19.

(c) based on the balance returns received, 25 schools brought forward 2016/17 uncommitted balances which exceed the target per pupil values agreed by the Forum and 21 schools plan to hold uncommitted balances on 31st March 2018 which exceed the target per pupil values previously agreed by the Forum.

(d) target balances to be held by schools were based on the per pupil values previously agreed by Schools Forum and were compared to the actual (e) analyses show that schools' planned to use the surplus balances as of March 2017 in 2017/18.

(f) the indicative future balances to be held by schools at 31st March 2019 and 31st March 2020, taken from the three year budget plans submitted by schools in June 2017, was detailed in paragraphs 3.12 to 3.14, Table 3 and Appendix D.



(g) the number of schools forecasting balances on 31st March 2018, 31st March 2019 and 31st March 2020 was detailed in paragraphs 3.15, 3.16 and Table 4.

(h) the school balances claw back mechanism remained in place and the circumstances for schools to apply for this was to be implemented by the Local Authority.

(i) the information on Robert Le Kyng Primary Schools' balance and Robert Le Kyng Primary Special Resource Provisions' balance was referred to in paragraphs 3.21 to 3.24 of the report.

(2) That the Finance Manager, Education, be requested to circulate information regarding the make-up of "other specific projects" as highlighted in Table 2, 3.11 of the report.

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**Section 5**  
**Minutes of Wiltshire Police and**  
**Crime Panel, Fire Authority, One**  
**Swindon Board and Town Twinning**  
**Network**

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## **WILTSHIRE POLICE AND CRIME PANEL**

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 14 SEPTEMBER 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

#### **Present:**

Cllr Abdul Amin, Cllr Junab Ali, Cllr Alan Bishop, Cllr Richard Britton, Cindy Creasy, Cllr Anna Cuthbert, Cllr Ross Henning, Chris Henwood, Cllr Peter Hutton, Cllr Brian Mathew, Cllr Jonathon Seed and Cllr John Smale

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Mike Veale – Chief Constable, Wiltshire Police  
Kieran Kilgallen – OPPC  
Chris McMullin – OPPC  
Ryan Hartley – OPCC  
Carolyn Filmore – OPCC

Emily Higson – Wiltshire Council  
Kevin Fielding – Wiltshire Council

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#### **29 Welcome**

The Chairman welcomed Mike Veale – Chief Constable – Wiltshire Police and members of the public to the meeting.

Cllr Jonathon Seed raised the question of webcasting future PCP meetings, Kevin Fielding – Democratic Services Officer advised that he would feed this request back to Democratic Services.

#### **30 Apologies for Absence**

Apologies were received from Cllr Dale Heenan – Swindon Borough Council. It was noted that Cllr Caryl Sydney-Smith would replace Cllr Heenan for future meetings as a Swindon Borough Council representative.

**31 Minutes and matters arising**

**Decision:**

- The minutes of the meeting held on Thursday 29 June 2017 were agreed as a correct record and signed by the Chairman.

It was noted that Cllr Richard Britton and Cllr Peter Hutton were in attendance at this meeting.

**32 Declarations of interest**

There were no declarations of interest.

**33 Chairman's Announcements**

The Chairman advised that a "Blue Light Services" guide had now been produced, the link below gives full details.

<https://www.local.gov.uk/fire-and-rescue-services-england-guide-police-and-crime-panel-members>

**34 Public Participation**

Mr Paul Sunners, a Swindon resident raised the following question with the Commissioner:

*"The Police and Crime Commissioner's summary performance report for Quarter 1 – 2017/18 reports reductions in levels of public confidence, victim satisfaction with police visibility.*

*Does the Police and Crime Commissioner attribute the reported perception to the significant increase in reported crimes, which include a 16.3% increase in dwelling burglaries and a 26.2% increase in vehicle crimes?*

*Will one outcome of the public survey of Community Policing recommend a strategic response to the public need for increased police visibility within our communities?"*

The Police and Crime Commissioner advised that he would provide Mr Sunners with a full written response to his question.

The Chairman made the point that good work was being carried out by Neighbourhood Watch Groups across the county.

### 35 **Review of Community Policing**

Chris McMullin – OPCC outlined the Wiltshire Police review of Community Policing.

(The power point presentation is attached to these minutes)

Questions raised included:

Was there more flexibility of deployment using the new model?

*a. Flexibility had improved under the new model, but was still a challenge with managing staffing levels across the force.*

Why a five shift system?

*a. It gives the best balance between work, resources and staffing.*

Where do PCSOs fit in to the new system?

*a. PCSOs were very much part of the model, playing an important role in community policing.*

Why bring in the new model and not properly resource it?

*a. Policing budgets were falling year on year, new emerging crimes mean that Wiltshire had to think outside of the box.*

Were Wiltshire Police lobbying Central Government for more resources?

*a. The Commissioner had met with all local MPs to try and highlight Wiltshire's lack of funding.*

Does the new model mean that intel was fed to partner agencies quicker?

*a. Yes, Wiltshire Police was now more aligned with our partner agencies than ever.*

Was the training budget big enough?

*a. Wiltshire Police was increasing its training of staff, with less resources it needed its staff to be as best trained as possible.*

The Chairman thanked Chris McMullin for his presentation.

### **CPT Evaluation PRESENTATION FOR PCPv2**

### 36 **999 television programme**

Mike Veale - Chief Constable, Wiltshire Police gave an update on Wiltshire Police and the 999 television programme after several Wiltshire Councillors had indicated that they felt that the programme had not portrayed the county, Wiltshire Police, Local Authorities and partners in a good light.

It was felt that the relationship between Wiltshire Police and Wiltshire Council was now fractured and needed to be repaired.

(A full transcript of Mike Veale's statement is attached to the minutes)

Mike Veale also added that Wiltshire Police had always had a fantastic relationship with its partners, and would continue to build relationships with these partners.

In hindsight Wiltshire Police should have perhaps discussed its plans with the Local Authorities before agreeing their involvement in the programmes.

The Chairman thanked Mike Veale for attending the meeting and speaking to the panel.

### **999 whats your emergency**

#### **37 Quarterly data (Q1)- Performance / Risk / Finance / Complaints**

It was agreed that due to time constraints the panel would take a brief look at the Quarterly data (Q1) 1 April – 30 June 2017 contained in the agenda pack.

Performance Report (Q1) 1 April – 30 June 2017

The report was noted.

Deep Dive - Prevent Crime and keep people safe Delivery Plan 2017-21

The report was noted.

Risk Register – Quarter One 2017-18

The report was noted.

It was agreed that a report "Impact of the Police Pay Award" would come to the next meeting in December 2017.

The Chairman thanked the Commissioner for his report.

#### **38 Staff Survey**

Chris McMullin outlined the Wiltshire Police Staff Survey 2017 which summarised the findings from the 'Pulse' survey.

(The power point presentation is attached to these minutes)

The Chairman thanked Chris McMullin for his presentation.



## **Pulse Survey Presentation for\_Policeand CrimePanel\_140917**

### **39 Questions to the Commissioner**

Questions to the Commissioner, (as part of the agenda pack) were noted by the Panel.

### **40 Forward Work Plan**

The Forward Work Plan was noted.

### **41 Future meeting dates**

The next meeting of the Police and Crime Panel will be on Thursday 7 December 2017 at Swindon Borough Council offices.

(Duration of meeting: 10.30 am - 2.00 pm)

The Officer who has produced these minutes is Kevin Fielding, of Democratic Services, direct line 01249 706612 or e-mail [emily.higson@wiltshire.gov.uk](mailto:emily.higson@wiltshire.gov.uk)

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

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# Community Policing Progress Report

Police and Crime Panel 14<sup>th</sup> September 2017



## CommunityPolicing

— One team —

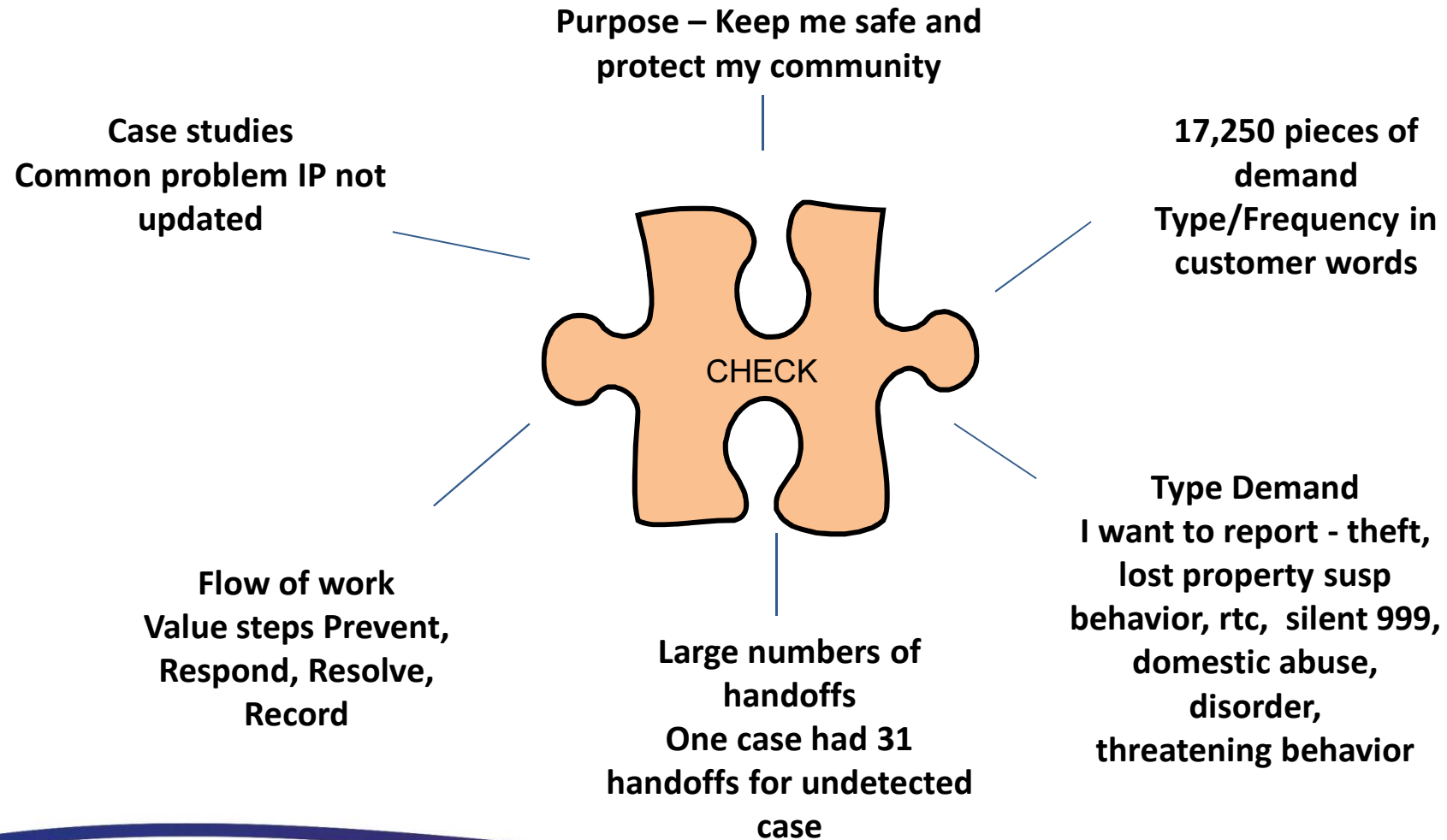
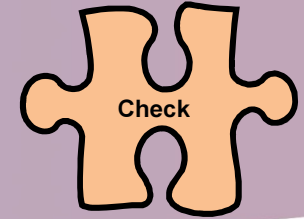


# Outline of Presentation

- Background
- How CPT is organised across the County
- What does success look like
- Purpose and method of the evaluation
- Outcomes
- Ongoing actions and next steps



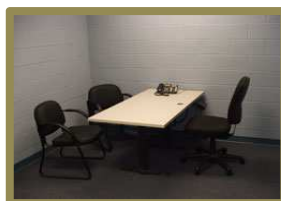
# Initial Evidence



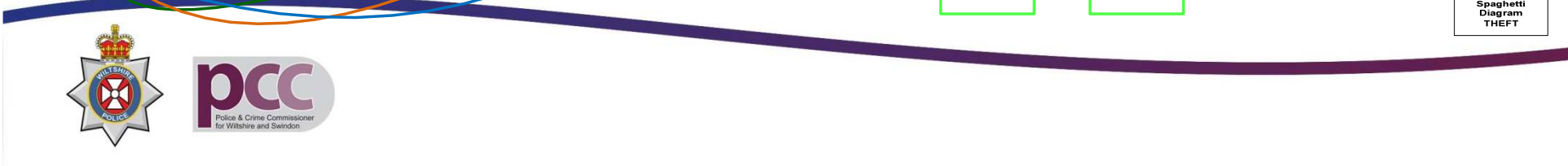
# Example of a theft and teams currently involved



Store manager



## Mapping of a theft case- teams/systems involved in one simple case





## Some key findings from the research phase

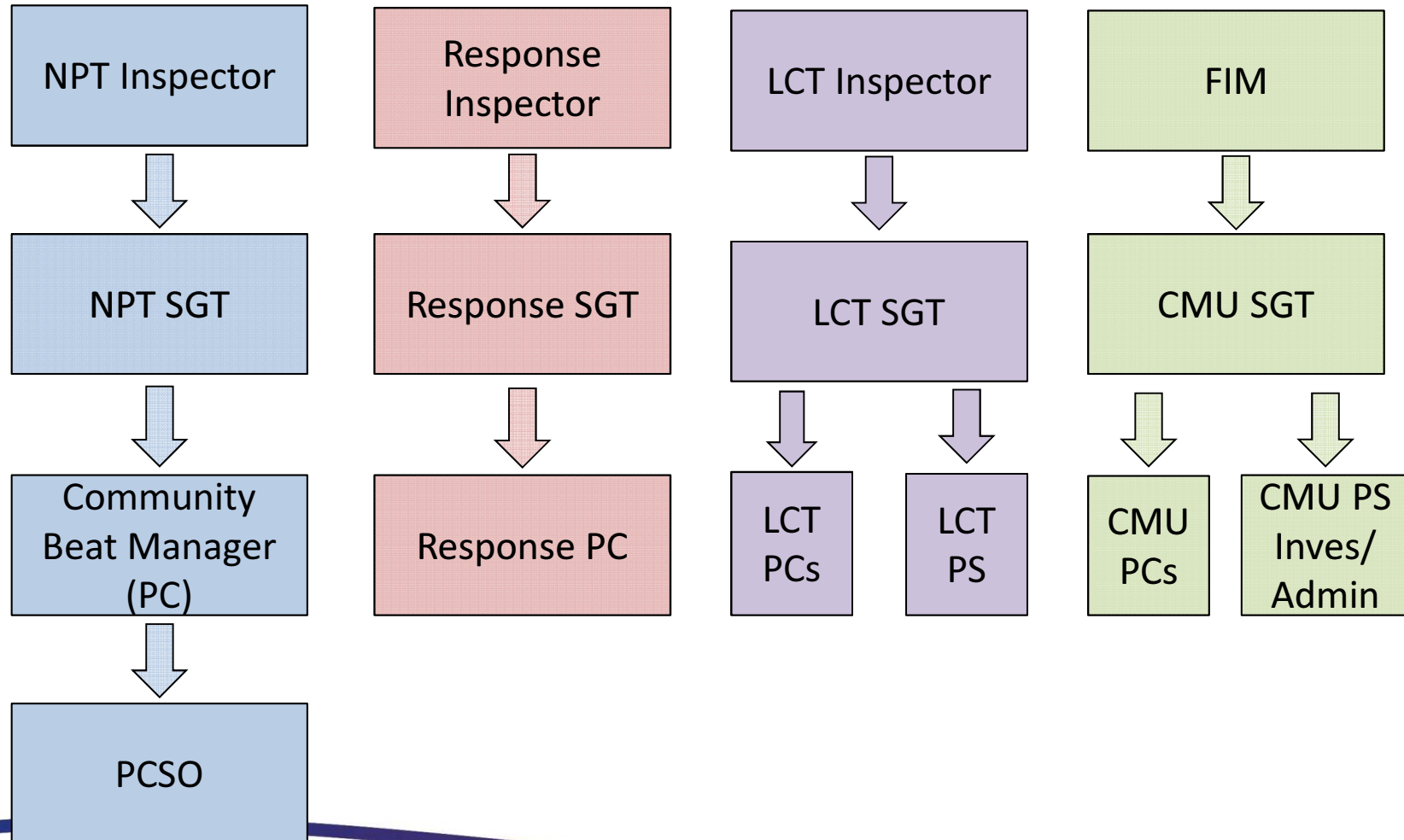
- Of the calls answered on the initial 101 line over 50% were for internal extensions or departments or requests for further information.
- A common problem was that the victim was not informed who was looking after their case and were not being updated which resulted in more chase up calls back through to the police.
- Cases had numerous people handling a part of their case. This resulted in many handoffs between roles and teams. Ownership and accountability was difficult to determine.
- 500 members of the public were asked what was the purpose of Wiltshire Police

