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The Commissioner's Annual Report 2015-16

1. Foreword

It is with great pleasure that I present the final annual report from my first term as your Police and Crime Commissioner (PCC). As PCC my role is to ensure that Wiltshire and Swindon is kept safe. I make sure; that the police and justice system meets the needs of Wiltshire and Swindon; and that Wiltshire Police is held to account for delivering an efficient, effective and trusted service.

My first term as your PCC has been an exciting challenge. The election of PCCs has provided more transparency and public accountability to policing. I am pleased that the profile of PCC has been raised and that the level understanding of a PCC's role and responsibilities is increasing.

This must continue as all our communities need to understand that as PCC I represent the legitimate demands and aspirations for policing of all our communities. I will seek to ensure that I maintain a high level of visibility and engagement during my second term so that I can properly understand the concerns of the public.

You hold me to account for the policing services you receive and I hold the Chief Constable and other organisations (from which I commission services) to account for delivering services that meets your needs in an effective and efficient way.

During my first term I have established a collaborative approach with the Chief Constable Mike Veale, partners, the community and voluntary sectors. I believe this approach is the best way to drive improvements efficiently and keep bureaucracy to a minimum. This will continue but our communities also need to have confidence that an integrated approach does not restrict my ability to represent their views and challenge services to be more effective and efficient.

This annual report provides evidence of my robust and challenging assessment of the progress made in achieving my Police and Crime Plan 2015-17 (P&C Plan), the overall performance of Wiltshire Police and my views on the challenges and opportunities in the future.

Section one provides my overall assessment of policing and community safety incorporating the learning from inspections by Her Majesty's Inspectorate of Constabulary (HMIC), engagement with victims and local communities.

Section two identifies the strategic future challenges and opportunities in the coming years. Section three updates on the progress in delivering the P&C plan by each priority and the future challenges and opportunities. The final section three provides an overview of financial information from 2015-16. The P&C plan sets the priorities and improvements that will help keep Wiltshire and Swindon safe.

- Priority 1. Prevent crime and anti-social behaviour
- Priority 2. Protect the most vulnerable in society
- Priority 3. Put victims and witnesses at the heart of everything we do
- Priority 4. Secure high quality, efficient and trusted services

Within my P&C plan, I outlined the step change away from a perverse target-driven culture towards a more ethical and mature approach to managing performance. This does not mean removing numerical measures but recognition that a single piece of information cannot provide an answer to how well the police and the criminal justice service are doing.

2. State of Policing and Community Safety in Wiltshire and Swindon

Since my previous annual report I have continued to be positive about the state of policing and community safety in Wiltshire and Swindon. All public services are continuing to undergo rapid change and policing is no exception. The changing and increasingly complex demand on services, the need for better care for vulnerable victims and continued financial restrictions present a real challenge for how services are resourced, structured and delivered.

Wiltshire is safe and has a good police service that has a well-developed understanding of crime, is effective at preventing crime and carries out investigations which are generally good quality. There is a good balance in tackling complex criminality, protecting vulnerable people and providing a visible and responsive community policing service. Overall I believe we are making good progress in delivering my P&C plan and beginning to make improvements to the criminal justice system in Wiltshire and Swindon.

At the end of 2014 Wiltshire police have made a step change towards an ethical performance culture. Following significant national criticism of public sector target culture and a lack of credibility of police recorded crime figures; the Curtis Review into police performance was completed in August 2015. Prior to this review in Nov 2014, the Chief Constable and I agreed that arbitrary targets introduced perverse incentives and distrust of police services. During 2015-16 the Chief Constable and I have implemented a performance culture overhaul.

The police must record all crime as accurately as possible. It is fundamental to their understanding and responding to crime. I want all victims of all crime to have confidence that the police will listen and record crimes accurately.

Policing is complex, so the way we understand and assess performance needs to reflect this. I have assessed a range of information, not just police recorded crime, to determine levels of crime. My annual report uses a range of information including internal measures, external inspections and scrutiny by HMIC, and your views and experiences of services. Wiltshire has already implemented the most of recommendations made in the Curtis Review of police targets in August 2015.

Part of this process is for PCCs to have a more sophisticated communication with the public on what successful policing looks like. Police recorded crimes are important but we need to be able to trust that they reflect what is going on in our communities. I believe Wiltshire Police are well on that journey and I will continue to assure myself that recording compliance is improving.

In 2015-16 crimes recorded to Wiltshire Police has increased by 19.2% or 6,122 offences, which is the fifth highest increase in police recorded crime in the country. Recorded crime is rising in 39 / 43 forces across the country and many are around this level. Despite this increase Wiltshire's crime rate remains in line with force areas similar to Wiltshire. The overall rise is driven by increases in large volume crime types of violence without injury of 75.3 percent, shoplifting of 17 percent and 156.1% increase public order offences.