**“Keep me safe and protect my Community”**

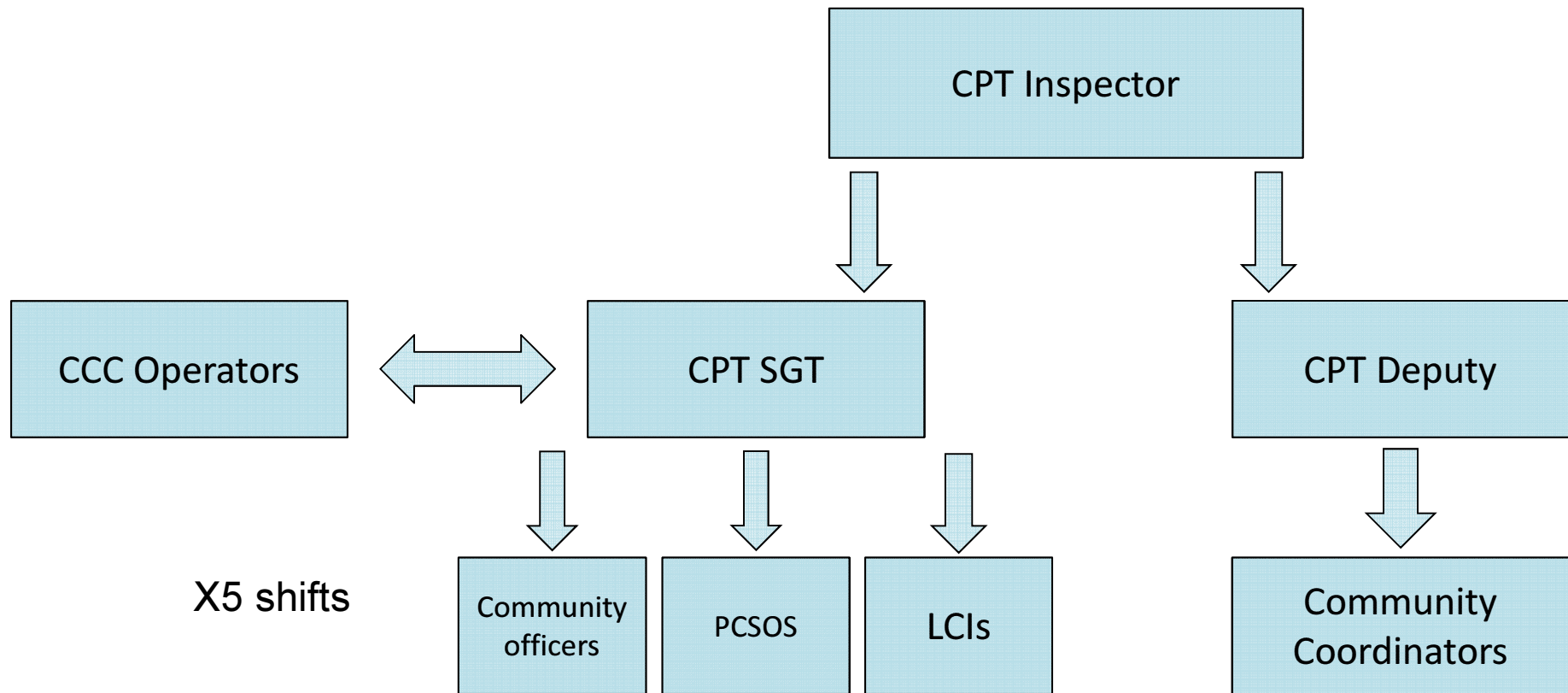




# Force Operational Model Pre-CPT



# Force Operational Model Post-CPT



# Community Policing

## Aim

Create a one team Community Policing Model

## Objective

Create an effective & efficient policing team having the right people in the right place at the right time with the right expertise to dynamically resolve community issues. Staff will work innovatively with colleagues and partners to reduce/prevent demand.





# Objectives of the new model



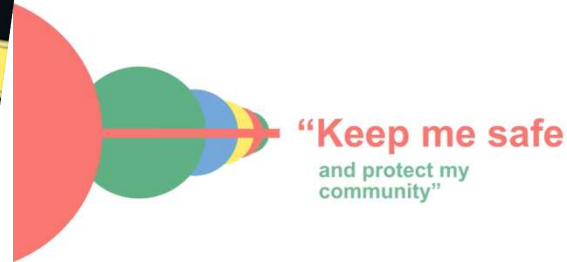
Tina Parham  
Local Crime Investigator



Angus Macpherson  
Police & Crime Commissioner



Mike Veale  
Chief Constable



“Keep me safe  
and protect my  
community”

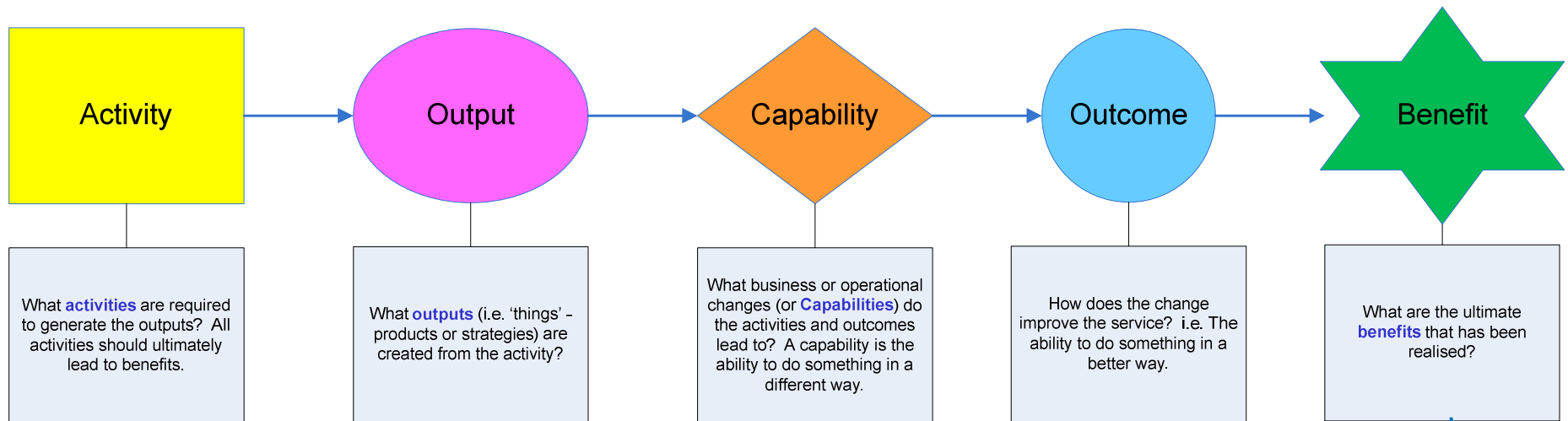


Chris Chammings  
Superintendent Central Hub



# Benefits Map and Objectives

## Benefits Map

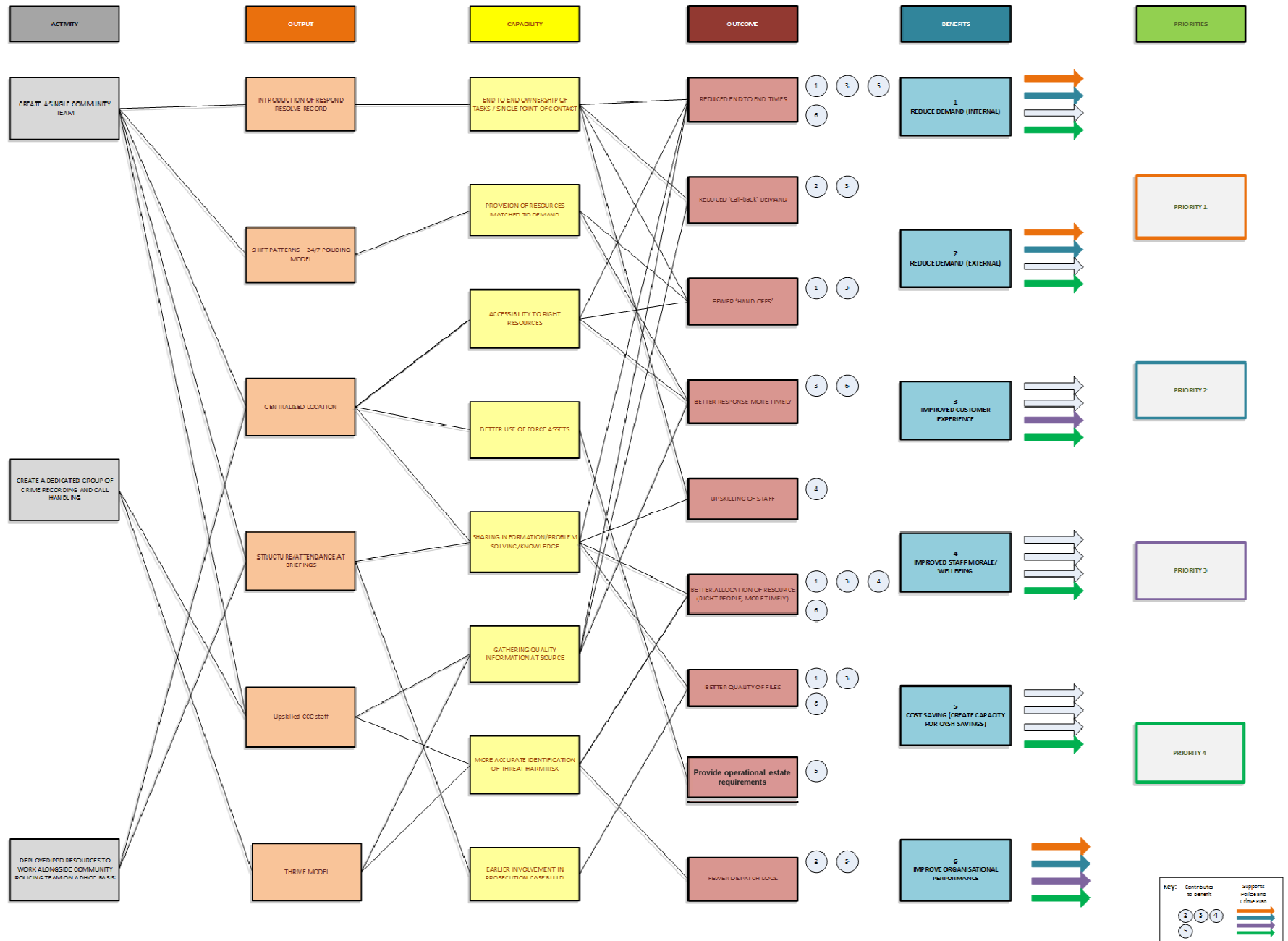


Police and Crime Plan Priority

Provide operational estate requirements



# Benefits Map and Objectives





# Benefits Map and Objectives

## OBJECTIVES

Fewer dispatch logs

Better response more timely

Better allocation of resource

Reduced call back demand

Fewer handoffs

Upskilling of staff

Better quality of files

Reduced end to end times

Provide operational estate requirements

## BENEFITS

1. Reduced internal demand

2. Reduced external demand

3. Improved customer experience

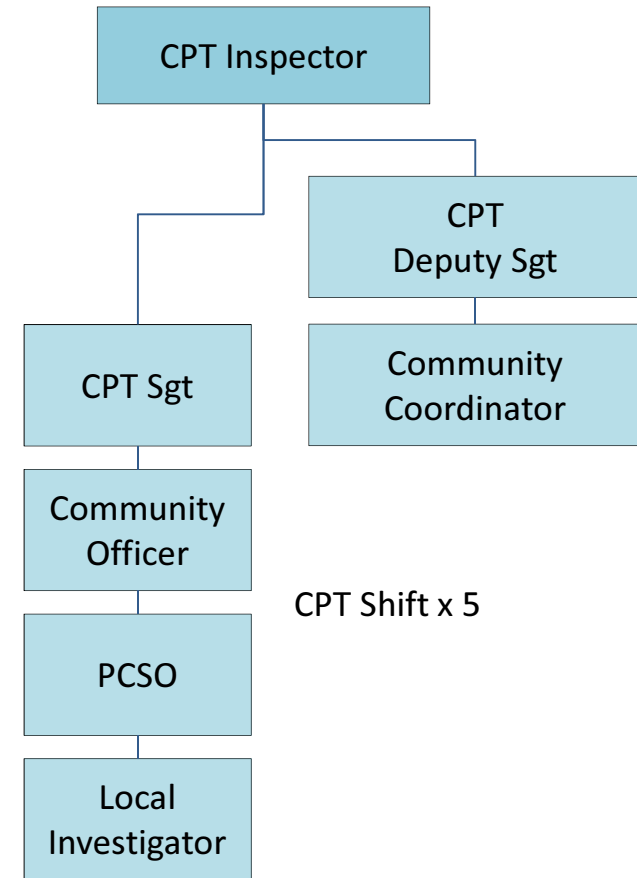
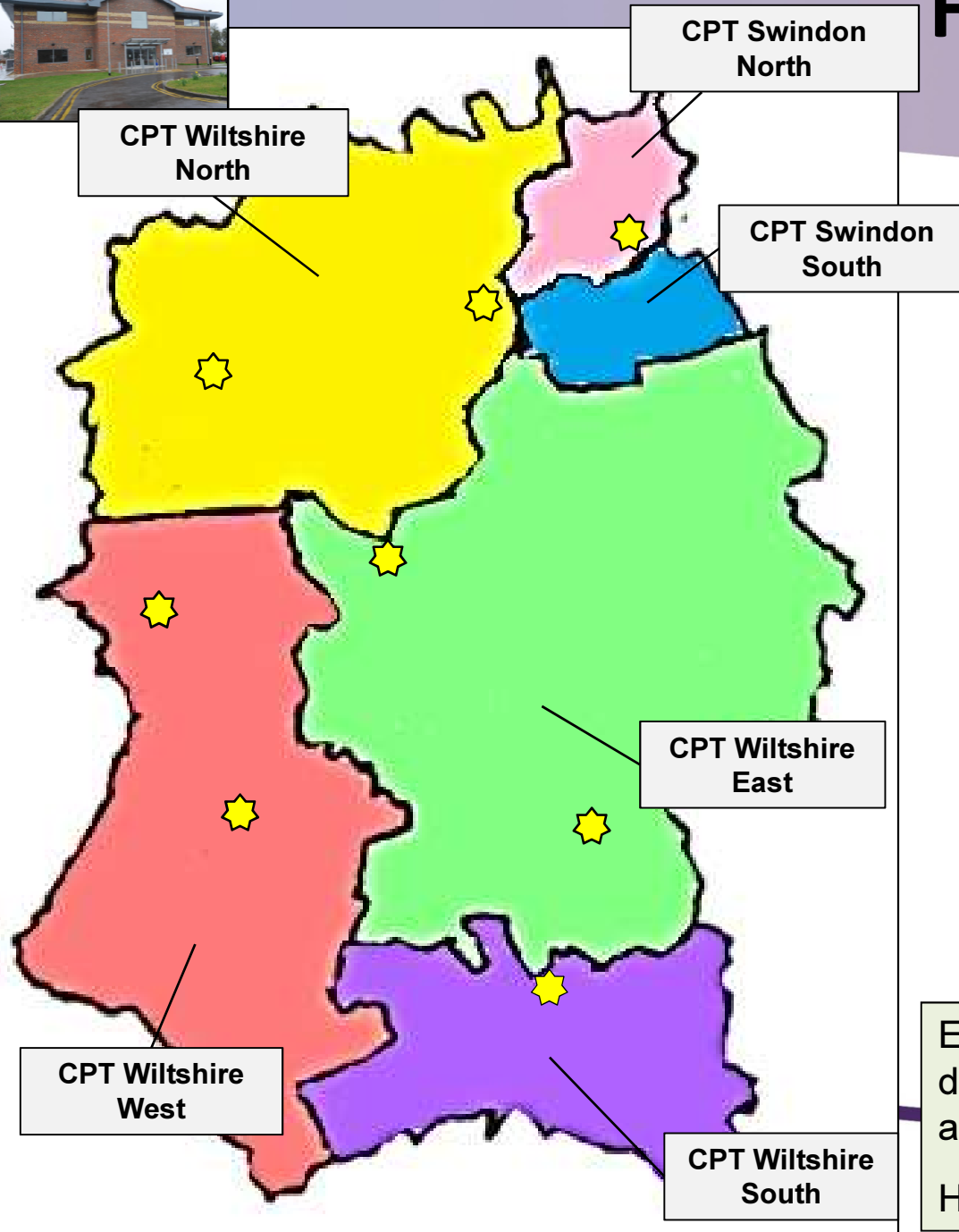
4. Improved staff morale / wellbeing

5. Create capacity for cost savings

6. Improve organisational performance



# How is CPT organised across the Force?



Each area is led by a CPT Inspector, who drives the vision for the area and is accountable for performance

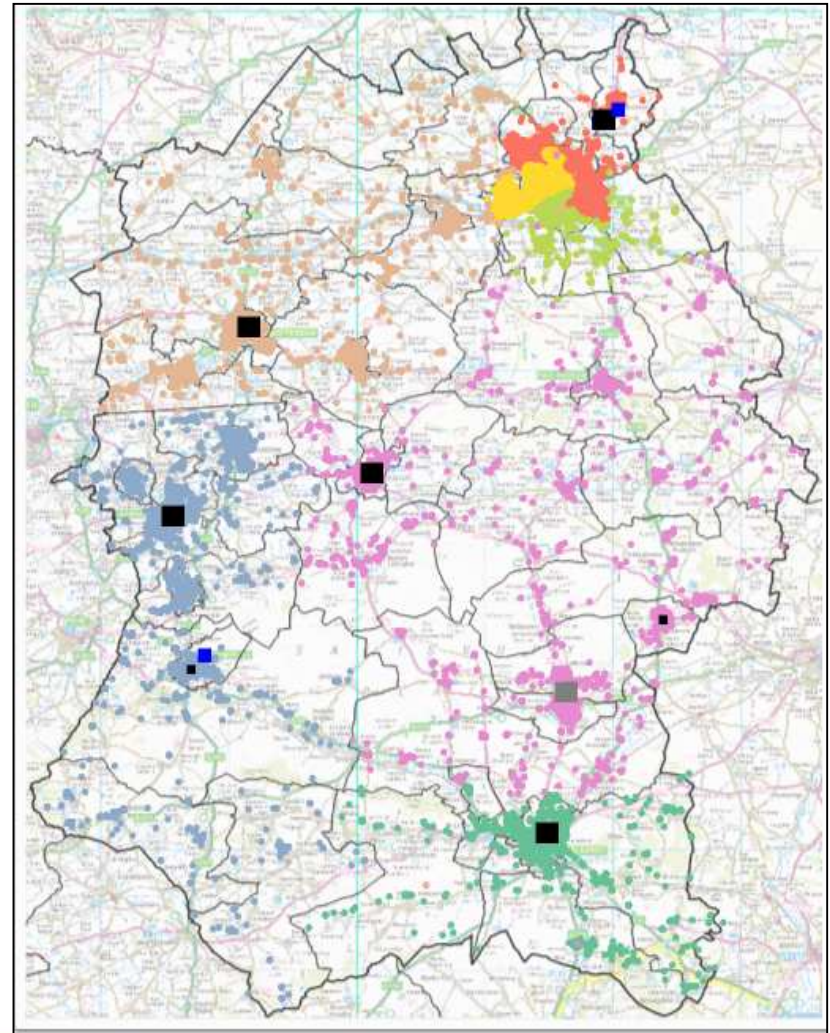
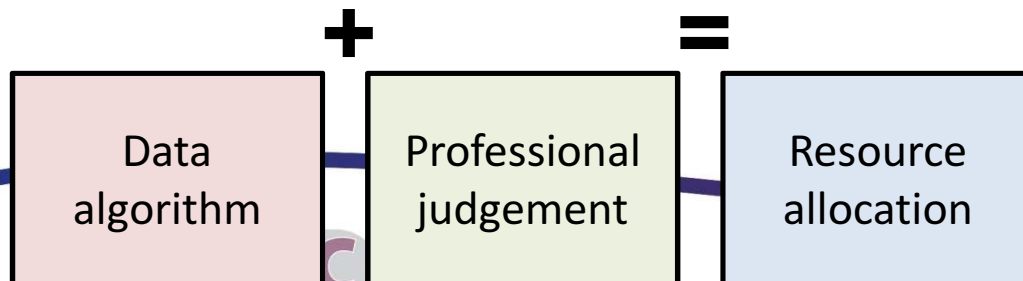
How are staff aligned to the areas?



# Staff allocation methodology

## Data refresh & professional judgement

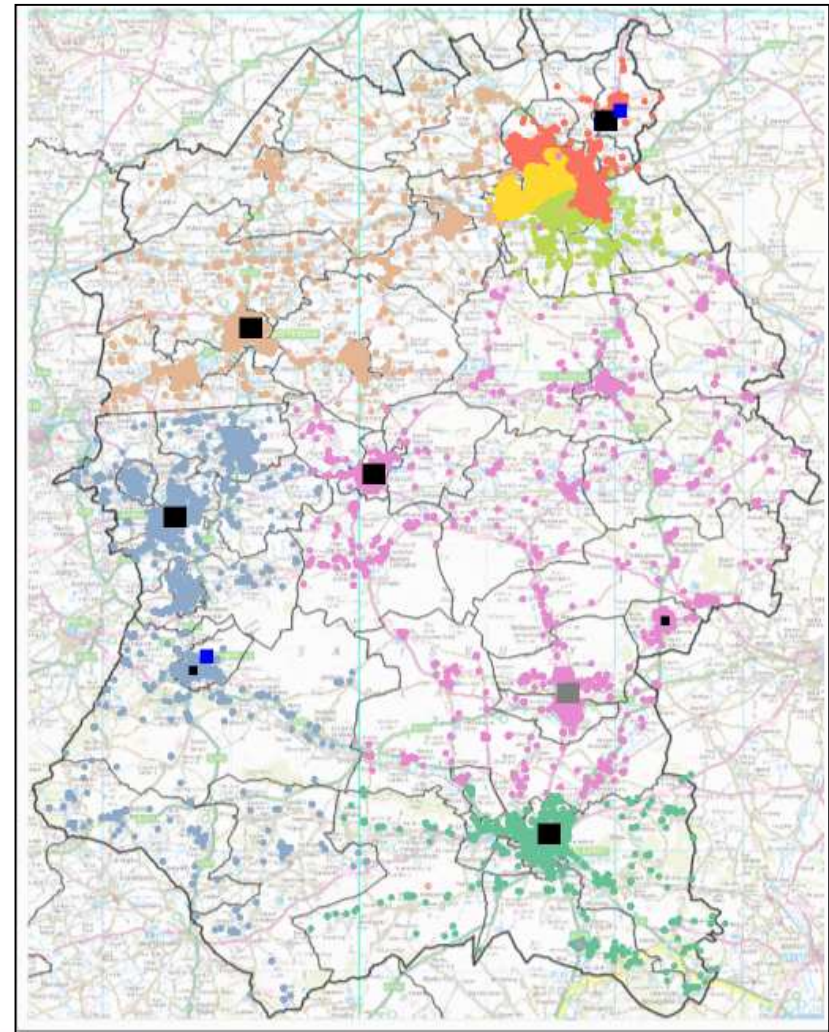
- What type of work is done by the different roles?
  - Not just traditional crime and incidents
- How impactful is this demand on the role?
- How much time does it take to conduct different pieces of demand?
- What data can we capture?
- Has the last 6 months influenced the professional judgement?



# Staff allocation methodology

## Data refresh & professional judgement

PC Weighting		PCSO Weighting		LCI Weighting	
PC.AlcoholStorm	= 1	PCSO.AlcoholStorm	= 0	LCI.AlcoholStorm	= 0
PC.Arrests	= 1	PCSO.Arrests	= 0	LCI.Arrests	= 1
PC.ArrestTravel	= 0.5	PCSO.ArrestTravel	= 0	LCI.ArrestTravel	= 0
PC.ASB	= 2	PCSO.ASB	= 1	LCI.ASB	= 0
PC.DomesticNiche	= 0	PCSO.DomesticNiche	= 0	LCI.DomesticNiche	= 1
PC.ImmediateHours	= 1	PCSO.ImmediateHours	= 0	LCI.ImmediateHours	= 0
PC.Immediates	= 0	PCSO.Immediates	= 0	LCI.Immediates	= 0
PC.InvestigateNiche	= 0.5	PCSO.InvestigateNiche	= 0	LCI.InvestigateNiche	= 4
PC.LCTHours	= 0	PCSO.LCTHours	= 0	LCI.LCTHours	= 1
PC.MHNiche	= 1	PCSO.MHNiche	= 1	LCI.MHNiche	= 1
PC.MissingNiche	= 2	PCSO.MissingNiche	= 1	LCI.MissingNiche	= 0
PC.NTEStorm	= 1	PCSO.NTEStorm	= 0	LCI.NTEStorm	= 0
PC.PCHours	= 3	PCSO.PCHours	= 0	LCI.PCHours	= 0
PC.PCSOHours	= 0	PCSO.PCSOHours	= 4	LCI.PCSOHours	= 0
PC.PeopleHours	= 0	PCSO.PeopleHours	= 0	LCI.PeopleHours	= 0
PC.Population	= 1	PCSO.Population	= 1	LCI.Population	= 0
PC.PPD1s	= 1	PCSO.PPD1s	= 0	LCI.PPD1s	= 2
PC.Priorities	= 0	PCSO.Priorities	= 0	LCI.Priorities	= 0
PC.PriorityHours	= 1	PCSO.PriorityHours	= 0	LCI.PriorityHours	= 1
PC.RoadsStorm	= 0.5	PCSO.RoadsStorm	= 0	LCI.RoadsStorm	= 0
PC.S136Storm	= 1	PCSO.S136Storm	= 0	LCI.S136Storm	= 1
PC.Scheduled	= 0	PCSO.Scheduled	= 0	LCI.Scheduled	= 0
PC.ScheduledHours	= 0	PCSO.ScheduledHours	= 1	LCI.ScheduledHours	= 1
PC.Schools	= 0	PCSO.Schools	= 1	LCI.Schools	= 0
PC.SpecialHours	= 0	PCSO.SpecialHours	= 0	LCI.SpecialHours	= 0
PC.TroubledFamilies	= 1	PCSO.TroubledFamilies	= 1	LCI.TroubledFamilies	= 1
PC.UnitDuration	= 0	PCSO.UnitDuration	= 0	LCI.UnitDuration	= 0
PC.VulnerablePeople	= 1	PCSO.VulnerablePeople	= 1	LCI.VulnerablePeople	= 1



+

=

Data  
algorithm

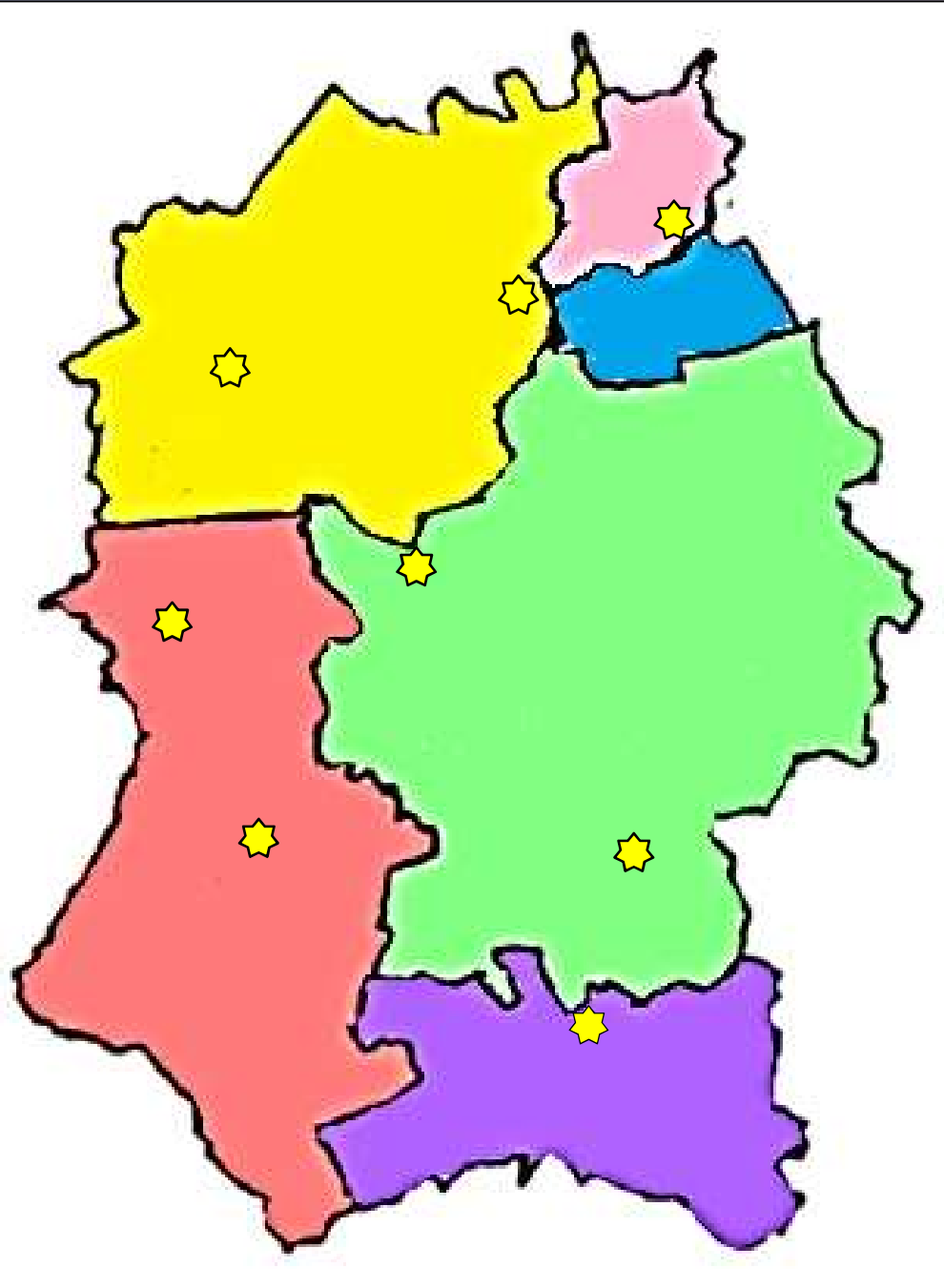
Professional  
judgement

Resource  
allocation



Police & Crime Commissioner  
for Wiltshire and Swindon

# What does this mean in reality?



There are about 400 PC posts in CPT – well over half the total number of PCs in Wiltshire Police

Divided across the six CPT areas, means the total in each CPT will equate to about 60-70 officers

These officers will be working across 5 shifts (to deliver a service which aligns resources to time demand and work-life balance) which reduces it down to 12-14 officers per shift

In some areas the staff will be working across multiple stations and towns

There is at least a 50% abstraction rate due to various factors:

- Sickness
- Training
- Injury
- Annual Leave
- Discipline



# Purpose of the Progress Report



# Caveats and Considerations

## Policy changes

- Crime recording compliance
- Bail Act
- THRIVE+
- Control Strategy
- MISPER
- Adaptions made to the model since the progress report started – i.e. 3 to 2 in Swindon, work ongoing to improve role clarity, Inspector changes.