After extensive analysis, I am confident the rise in police recorded crime is predominately caused by more ethical police recording practices. The British Crime Survey (BCS), which asks people about their experiences of a range of crimes in the past year, is stable. I believe that recorded crime should converge with the BCS level as police recording standards improve. The rise in recorded crime is set against a corresponding 18% fall (3,959 incidents) in ASB incidents reported. Whilst it is difficult to separate out the excellent ASB and crime prevention work, this level of decrease indicates a recording change with previously recorded ASB incidents now correctly recorded as violence without injury and public order offences.

There has been no significant increase in the calls and demand for police services over 2015-16, which continues to be stable. All crime rates in Wiltshire are in line with national averages with exceptionally low rates of serious violence and arson.

I anticipate that crimes recorded by the police will continue to rise but at a slower rate during 2016-17 as HO compliance rates continue to improve. The HO compliance rates have risen significantly over the last 19 months and currently stand at 93 per cent. This continues to be a priority for the Chief Constable Mike Veale and further improvements to the compliance rate are expected. I anticipate that improved crime recording will continue to be affected by police recorded crime during 2016-17 but at a reduced rate.

Detailed analysis is available within my quarterly performance reports with my full assessment of the increases in police recorded crime.

The increase in sexual offences of 14.1 percent is partially due to the need to increase confidence in reporting and police services. The improved quality of crime recording has influenced the recording of sexual offences. The increased awareness and confidence to report following the Jimmy Savile scandal, numerous public inquiries and shocking evidence of child sexual exploitation (CSE) in Rochdale and Oxford has also empowered more victims to come forward.

Outcome rates demonstrate the level of a positive conclusion to a crime, be that a charge, caution or community resolution. At its most simple level, this indicates how many offenders are held responsible in some form for the crimes they commit. Nationally this is a performance area where targets have driven perverse behaviours and distorted police behaviors.

22.1 per cent for all crime has a positive outcome which is in line with national average. After examination of the information, outcome rates in Wiltshire for certain crime types are not at the level I expect.

Wiltshire is a significant outlier in its dwelling burglary outcome rate. In 2015-16 the outcome rate was 6.1 per cent which equates to 80 in 1,318 crimes. This is significantly lower than the peer average of 13.8 per cent and lower than the national rate of 9.5 per cent. Using targets to increase outcomes rates have led to incorrect crime recording, inappropriate use of community resolutions and inappropriate police targeting of crime types. I have asked the Chief Constable Mike Veale to review this area and bring forward improvements that improve outcome rates without affecting the distorting performance.

The impact on policing and community safety of the changes in other public services continues to pose difficult questions for Wiltshire and Swindon. National research indicates that up to 75 per cent of requests for service to the police are not related to traditional crimes. This shift reflects the changing demand from the public and the changing focus for policing. It is crucial that we continue to build on existing efforts with our partners and local communities to prevent crime and ASB, and protect communities from being victims or repeated victims.

During 2015-16 we have seen excellent collaborative work between the police, local authorities, NHS and criminal justice agencies. They are working together to identify and protect those most vulnerable in our society. Services and specialisms are being brought together to protect those at risk of CSE, working with families and individuals who need most support and helping those in mental health crisis.

During the summer of 2014, Chief Constable Mike Veale briefed me in relation to potential police misconduct regarding the way the Force allegedly dealt with information about Sir Edward Heath received in the 1990s. The matter was referred to the Independent Police Complaints Commission (IPCC) for investigation. Nothing reached the public domain until the IPCC put out a press release on Monday 3 August 2015 which named the former Prime Minister. Once the IPCC had decided to put Sir

Edward's name in the public domain, a decision was taken by Wiltshire Police to make a witness appeal, and an investigation ensued. The conduct of any police investigation sits squarely within the operational independence of the Chief Constable. As an elected commissioner, I have scrupulously avoided any suggestion that I am using my office to influence the investigation. Whilst I set police priorities and allocate resources, this does not impinge on the operational independence of the chief constable in the investigation of offences.

Communities in Wiltshire and Swindon recognise that they have a key part to play in making their communities safer. I am delighted that this happens in a wide variety of ways. From being actively aware of issues in their communities and signing up to community messaging and "watch" schemes or dedicating time in volunteer roles, community speed watch or by becoming special constables or police cadets. I will continue to explore more such opportunities and support individuals who want to play a more active role.

Wiltshire Police must do more to reflect the community it serves. Failure to do so undermines the Peelian principles of British policing and the ability to police by consent. As such I have approved investment to deliver a range of improvements to recruitment, policy and staff training and development. The Chief Constable is working with staff associations and independents experts to ensure that police policies, procedures and culture support this aim.