## Methodology

- Data quality
- Circumstances of staff feelings
- Staff and the public availability for engagement
- Timing of the progress report: seasonality / time to embed
- Access to information
- Non recorded demand

## Reviews

- Performance and leadership culture
- Custody Closure
- Burglary review

## External influences

- Media coverage such as Terrorism and cyber crime: fear of crime

## National and regional perspective

- National reduction in arrests
- Reduction in resources = deployability

Voice of the People

Voice of the System

Voice of the Customer

# How was the review conducted

## Voice of the People

Focus Groups

121 staff engagement

Online staff survey

## Voice of the System

Trends / direction over time

Account for significance

Monitor change

## Voice of the Customer

Aim to gain insight

Are the aims of the CPT model aligned with what the public want?

Is the model in its current state meeting expectations?



# Progress report structure

## Calls for service



## Investigation



## COMMUNITY POLICING



## Allocation



## Resolution

Voice of the People

Voice of the System

Voice of the Customer

# 3 voices main issues

## Voice of the people:

- Role clarity
- Lack of community policing
- Demand and capacity
- Team working / handover culture

## Voice of the system:

- Call abandonment rates
- Data that infers reduced proactive activity
- Deployability and staffing levels

Caveat: other performance measured that have been utilised cannot be included at this point as it is too soon to understand the impact that CPT has had

## Voice of the customer:

- Majority state that expectations around visibility are not currently being met
- Dissatisfaction with accessibility, particularly through 101

*“Having to do more with less - can't carry on the way we are going.”*

*“THRIVE+ = get it right first time, we should be doing this.”*

Voice of the People

Voice of the System

Voice of the Customer



# 3 voices main positives

## Voice of the people:

- One team
- Role variety / ownership
- Information sharing
- Right model

## Voice of the system:

- Increased resilience and ability to respond to immediate and priority demand
- File quality vs. concerns around staff skill set

## Voice of the customer:

- Feedback from the customer echo's pre-CPT feedback
- Public perception is when face to face with an officer, they are friendly and do a good job under perceived difficult circumstances

*“Good to have the different roles, extending the team. Linking expertise.”*

*“High personal outcome success rate as has knowledge of the job from start to finish.”*

Voice of the People

Voice of the System

Voice of the Customer

## As of 3<sup>rd</sup> July 2017

- CPT Deployability – 74.2% fully deployable, 80.1% fully and partially deployable
  - Constable – **73.1%** fully deployable, 81.3% fully and partially deployable
  - PCSO – 72.5% fully deployable
  - LCI – 69.1% fully deployable
  - **Headline** – the model is running at a low deployability rate. As a response function we are operating well, but to what extent does this impact on the capacity of staff to be proactive, community based and conduct a comprehensive investigation?
- Officers report being spread very thin “We are running from more stations so teams are smaller and abstractions feel bigger as a result”
  - Staff reported that the deployability situation feels worse now than in the previous model as they now carry their own workload. They report having limited capacity to keep on top of niche workload, and limited capacity to carry out community / proactive policing. Their order of priority is respond to the radio / Niche work / community policing.
  - Officers who are not fully deployable / working adjusted duties show as a deployable resource on the team sheet. This negatively impacts on the teams ability to parade with an acceptable resource level.
  - There were many comments in the survey relating to the number of staff on teams. Numerous requests were made for more staff in general, however the most popular request was for more LCIs.

Priority 3	Put victims, witnesses and communities at the heart of everything we do
Priority 4	Secure a quality service that is trusted and efficient

# Calls for service

- 101 and CRIB calls are following consistent seasonal variation, however there has been a significant increase in 999 demand which started in May 2016.
- The average time taken to answer 101 and 999 calls have increased but not exceptionally.
- CRIB have seen a significant increase in the time it takes to answer the phone.
- Despite consistent seasonal variation, the number of 101 and CRIB calls abandoned has increased when comparing 2015 to 2017.
- 57% of all CCC operators have less than 2 years service and 17% of CCC operators have less than 12 months service.

- Officers and PCSOs have experienced members of the public trying to report crimes to them on the street as they feel it takes too long to call 101.

- Call handling raised as an area of dissatisfaction for respondents.
- Respondents gave insight they're reluctant to call due to long wait times.
- Results in potentially lost intelligence and confidence.

*Getting through to 101 is painful. 15-20 mins average wait time means many just give up (including myself). And yet it's the petty criminals who go on to bigger offences.*

**Based upon the research, we do not think that the CPT model has directly affected the CCC processes as key trend increases far precede the introduction of CPT.**

Voice of the People

Voice of the System

Voice of the Customer

Priority 3

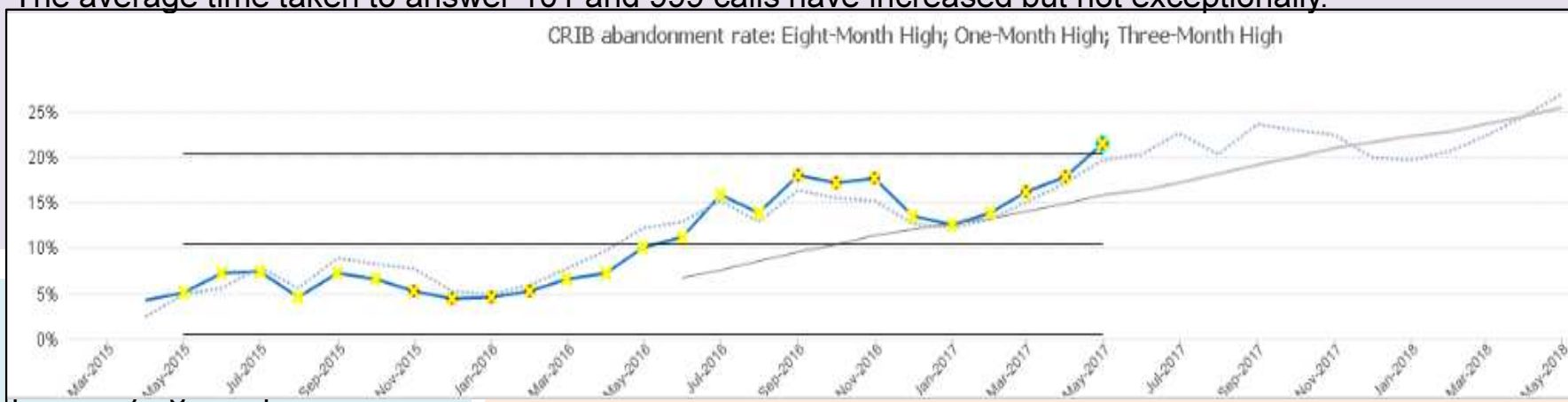
Put victims, witnesses and communities at the heart of everything we do

Priority 4

Secure a quality service that is trusted and efficient

# Calls for service

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Based upon the research, we do not think that the CPT model has directly affected the CCC processes as key trend increases far precede the introduction of CPT.

Voice of the People

Voice of the System

Voice of the Customer

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

Priority 4 Secure a quality service that is trusted and efficient

# Calls for service

## Key Headlines

### Key headlines:

**Efficiency headline:** *Our capability to answer the phone quickly has reduced – this trend precedes CPT rollout*

**The method of contact headline:** *The evidence would suggest that the method of contact used by the customer has not been effected by the inception of CPT*

**Change in process headline:** *New practices have made us more effective at identifying THR and recording crime however, this has had an impact on the efficiency of our processes. Key changes are introduction of THRIVE+, missing protocols, VCOP and crime compliance*

### Staffing headlines:

- *The department is running on a lower headcount and difficult to maintain due to internal LCI, PCSO and PC recruitment campaigns*
- *The majority of staff are young in service which has a number of implications*

Voice of the People

Voice of the System

Voice of the Customer

# Allocation

## Recorded Crime and Response Rates

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

Priority 4 Secure a quality service that is trusted and efficient

### Recorded Crime

- Wiltshire's increase was ahead of the national curve and is stabilising earlier than the national trend
- Primarily influenced by crime recording processes
- Significant increases in dwelling burglary and vehicle crime
- All crime trends precede CPT roll out

### Immediate and Priority response rates

- Attending more immediate and priority incidents year on year (correlates with increase in 999 calls)
- From rollout, our responses became quicker, however not as quick as 2 years ago. Had CPT not been in place we believe our ability to respond would still be declining.

- Some respondents stated that it is more important that officers are there when needed rather than being visible.

*“ I do NOT expect to see them all the time I just need to know they will be able to respond fairly quickly ”*

- “We have a really good response model now”
- CCC staff spoke of crossing boundaries in order to ensure that response times are met
- Officers reported that their order of priority is
  - Respond to the radio
  - Niche work
  - Community work

Voice of the People

Voice of the System

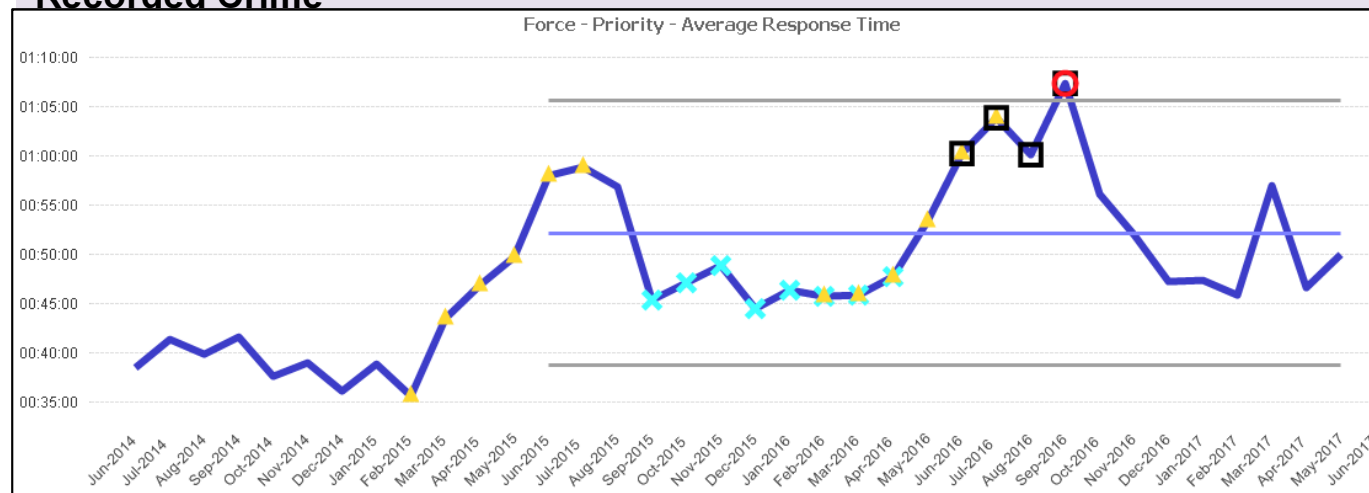
Voice of the Customer

# Allocation

## Recorded Crime and Response Rates

- Priority 3** Put victims, witnesses and communities at the heart of everything we do
- Priority 4** Secure a quality service that is trusted and efficient

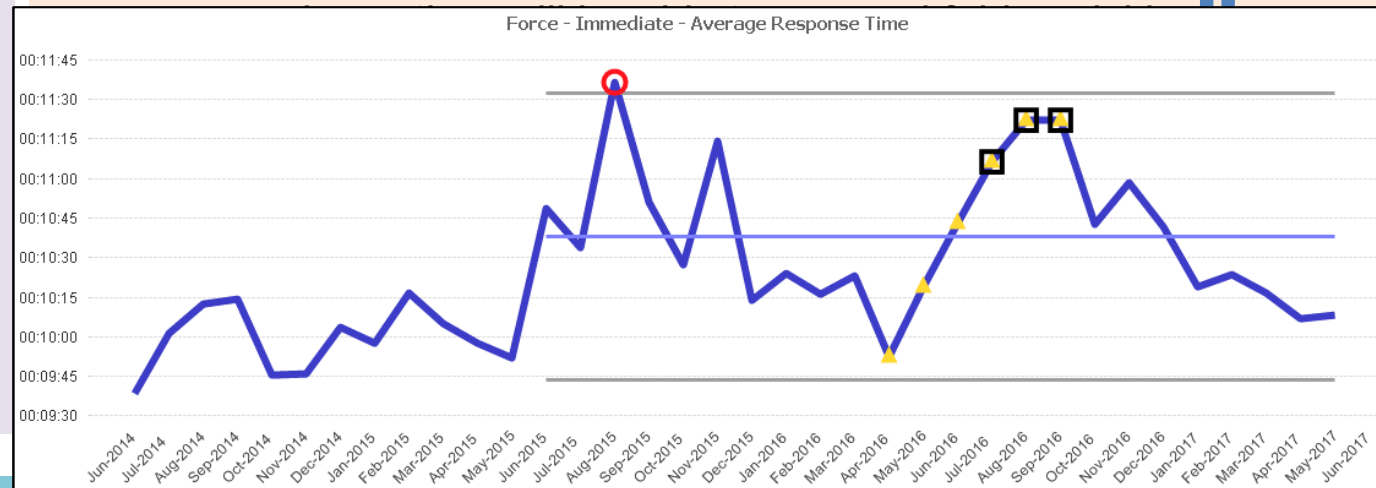
### Recorded Crime



We are attending more Immediate and priority incidents year on year which correlates with the increase in 999 calls. Consequently, we believe the increase in 999 demand is genuine and not predominantly driven by customers dialling 999 rather than 101.

(correlates with increase in 999 calls)

- From rollout, our responses became quicker, however not as quick as 2 years ago. Had CPT not been in place we believe our ability to respond would still be declining.



Voice of the People

Voice of the System

Voice of the Customer





Priority 4

Secure a quality service that is trusted and efficient

# Allocation

## Occurrences filed at 1<sup>st</sup> submission

- Staff fed back that they get occurrences sent to them which they feel are not appropriate for CPT (i.e. not police business, do not need a physical police presence)
- Perception amongst staff indicates that filtering by the CCC was better at the start of CPT but has gradually deteriorated
- Example – “report from a member of the public that an unknown person has picked a daffodil from their garden”
- Sgts reported that they sometimes feedback to CCC, however they do not have capacity to do this every time.
- CCC feedback inferred that training had been lacking in this area, with too much being expected too quickly of new staff

- The volume of occurrences reaching the frontline has been increasing since April 2014, therefore this is not CPT driven

### Headline:

- Perception amongst CPT staff that filtering within the CCC has deteriorated since the roll out of CPT, however this has not been validated by data from the system
- **Recommendation** – more analysis required to understand the cause of the perceived increase by CPT staff

Voice of the People

Voice of the System

Voice of the Customer



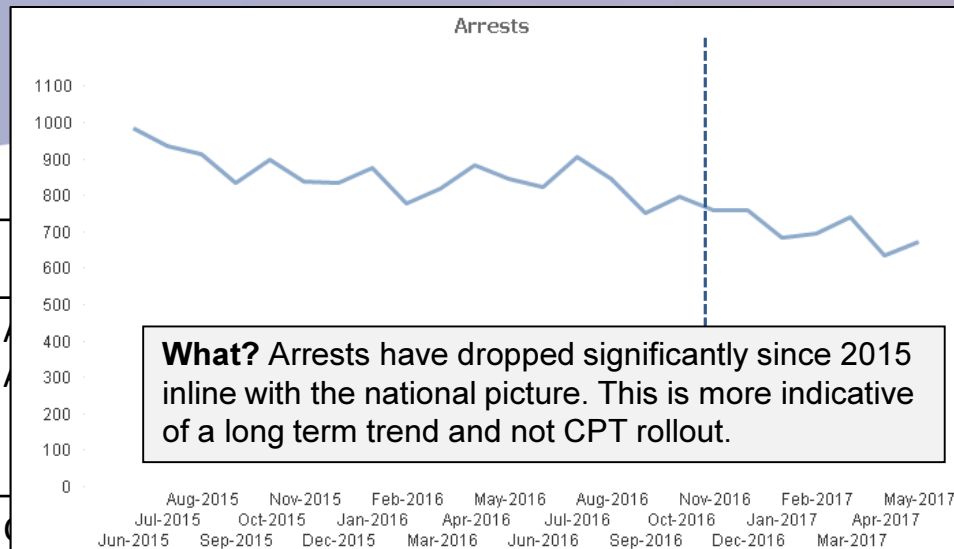
# Allocation Activity

	Voice of the System	Voice of the People
Arrest Activity	Arrests have reduced since 2015, inline with the national picture. The Implementation of CPT has seen no increase in the number of arrests recorded.	CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion now when it comes to arrests.
Custody Footfall	Custody footfall is decreasing and Airlock times are demonstrating an increasing trend. This could present a risk to CPT deployability, whereby officers are spending more time in custody therefore preventing them from being a deployable resource.	Some officers reported that they are more reluctant to arrest since the introduction of CPT, as they will be required to keep ownership of their workload now, as opposed to handing over to LCT as per the previous model. There is a fear amongst officers that they will get “stuck” in Custody and therefore not be a deployable resource.
Intelligence submissions	Intelligence submissions have been decreasing since Jan 2013. Since the rollout of CPT the decreasing trend has stabilised. With an anticipated outcome of CPT being improved community policing, a natural consequence of that would be an increase in local intelligence	Some PCSOs reported that they are regularly tasked outside of their area of ownership, which negatively impacts on their ability to identify and submit intelligence. Officers reported not having sufficient capacity to carry out ‘Community Policing’ after prioritising the radio work and their Niche workload. “submitting intelligence is the last thing on their mind, after they’ve done everything else that they have to do”

Voice of the People

Voice of the People

# Allocation Activity



**What?** Arrests have dropped significantly since 2015 inline with the national picture. This is more indicative of a long term trend and not CPT rollout.

## Voice of the People

CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion now when it comes to arrests. Some officers reported that they are more reluctant to arrest since the introduction of CPT, as they will

## Footfall

demonstrating an increasing trend. This could

present a risk to CPT deployment  
officers are spending more  
therefore preventing them  
deployable resource.

## Intelligence submissions

Intelligence submissions have decreased since Jan 2013. Since the rate of the decreasing trend has stabilized, the anticipated outcome of CPD's community policing, a natural result would be an increase in local

- CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion when it comes to arrests.
- This may be linked to the change in the model, and the fact that officers and staff now keep ownership of their workload.
- “Used to arrest because you knew you could get rid of it to LCT. We are dealing with things more appropriately now”
- Fear amongst officers that they will get ‘stuck’ in custody and therefore there will be even fewer deployable resources available.

## Voice of the People

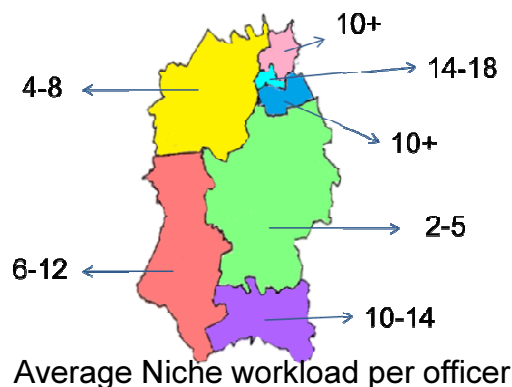
## Voice of the People

# Allocation

## Average number of staff tasked per occurrence & workload

- One of the objectives of the CPT model was to reduce the number of 'handoffs' between staff / departments.
- The number of staff tasked per occurrence has reduced by 1 since the inception of CPT.
- Removal of CMU means that all occurrences which would have been tasked to CMU before being tasked to an Investigating Officer will have had their "tasked staff" volume reduced by one.

- CCC and CPT staff report carrying out more desk top investigation
- CPT Sgts report having to spend time filtering workload to keep it away from their staff
- CPT staff report that for them the impact is being felt on their workloads. They report carrying more niche occurrences, and being 'clogged up' by work that would have previously been dealt with in a different way.
- It appears, based on the feedback from the staff, that the handoff which has been removed prevented work from reaching the frontline.
- CPT staff perceive that this is contributing to them carrying higher workloads



- Staff reported feeling anxious about coming to work due to Niche workload
- Workload varies across the CPTs. In some cases, this could be due to roles within the team not being utilised properly.
- Officers report that increased workloads is preventing them from spending time carrying out proactive / community policing.

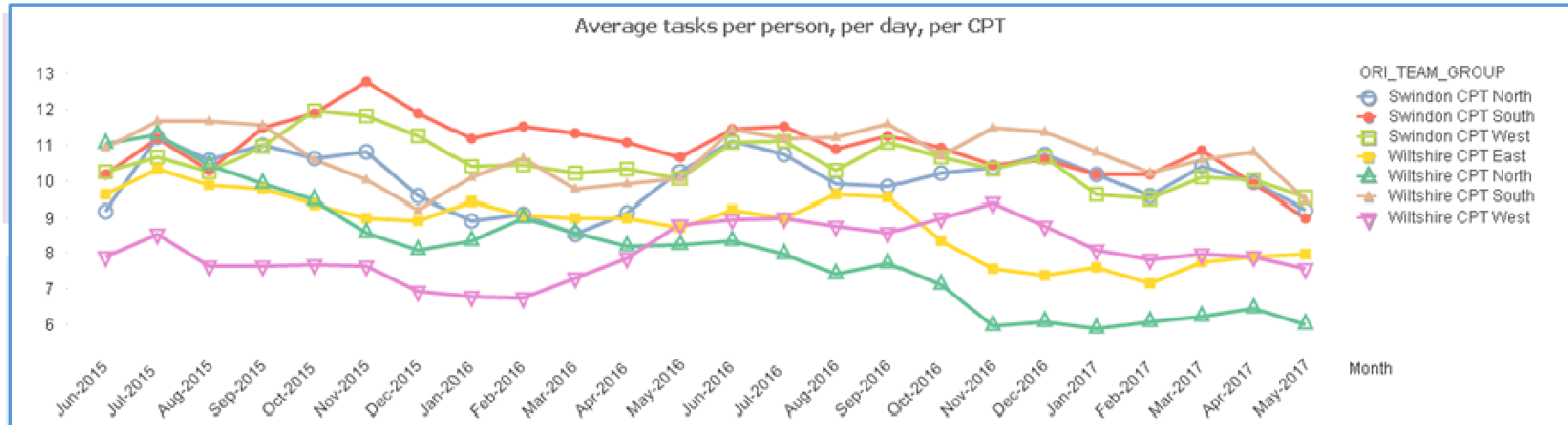
Voice of the People

Voice of the System

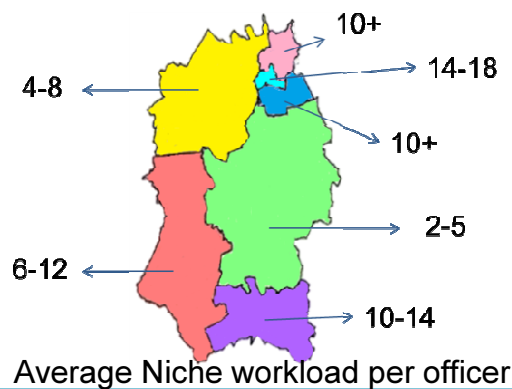
Voice of the Customer

# Allocation

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Voice of the People

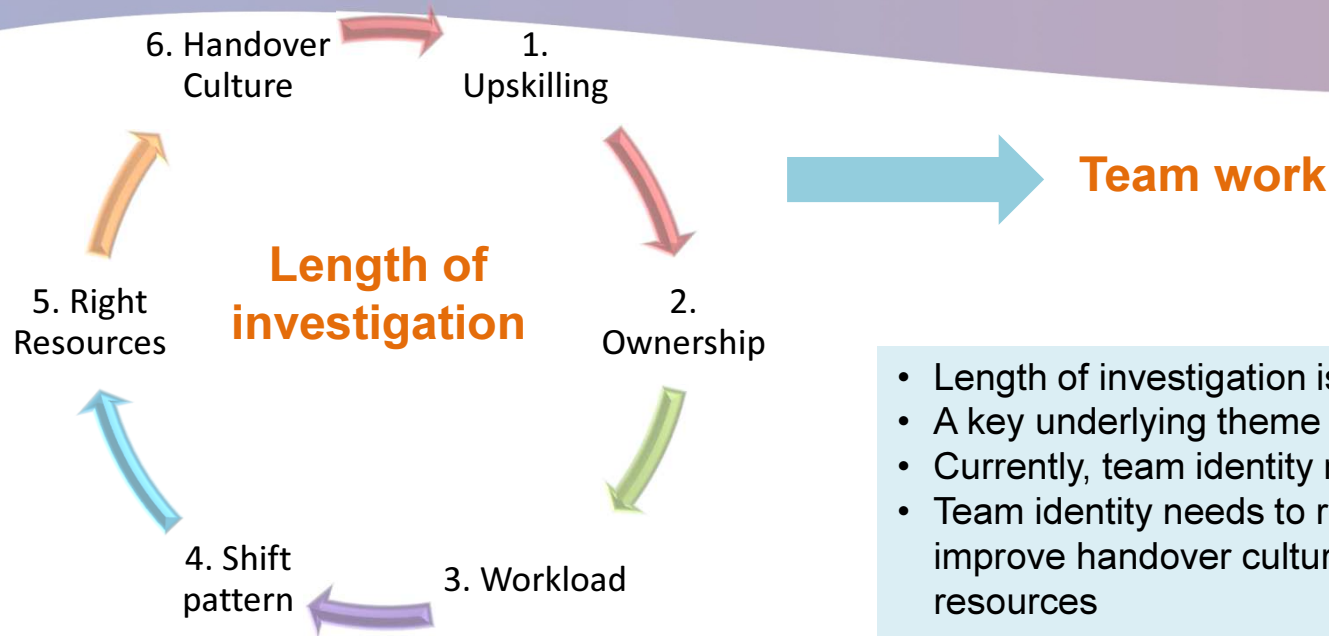
Voice of the System

Voice of the Customer

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

Priority 4 Secure a quality service that is trusted and efficient

# Investigation



## Best practice:

- CPT Wiltshire North have introduced a weekly priority setting meeting, which is chaired by the CPT Inspector and is attended by Sgts on duty, PCSOs on duty, and Community Coordinators. There is also representation from Intelligence. CPT priorities are raised and discussed at this meeting, and are shared across the shifts within the CPT. This meeting is encouraging shared ownership of the community issues, and team working to respond to / resolve the issues. It prevents silo working.

Voice of the People



**Measure:** Length of investigation

**Benefit:** Improved customer experience and organisational performance

Team = Shift



Team = CPT



**Ideas for improvement:**

All teams within the CPT need to see themselves as one team. This can be achieved by:

- Better understanding of the roles within the team, and better tasking of those roles
- Shared ownership of local priorities, driven by the CPT Inspector
- Sgts days – encourage them to identify themselves as one team

Voice of the People

# Voice of the customer

## What is most important to you?

### Most Important - Quality of Investigation

- Quality of investigation was cited as being most important to members of Wiltshire Public.
- The perception that high quality is linked with fast resolution and better outcome rates.
- Opinion was not swayed if respondents had had contact with police previously.

“ The outcome of any investigation is absolutely crucial for speed and justice. This is key for reassurance which is vital for the victim. ”

### 2<sup>nd</sup> most important – Being kept informed regularly with progression of your reported incident

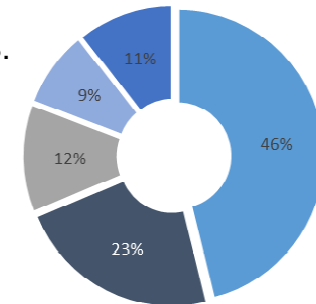
“ Do need to know what number to contact but not necessarily the name of the police person involved as we have to trust that you will manage the available resources to achieve the best outcomes and different individuals may have different skills-it is for you to use your people's strengths wisely. ”

### 3<sup>rd</sup> most important – Having a single point of contact when you make a report to Wiltshire Police

### Least Important – Knowing the name of your local community officer

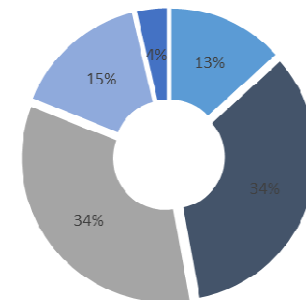
**Headline:** Quality of Investigation is most important to respondents.

1st - Quality of Investigation



■ 1 ■ 2 ■ 3 ■ 4 ■ Blank

2nd - Being kept informed regularly with progression of your reported incident



■ 1 ■ 2 ■ 3 ■ 4 ■ Blank



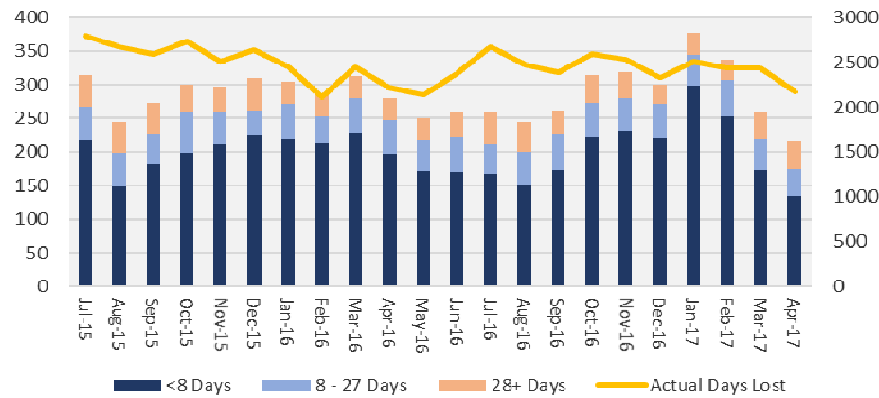
#### Priority 4

Secure a quality service that is trusted and efficient

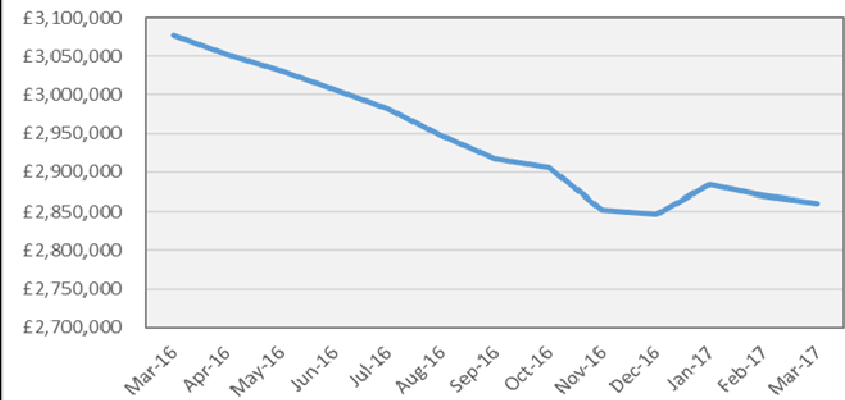
**Measure:** Sickness Rates

**Benefit:** Improved staff welfare and morale

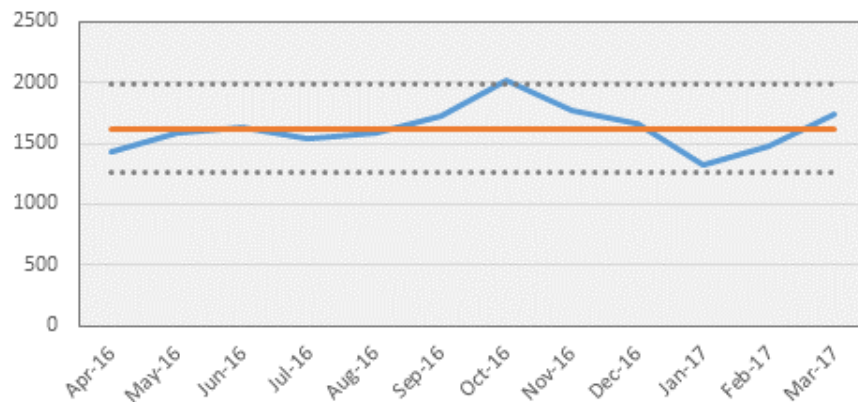
Sickness term & actual days lost



Sickness Cost - Rolling 12 Month



Daily average extended duty overtime - CPT



**Headline:** Across the force sickness has seen a decreasing trend, with both the number of working days and the cost of sickness reducing. Since the introduction of the CPT the number of days lost to sickness has continued to follow the reducing trend seen in the previous 9 months, with the one month exception of January 2017.

**Caveat:** It is worth noting that there is a concern around presentism and the subsequent knock on effects of prolonged periods of time with high workload and increased overtime.

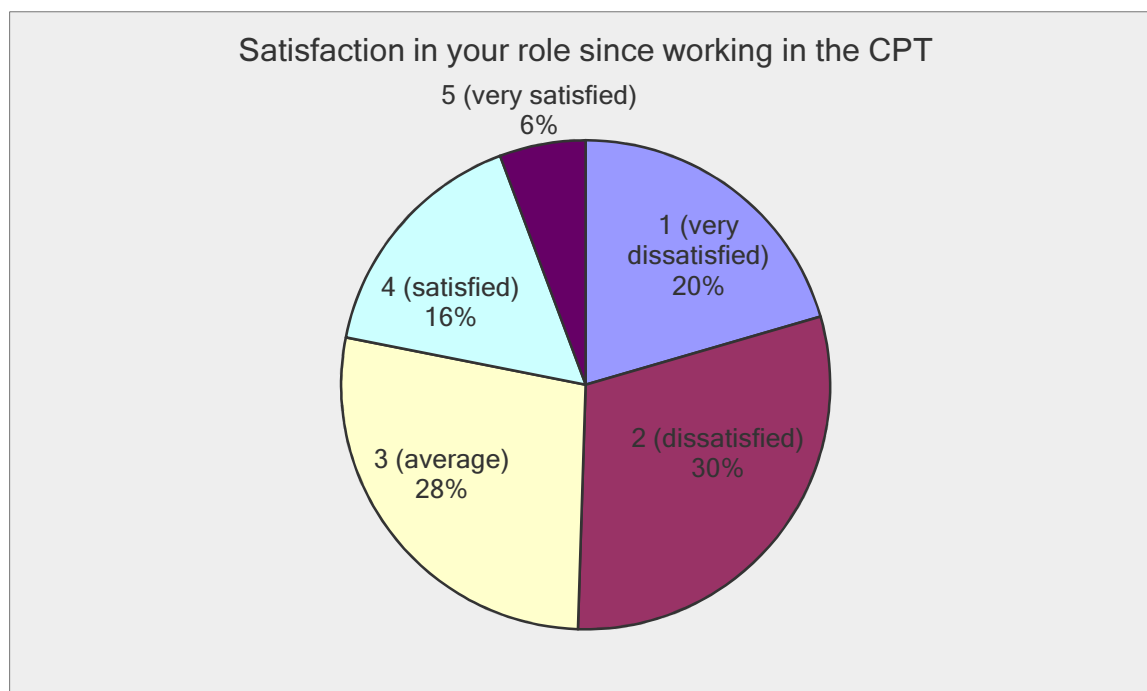
Voice of the System

Voice of the People



# Key findings from the CPT staff survey

**On a scale of 1 to 5, how satisfied are you in your role since working in the CPT?**



- 4 of the 7 CPTs were dissatisfied
- Wiltshire East were most satisfied (44%)
- Swindon South most dissatisfied (80%)
- 59% (10/17) of LCIs that responded were dis-satisfied
- 57% of PCs were dis-satisfied

Caveat – analysis of other roles is not being shown due to low number of responses at role level

Voice of the People

# Voice of the customer

What's the one thing that you would say would improve Wiltshire Police for you as an individual?

## **Are the aims of the CPT model aligned with what the public want?**

- Feedback from this survey continues to echo that in pre-CPT public consultation.
- Neighbourhood Policing with community focus and engagement was a core part of the proposed community policing teams.

## **Is the model in its current state meeting public expectations?**

- 6 months into the roll out of CPT the public continue to highlight that community focus and increased visibility would improve Wiltshire Police for them.
- Indicates that the proposed benefit of CPT in Local officers policing local communities – dealing with local issues is not currently being realised.
- There are a number of influencing factors which contributed to an increase in 101 wait times one of these being introduction of THRIVE+.

# 3 voices main issues

## Voice of the people:

- Role clarity
- Lack of community policing
- Demand and capacity
- Team working / handover culture

## Voice of the system:

- Call abandonment rates
- Data that infers reduced proactive activity
- Quality of investigation

Caveat: other performance measured that have been utilised cannot be included at this point as it is too soon to understand the impact that CPT has had

## Voice of the customer:

- Majority state that expectations around visibility are not currently being met
- Dissatisfaction with accessibility, particularly through 101

*“Having to do more with less - can't carry on the way we are going.”*

*“THRIVE+ = get it right first time, we should be doing this.”*

Voice of the People

Voice of the System

Voice of the Customer

# 3 voices main positives

## Voice of the people:

- One team
- Role variety / ownership
- Information sharing

## Voice of the system:

- Increased resilience and ability to respond to immediate and priority demand
- File quality vs. concerns around staff skill set

## Voice of the customer:

- Feedback from the customer echo's pre-CPT feedback
- Public perception is when face to face with an officer, they are friendly and do a good job under perceived difficult circumstances

*“Good to have the different roles, extending the team. Linking expertise.”*

*“High personal outcome success rate as has knowledge of the job from start to finish.”*

Voice of the People

Voice of the System

Voice of the Customer

# Summary

## OBJECTIVES

Reduced end to end times

Reduced call back demand

Fewer handoffs

Better response more timely

Upskilling of staff

Better allocation of resource

Better quality of files

Sell estate that is no longer required

Fewer dispatch logs

## BENEFITS

?

1. Reduced internal demand

✗

2. Reduced external demand

✗

✓

3. Improved customer experience

✗

✓

4. Improved staff morale / wellbeing

?

5. Create capacity for cost savings

✓

6. Improve organisational performance

# Next Steps – CPT Improvement Plan

CPT Strategic Board – ACC Pritchard

CPT Tactical Board – Supt Burt

1. Deployability

Resourcing Gold Group / Workforce Planning Group

2. Communications Strategy

CPT Tactical and Strategic Boards

3a. Demand Management

Strategic Demand Management Board

3b. Demand Flow

CPT Tactical Board

4. CCC – Improvements to the front end

CCC Improvement Board

5. Role Clarity

CPT Tactical Board

6. Team Working

CPT Tactical Board

7. Improve Community Policing Element

CPT Tactical Board /  
Workforce Planning



# Involvement and further assessment

- Role of the panel in supporting the improvement plan
  - Community element of the model
  - Continual embedding locally
  - Articulating the demand reality to public service stakeholders
  - Help evolve the relationship between front-line policing and local representatives, to improve the CPT model
- Next stage of check and test?





Any questions?



## Introduction

Thank you for inviting me to speak about the 999 programme which seems to have had, as I have been told, a “completely disproportionate reaction from some local councillors”, who have made some disparaging, misleading and on occasions, provocative statements about the Police. It is more disappointing because for some reason they seem to be focussing their remarks towards the police when it is in fact an emergency services programme.

Whilst I believe it is important that we should all be able to express ourselves as senior leaders, I find it incredibly disappointing, frustrating and sad because I believe some of the comments made on social media and in open meetings continue to undermine the fantastic work our frontline colleagues do. In Wiltshire and Swindon we enjoy excellent working relationships at all levels. This has been built with a mutual commitment to collaboratively improve the services to the public and therefore we should be doing everything we possibly can to support the partnerships not to undermine them. I feel some of the comments have been personally offensive, unwarranted and unprofessional. Please be assured I will not be making any disparaging remarks or undermining our partnership or the governance arrangements because I believe it is important for senior leaders to remain collegiate and united in our delivery of public services. In the thirteen years I have been a senior leader in Wiltshire, I have not and will not be engaging in such negative commentary.

I am pleased to be here to be able to present to you my rationale and views about why the police have contributed to the making of this programme and in particular address some of the issues that I believe have been raised. I believe it is my responsibility to try and clear up some of the misleading views being expressed.

The “999: What's Your Emergency?” programme is a documentary series which is currently showing on Channel 4. The programme follows and films the work of all the emergency services not just the police. There have been three series so far and all have received public acclaim which has prompted incredible amounts of generous support and admiration from the public. The programme also recognises the brilliant work of all our front line services, the complexities they face, the pressure they are under, the growing demands they are experiencing and most importantly the service they are able to provide with significantly less resources. It is my view, we should celebrate and support the work of all our frontline services not just emergency services, and that is what I will continue to do in my role as Chief Constable.

It is also my view the programme is an authentic portrayal of those complexities, demands and environment they work in. It gives a strong insight to the public about the sorts of social issues our frontline staff are facing. To be clear again, this is all our frontline services, not just policing.

In order for the programme to be progressed, the Force were informed about the approach and the guidelines followed:

The contract exists between Blast! and the Police and Crime Commissioner for Wiltshire and Swindon.

It was agreed that the framework for the contract being built were around the following elements, which I understand is the common approach between all participating emergency services:

- Initially, the programme makers came and spent a 'research period' of around two weeks with Wiltshire Police
- The TV company had a compliance period where all the relevant checks and consents will be gained in line with Ofcom guidelines and the Data Protection Act.
- The TV crew had a 'full access' agreement with the police which meant that they were able to film all police activity. The filming period took place for 10 weeks and a compliance period then took place to bring out the stories and do the relevant permissions and checks. This then moved on to an interview phase where staff featured were interviewed, followed by the edit stage where checks on cases, arrests, officer's permissions, victim contacts were followed up
- This is a 12 month commitment with Blast! Films alongside the Fire and Ambulance Service (who have separate agreements in place with the TV Company)
- Blast! Films are responsible for gaining consent of the contributors to the programme who are featured outside of the police

In terms of editorial control, Blast! carry out a pre-transmission viewing for each episode which is an opportunity for three members of Wiltshire Police to correct any factual errors and discuss any concerns with them. Let me emphasise, colleagues representing the force have a strong and credible background in identifying risk and managing vulnerability, indeed, the Detective Superintendent who has viewed the programmes has just returned from a national operation where she has experience in dealing with child abuse, exploitation, vulnerability and risk, and other forms of public protection. To suggest that Wiltshire Police do not understand the risks and vulnerability issues relating to people we come into contact with is implausible, insulting and undermining.

Blast! has shown that they are committed to listening to the Wiltshire Police input at the viewing and making changes where appropriate (in line with the Ofcom Broadcasting Code which regulates all UK broadcasters). Blast! state that they are committed, under Ofcom, to delivering fair, accurate but objective programmes.

Regarding consent and permission, the following is the extract from the contract relating to this issue:

*"The producer undertakes to obtain all necessary permissions from all Wiltshire Police staff and officers who are featured in the programmes, and all other individuals appearing in the programmes, as set out in and required under the Ofcom broadcasting code."*

Blast! are also clear on their responsibility to vulnerable people, and within their FAQ briefing, they state:

*"As a company, we have extensive experience of working responsibly and supportively with vulnerable contributors to enable often marginalised people to have a voice. This includes*

*people with mental health issues, people affected by alcohol or drug misuse, children (including Looked After children), people with criminal convictions and victims of domestic abuse. We take our Duty of Care before, during and after transmission extremely seriously. Where appropriate, our dialogue with contributors often extends long after broadcast to ensure they are properly supported. Our commitment in this area extends far beyond OFCOM guidelines and we take great pride in the fact that many of the most vulnerable people we have collaborated with are still in contact with us and speak extremely positively of their experience of working with us."*

Whilst Channel 4 has commissioned the work as their commitment to public services Blast Films which is a reputable TV production company approached the emergency services in Wiltshire and requested our participation which all of us have done. Ofcom guidance is clear and relates to both the producers Blast and Broadcaster. Persons are required to give consent and if this is not given, they will either not appear in the documentary or will be totally anonymised.

It is important to state that Wiltshire Police, Blast! and Channel 4 have not received one complaint from anyone featured within the documentaries. In addition, Wiltshire Police have not been required to attend any incidents further to a person appearing in the series and as an organisation we have not been asked to participate in any partnership case conference relating to any actual concerns further to a person appearing in the programme.

So to be clear, the Police and the other emergency services and agencies participating in the programmes are not required to obtain consent; it is Blast! Films who have that responsibility.

As I have already emphasised the programme is an authentic portrayal of the pressures experienced by our front line colleagues. On a daily basis, on an hourly basis, very often minute by minute they are dealing with people who are suffering severe and chronic mental health problems, people in crisis, dealing with the homeless, people suffering alcoholism, people ravaged by drug addiction, people who go missing or simply people who may be exposed to exploitation. The police are dealing with an increasing number of people who are ill and vulnerable, confused, exposed, alone and at that moment in time uncared for, whether suffering from Alzheimer's, dementia or some other debilitating illness. It is clear all of our frontline colleagues are under similar pressures and they should be applauded for the high quality services they provide under difficult circumstances.

The diversity, volume and nature of the demand for policing has significantly increased in recent years. There has been an increase in crime, anti-social behaviour and the wider demand. The profile of crime is changing with a more transient population. New and emerging crime types are a real increase such as modern day slavery, human trafficking, cyber-crime, child abuse and child exploitation. Serious and organised crime and terrorism is more sinister, complex and dangerous than ever before. It is therefore my view the public should know the pressures our public services are under, how they deal with those challenges and how they work brilliantly in partnership with other agencies and the public to provide high quality services. It is misleading and disingenuous to believe our county whether Swindon or Wiltshire, are not experiencing this increase demand, significantly

more dangerous complex crime and increased pressure upon public safety. The threat of serious and organised crime groups operating in Swindon and Salisbury and most major towns in the county is real and the only way to effectively respond to these threats is to be open and transparent and authentically engaging with our public so that they are able to collectively help us respond to these demands.

As the Chief Constable I believe it is time that the police had a more sophisticated, engaging and open relationship with the public about the service we are able to offer. I believe this programme offers the opportunity to start to have a more mature and meaningful relationship. My belief is that the more we, as public sector organisations, communicate with authentic and pragmatic dialogue the more trust and confidence you will engender and develop. Let's not forget we are one of the safest counties in the country and we experience high levels of trust and confidence within our communities.

I believe colleagues in public office have a greater responsibility than ever before to have those authentic conversations with the public about how economic and social deprivation impacts upon the services we are able to offer. More importantly, not just to discuss the problems we are all facing but know and understand how we can inspire and mobilise the communities we serve so they are part of the solution and not the problem. The public are more sophisticated than some people give them credit for and I know the programme has had a positive impact upon the public that we have heard from.

When I watched the programmes, which I have now done three times, I am proud to say I have witnessed officers and staff providing a high quality service in incredibly difficult circumstances.

I am particularly pleased the programme will focus upon mental health, serious and organised crime, sexual exploitation, youth, wider exploitation, and other forms of vulnerability because these are the areas of greatest demand for our emergency services. Of course, all of our front line services are dealing with similar issues, therefore it is important for all of us to communicate effectively around the demands we are all facing.

The reason why I am proud of the Wiltshire Police contribution is simple. Like the public I have witnessed officers and staff exhibiting **courage, professionalism, sensitivity, compassion, kindness, humanity, understanding, patience, warmth, tenacity and most importantly an optimistic and upbeat portrayal of the police.** They have been pragmatic and honest which is exactly what I want from my colleagues.

It is worthy to note that Wiltshire Police has not participated in a documentary for a number of years but due to the type and style of documentary it was decided to enter into a relationship with Blast! Films to increase awareness and enhance the reputation of the force.

We did not enter into the programme with the intention of damaging the reputation of Wiltshire and Swindon, we did not enter into the programme with a motivation to damage the reputation of partners and we did not enter into the programme with the intention to increase vulnerability and risk of people in crisis. I do not believe we have done so in any of

these circumstances. I believe it is disingenuous to suggest this programme has in any way damaged the reputation of Wiltshire and Swindon.

In fact, in the main I do not believe vulnerability or risk has been increased at all. I do believe the making of the programme and the programme itself has put a spotlight on vulnerable people who as a result may have received more support than they ordinarily would do.

Wiltshire Police went into this documentary knowing some of the risks and we carefully considered them. One risk we did not predict or foresee was the adverse reaction we seem to have from Local Authority colleagues.

I am incredibly frustrated, hurt and disappointed at this reaction, the unfounded criticism of my officers and the wholly disproportionate misleading and highly critical narrative developing, although interestingly not from the public. Whoever is suggesting that risk has disproportionately increased for people contributing to this programme clearly do not understand the attendant circumstances? Anyone who is vulnerable, in crisis or by their age at risk, will already be engaged or have been engaged in other public services before the police come into contact with them. When the police do come in contact with those sorts of people a sixteen page form is completed and sent to the multi-agency safeguarding hub (MASH). Therefore there are at least three occasions before during and after the incident takes place when risk is assessed. When the multi-agency safeguarding hub receives the report, the risk should be addressed again. Prior to the airing of the programme there is another opportunity to address any residual risk. Therefore there are at least five opportunities to address any residual risk.

So if it is helpful I will address some of the issues that the PCC has raised with me.

During the early negotiations and scoping for the documentary I received a briefing about the opportunities and threats relating to the programme, the risks and benefits and as a result a recommendation was made to the PCC.

The OPCC and the legal team developed a contractual arrangement with Blast! Films and I am as comfortable as I am able to be with the arrangements in place. Therefore in answer to the question about who is responsible for the participation of Wiltshire Police in these programmes it is my sole responsibility. I provide operational advice and develop operational policy which I believe is clearly understood by myself and the PCC.

There have been questions about the Wiltshire Police approach to vulnerability and safeguarding. I have watched with interest how my colleagues have dealt with vulnerable people in our community. Far from exhibiting a lack of understanding of how to deal and support vulnerable people or people at risk I have been impressed by my frontline colleagues who have shown their humanity, patience, kindness and sensitivity which I believe has been palpable and plain to see. I hope you agree we should all be reassured by these qualities being exhibited by some fantastic dedicated people. Interestingly, some may say the police should not have become involved in some of the incidents portrayed in the programme because other agencies should have been notified. This is not uncommon and reinforces the position that the police are a service of last resort.

I want to impress upon panel members here today; Wiltshire Police have a very impressive track record in dealing with vulnerability and public protection which has been recognised by HMIC and Ofsted. The positive feedback we have consistently received is particularly pleasing in such a challenging environment and with the back-drop of many organisations not experiencing the same positive feedback. Only recently in December 2016 Police were commented upon favourably in relation to the culture shift, training and management of risk within the Joint Targeted Area Inspection which also is repeated consistently in the effectiveness report conducted by HMIC that same year.

Some people have said that officers have not portrayed themselves professionally in the making of the programme, particularly in relation to some of the views they may have expressed.

There are a number of facts that have been relayed or alluded to during the programme. It is true to say the following:-

- Wiltshire Police are one of the worst funded forces in the country
- We do not have enough resources to meet public expectation
- We do not have enough resources to maintain an effective visible presence in our communities
- Demand is increasing because other organisations are not able to provide the services we have experienced previously
- The decline in social care has real consequences
- Public scrutiny is higher now than ever before
- Legislation is more complex than ever before
- It is more dangerous and challenging in our communities that are the most deprived and challenged than ever before

There is also a suggestion that the programme is political. Far from it, as the Chief Constable I am confident that my staff have not used this programme as a political platform. I know and my colleagues understand what operational independence requires from us all. I will continue to protect operational independence and I will not be deflected from that position. It is important to state that the participation of the police in documentary series is standard practice. On any given day there will be numerous production broadcasts shown across the TV network that highlight the work of the police and other emergency services (The Force, Night Cops, The Met Policing London, Police Interceptors). Our due diligence shows that other forces have not encountered the issues that have been raised within Wiltshire and Swindon. We conducted a short review on the 1<sup>st</sup> August this year to ascertain how many of these documentary programmes were being shown. In the region of 30 programmes were being shown during a 24 hour period on a variety of topics across the country.

I do however believe that senior police leaders require morale courage to be operationally independent but that does not mean they should not be politically adept, agile and astute when it is appropriate to do so.

It is therefore my view the programme is not political, there is not political conspiracy and I do not believe politics with political motivation have been exhibited by my officers in the programme.

I am also aware there is an assertion that the programme is damaging the reputation of Wiltshire and Swindon. I do not accord with this assertion. In fact I do not believe members of the public or potential investors who may have a commercial interest in the county will be disproportionately influenced by the programme at all. I certainly do not believe potential investors would make a commercial decision based upon a snapshot of public service provision. The programme has only 2 million viewers and in the main has received very favourable feedback from the public.

I believe that Swindon and Wiltshire has a strong brand and is known as a vibrant and flourishing safe county. I do not believe the reputation of Swindon and Wiltshire is so fragile and delicate that it could be damaged by the programme. If it is, I do not believe that is a matter for the police to address. Again, I am aware this assertion has been made in public on a number of occasions which I believe can only be made to undermine the Wiltshire Police and is disingenuous in its motivation.

As the Chief Constable I continue to be supportive of the Wiltshire Police involvement in this programme. I believe it is important to have an authentic and rational relationship with the public but most of all I want to continue to say to the public that despite the lack of resources and increased demands we will do all that we are able to protect you, help you, support you and look after you with humanity, kindness, courage with our values at the heart of what we do. These comments should also be aimed at all of our frontline resources who I believe do an incredible job.

I hope the PCP will understand the rationale for the programme and celebrate like others do that this is one of the top performing forces in the country with a strong reputation and we should pay tribute to our front line officers and staff who go out there courageously, professionally, dedicated and committed to providing a high quality service.

In conclusion, it would not be credible for a Chief Constable to try to suggest Wiltshire Police is one of the top performing forces in the country without independent scrutiny and evaluation. Therefore I will draw your attention to the last HMIC Effectiveness Inspection where the force was graded as good, good and good in all of the different elements of the inspection, with an overall grading of good for the force. It particularly commented favourably on how effective the force is at protecting those who are vulnerable to harm and supporting victims. The force was graded as good, good and good with an overall grading of good in all of the efficiency inspections. The force was also graded as good, good and outstanding with an overall grading of good in the legitimacy inspection. The leadership within the force has also been favourably assessed within the leadership framework, most recently being described as outstanding when inspected for crime compliance and integrity. The force was one of only three forces in the county to have received a good grading for crime data integrity. Finally, staff associations have undertaken a morale survey across the country and Wiltshire Police Officers morale is the highest in the country. I hope colleagues will agree with me, Wiltshire Police frontline services and the organisation in the context of

being one of the least funded forces across the country provides excellent value for money, high quality services and are doing all that they are able to protect our communities from harm.

But, whilst I will continue to applaud my colleagues, our success as an organisation should only be recognised in context of excellent working relationships, partnerships and collaboration with local authorities, other agencies and most importantly the communities we serve.

As I said at the beginning, thank you for the opportunity to provide you with my views.



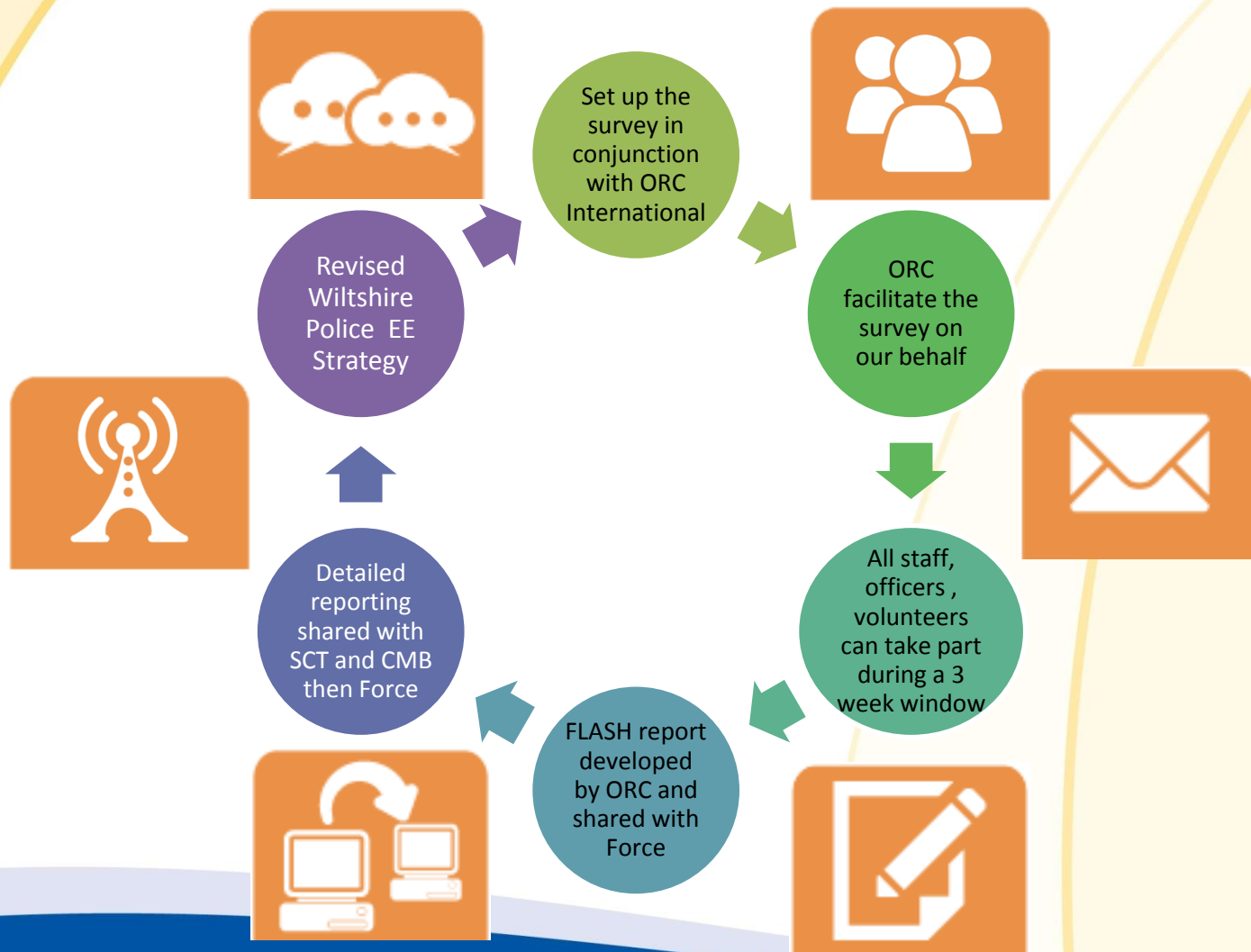


## **Staff Survey 2017**

### **Summary of findings from the 'Pulse' survey**



# Our Survey Methodology



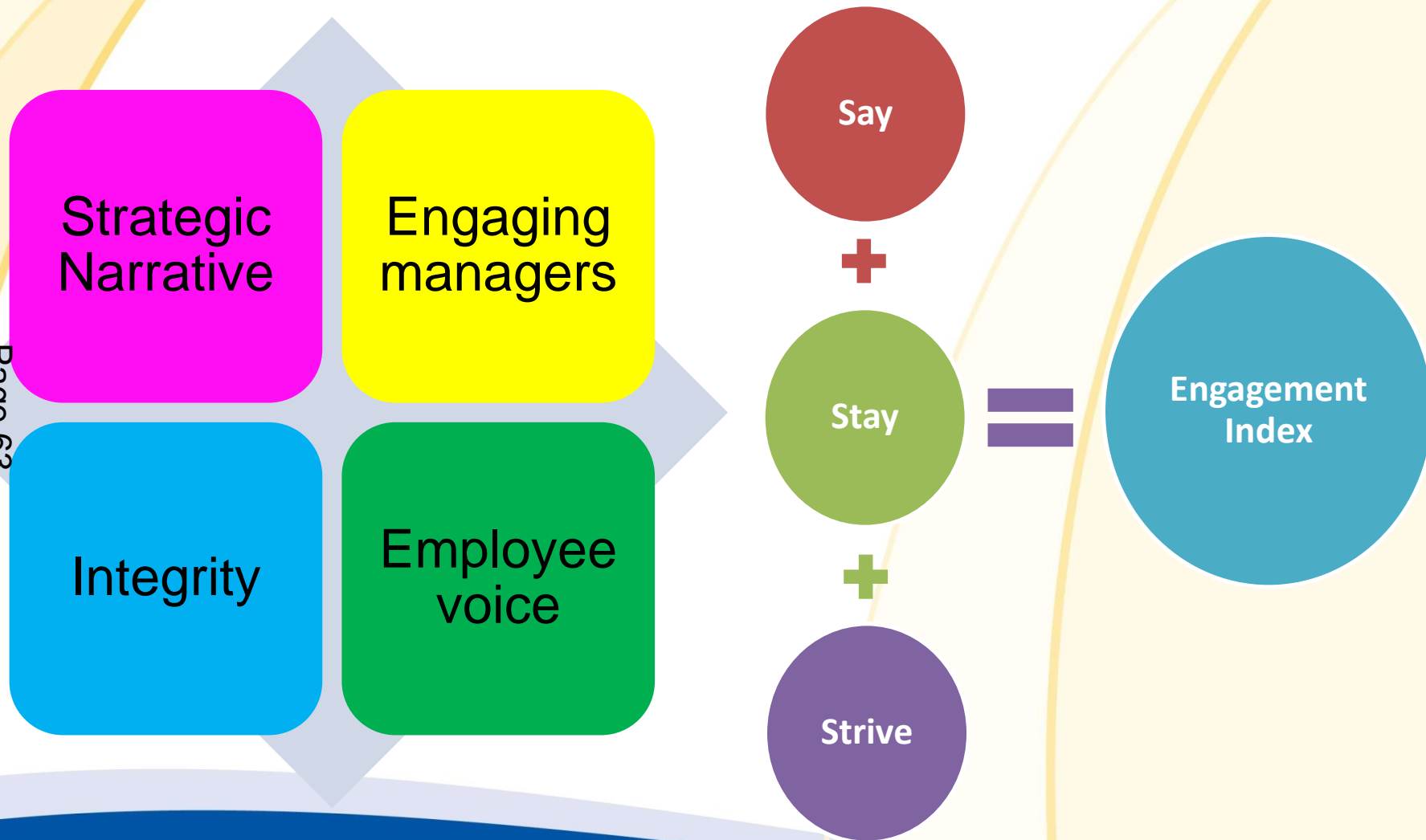
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## Our Purpose:

To prevent crime and protect the public

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# Employee Engagement Framework



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# The Overall Engagement Index

## Say

- Considering everything I am happy with the work I do (76%) **+2%**
- I feel proud to work for Wiltshire Police (78%) **+4%**
- I would recommend Wiltshire Police as a great place to work (51%) **+3%**
- Considering everything I am satisfied with working for Wiltshire Police (74%) **+5%**

## Stay

- I feel a strong sense of commitment to the future of Wiltshire Police (73%) **+8%**
- I feel a strong sense of belonging to Wiltshire Police (66%) **+6%**

## Strive

- Working here I feel motivated to do my best (67%) **+2%**
- I go the extra mile at work when required (92%)

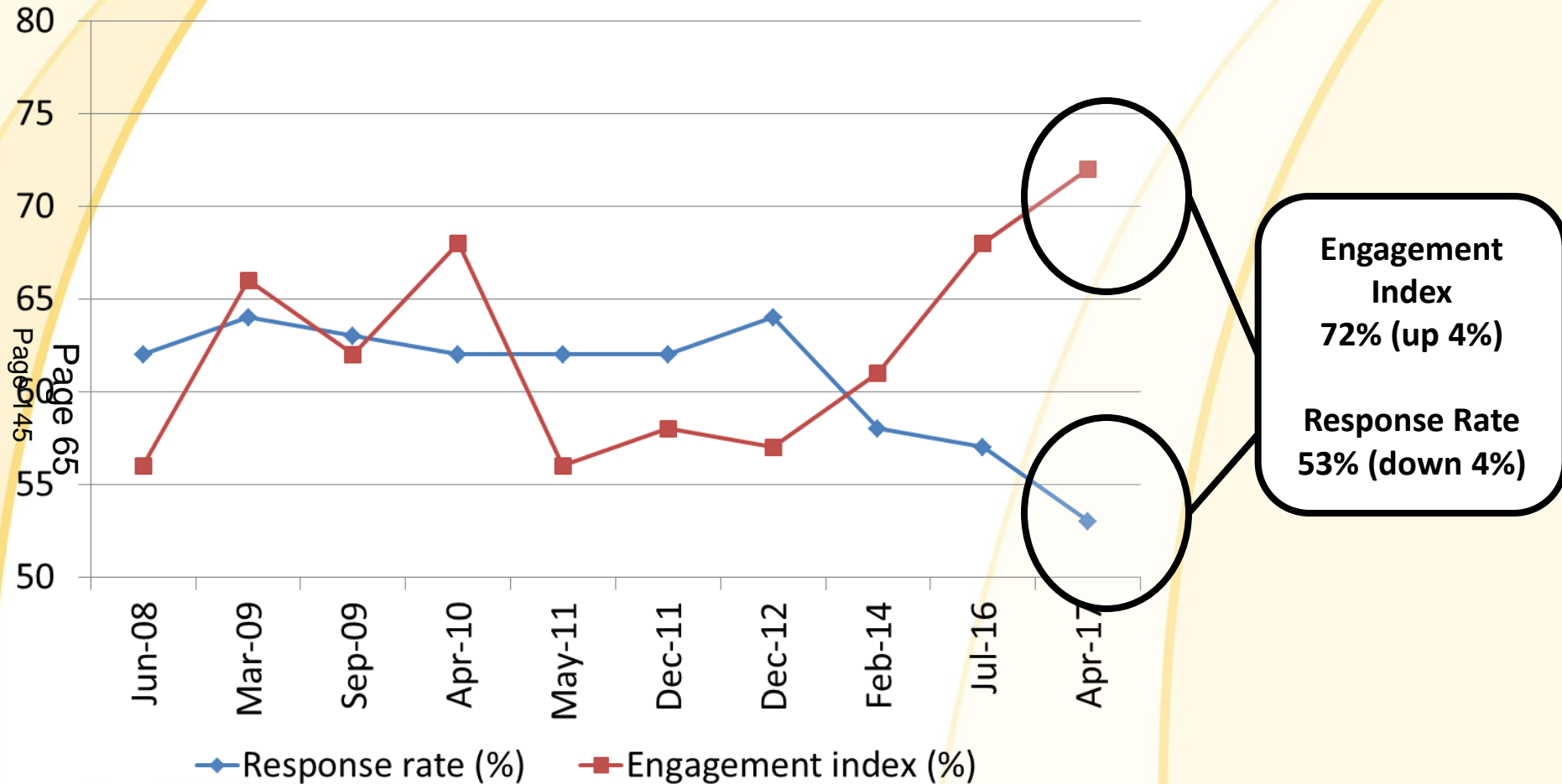
**ENGAGEMENT INDEX = 72% **+4%****

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# Top Line Figures vs Previous



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# Demographics

What is your role?

Police officers  
44.7%  
Police Staff 48.8%  
PCSO 5.1%  
Specials 0.7%  
Volunteers 0.1%  
Partner 0.6%

What is your gender?

Male 50%  
Female 47.4%  
Prefer not to say  
2.6%



# The Top Five Positive Scores

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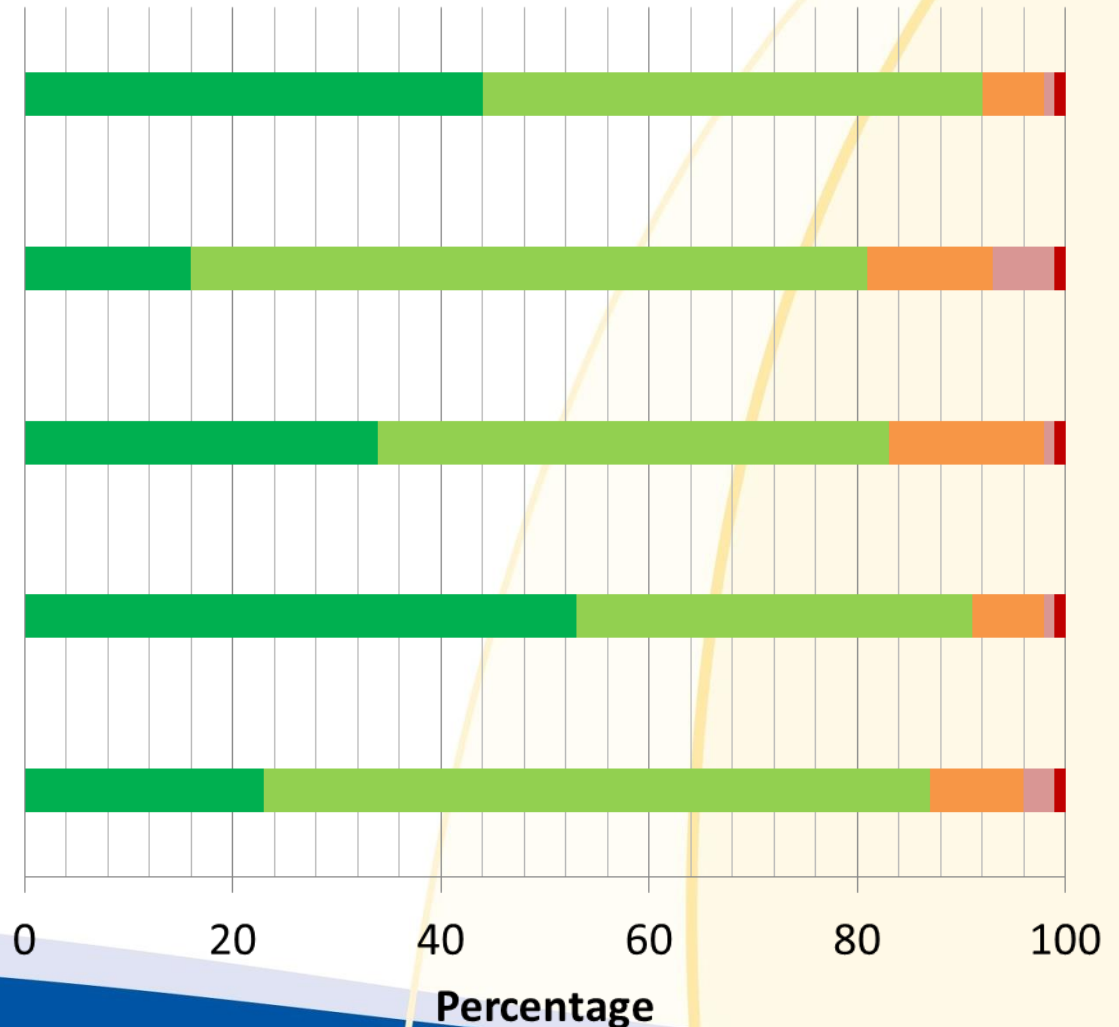
I will go the extra mile at work when required

I know where I can access support at work if I need it

I am supportive of the new Force mission as laid out in the Chiefs roadshows

The Chief Constable has clearly laid out his vision for this organisation

I am encouraged to take responsibility for getting things done



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# The Top Five Lowest Scores

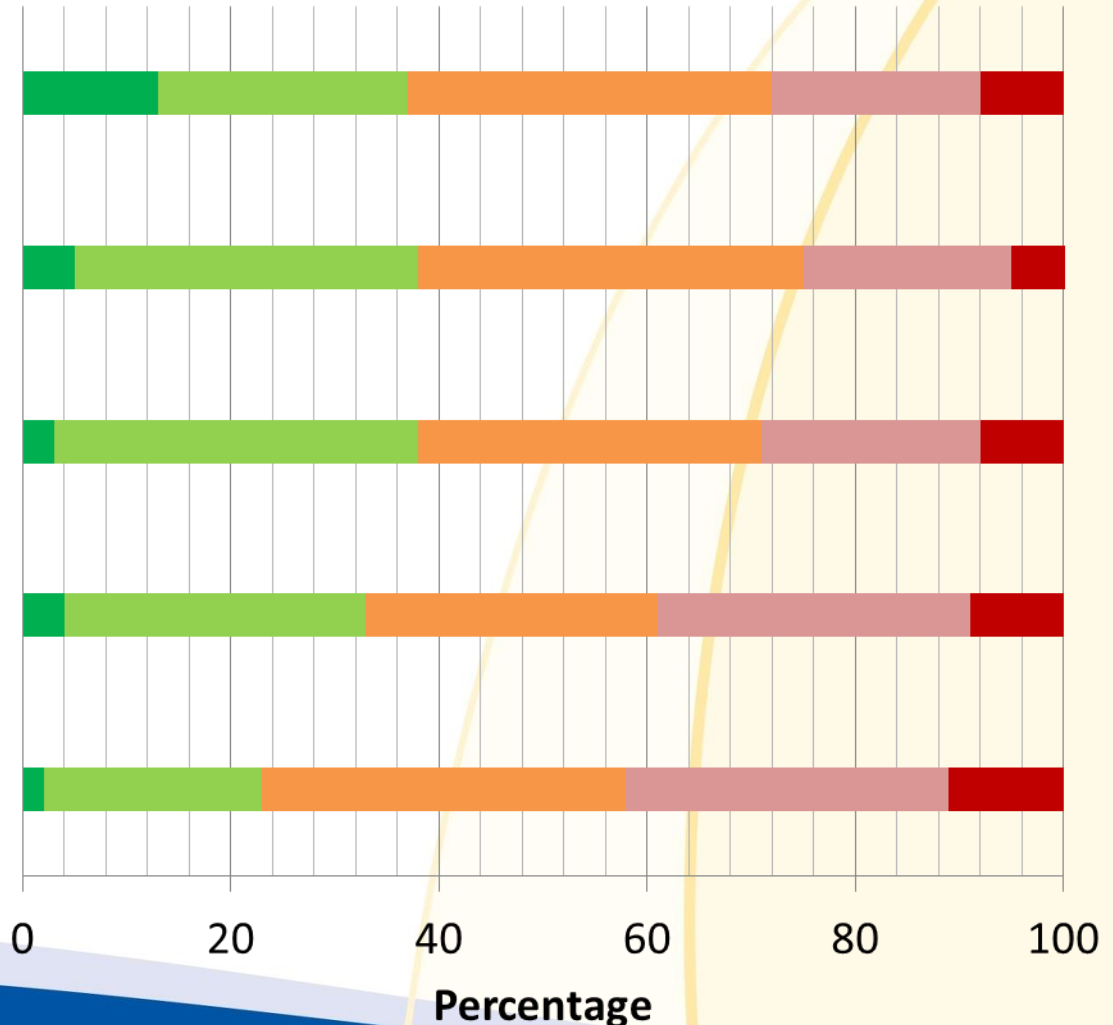
The new ways of working have had a positive impact in supporting my health and wellbeing

The leadership in this organisation encourages difficult conversations

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Within Wiltshire Police I believe views and opinions are listened to and considered

Senior leaders understand the issues our team faces

Wiltshire Police manage poor performance effectively in line with our values and behaviours



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# The Top Five Neutral Scores

Question	% Neutral
Our senior leaders are good at empowering others	37
The leadership in this organisation encourage difficult conversations	37
Wiltshire Police manage poor performance effectively in line with our values and behaviours	35
The new ways of working have had a positive impact in supporting my health and wellbeing	35
Within Wiltshire Police, I believe views and opinions are listened to and considered	33

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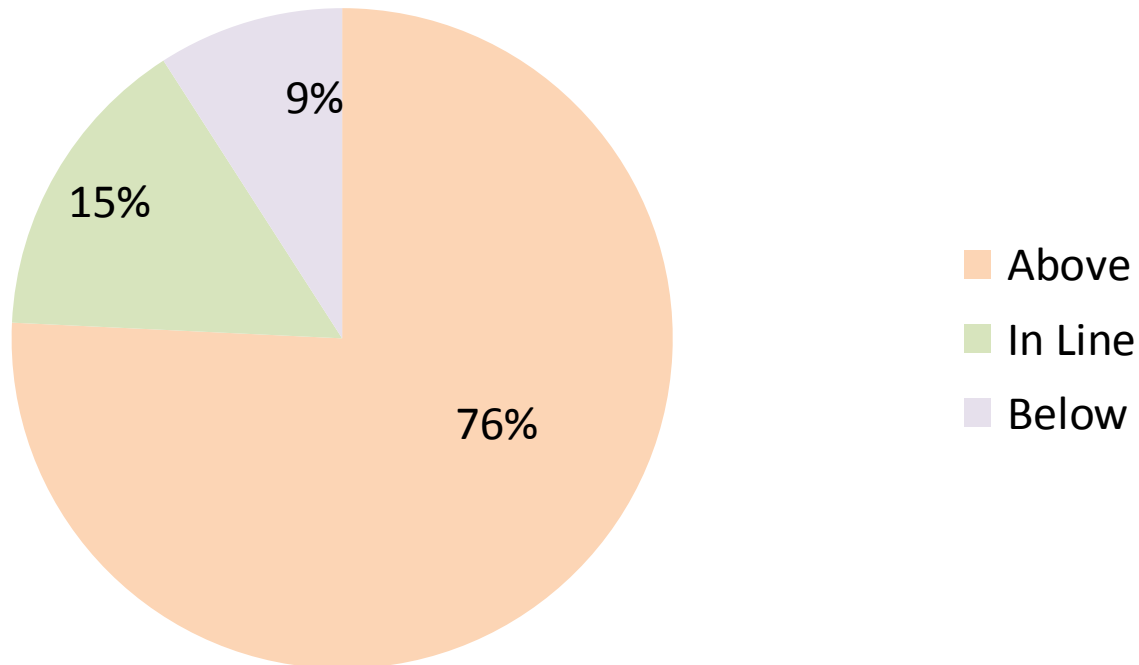
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# Comparison to 2016

A total of 33 questions were asked and can be compared to the 2016 full staff engagement survey.

The below illustrates how those questions compare.

*25 returned above last year, 5 are in line and 3 fall just below last year*



# Areas to continue understanding

Vs 2016

- Wiltshire Police manage poor performance effectively in line with our values and behaviours (23%) -4%
- I am comfortable in the pressure placed upon me in my job (61%) -3%
- I am able to meet the requirements of my job without working excessive hours (54%) -2%

- I will go the extra mile at work when required (92%)
- I believe that the organisation has enough support available to assist in my wellbeing if I need it (63%)
- My first line manager and I have set clear objectives for me (64%)
- I believe that the values and behaviours are demonstrated consistently within Wiltshire Police (47%)
- The leadership in this organisation encourages difficult conversations (38%)

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# Benchmarking...

Questions above the benchmark	
Working here, I feel motivated to do my best	+22
<b>Our senior leaders communicate in an authentic &amp; open way</b>	<b>+21</b>
I am proud to work for this organisation	+16
I feel a strong sense of belonging to this organisation	+16
I feel a strong sense of commitment to the future of Wiltshire Police	+6
Questions in line with the benchmark	
Within Wiltshire Police, I believe views and opinions are listened to and considered	+3
Questions in line with the benchmark	
Wiltshire Police manage poor performance effectively in line with our values and behaviours	-12

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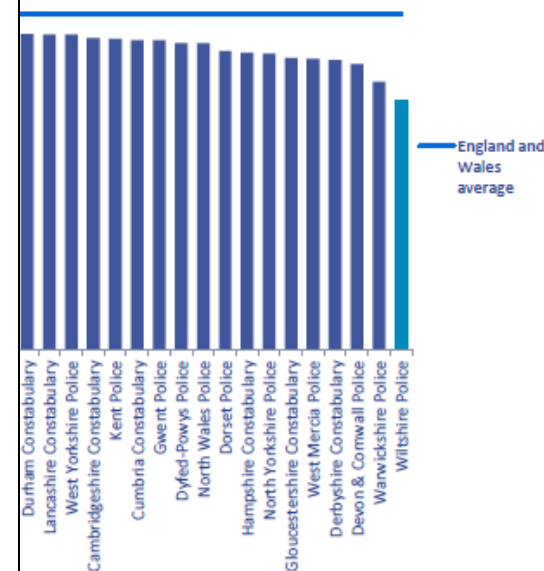
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# How does Wiltshire compare to other Police Forces?

- National review by the Police Federation into Pay and Morale – July 2017
- 419 responses were received from Wiltshire Police, representing a response rate of around 43% against a national rate of 25%
- Wiltshire has the best position in the Country for morale, and recommending the Police to others.

Proportion of respondents reporting low personal morale

	Negative effect on morale (Wiltshire Police)	Negative effect on morale (England and Wales)
Pay and benefits (including pension)	64.1%	72.9%
Day-to-day job role	39.9%	48.1%
Workload and responsibilities	53.3%	61.1%
Work-life balance	63.1%	65.3%
Opportunities for development and promotion	36.3%	52.9%
Health and wellbeing	55.5%	61.5%
How the police as a whole are treated	76.7%	84.9%
Treatment by senior managers	34.7%	48.5%



# Thank you for your time

## Any questions?

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