The best use of stop and search (BUSS) scheme aims to provide greater transparency and community involvement in the use of stop and search powers. The scheme includes detailed data recording, policy to allow lay observation, a community trigger process and a reduction in section 60 non suspicious searches. The HMIC identified that Wiltshire Police were compliant in only one area in the BUSS scheme. As a result they were suspended from the BUSS scheme. Since this suspension rapid improvement has taken place to address non-compliance. This includes a new form to ensure the correct information is collected and reported, a new lay observation policy and community trigger procedure is now in place and increased transparency on the Wiltshire Police website.

Our work regionally with other police forces has meant that specialist police services such as forensics, major crime and organised crime teams are delivered collaboratively. These complex functions are working more efficiently together to share intelligence, maintain specialist skills and meet national threats. Efforts will continue to address a backlog in retrieving evidence from smartphones, tablets and other devices. I will continue to ensure that Wiltshire receives a proportionate level of specialist services in any collaborative arrangements.

During the last year we have successfully began a community policing pilot to trial a more decentralised and collaborative policing model. This remodeling returns policing to our communities and brings together police community support officers (PCSOs), neighbourhood officers, response officers and local crime investigators in one team. This community team is responsible for managing crime in that community from beginning to end. Initial results are encouraging with evidence of it streamlining police response to crime, providing continuity for the public with fewer handovers between departments and increases in staff morale and productivity. This model will continue to be refined to make sure that we are listening to your views and that the policy is tailored it to the needs of local communities, both urban and rural.

I believe Wiltshire Police is in a good financial position with strong financial management. It has met its savings requirements under the spending review for 2014-2015 and has a balanced budget for 2015-2016 that has identified its savings requirement and is well on the way to achieving this. I took the decision to increase the police precept by 1.9 per cent and allocate £315,000 from my commissioning budget to protect local policing. Financial pressures will continue and I will be working closely with the Chief Constable Mike Veale to meet these challenges.

My assessment of Wiltshire Police is supported by HMIC's PEEL inspection (police efficiency, effectiveness and legitimacy). Wiltshire Police has been rated as 'good' in every area of policing for the second year in a row.

This strong external and independent validation of the quality of services supports my own assessment that Wiltshire Police are well-led organisation. The 2015-16 PEEL assessment has complimented the Force for the changes it has made and has recognised that the leadership of the organisation comes from the Chief Constable, the senior management team and across all levels of officers and staff.

However we cannot be complacent, there are still areas that require improvement. The HMIC and I have highlighted areas where Wiltshire Police and its partners can improve, including protecting vulnerable and missing children, BUSS scheme compliance, ensuring the Force meets its public expectations and ensuring that Wiltshire and Swindon has a police service that reflects the community it serves. Policing needs to develop a more systematic dialogue with the public to help shape the delivery of services. This includes expanding the ways we engage with local communities, increase transparency in our decision-making and in how Wiltshire and Swindon is policed.

I want Wiltshire Police and our partnerships to respond to these challenges through innovation and effective leadership and by ensuring we are making decisions for the benefit of the public, victims and witnesses. This requires a values-led organisation, with inspirational leadership that creates a culture in which there is a quest for continuous improvement.

I would like to thank the Mr Veale and all his officers and staff for their efforts which have delivered this strong overall performance which is ensuring that Wiltshire and Swindon remains a safe place in which to live and work. This hard work and dedication from front line and support staff, coupled with strong support from partner agencies and the public, has turned my P&C plan into reality. I am inspired and humbled by the commitment of Wiltshire Police officers and staff to public service and the risks they take to protect our communities.

3. Future challenges and opportunities for policing and community safety in Wiltshire and Swindon

Following the May 2016 election I am required to revise my P&C Plan by the end of 2016-17. Using the assessments within the report, the advice from the Chief Constable, partner agencies and feedback from the public I will refine my existing plan to reflect the new challenges and opportunities presented.

Throughout my first term, I was focused on increasing the public understanding of the Office of Police and Crime Commissioner (OPCC). Increases in turnout in the May 2016 election are positive but it is clear that more needs to be done to increase public understanding of the role of the PCC.

The threats from crime and criminality are changing and Wiltshire Police needs to balance the complex demands that are placed on it. Protecting people from fraud, violence and cybercrime is presenting new challenges in how public agencies prevent, investigate and prosecute. I need to be assured that my priorities and resources are matched against the threats and risks we face. During 2016-17 when I refresh my P&C plan I will take advice from the Chief Constable on the priorities that require focus and I will balance resources accordingly.

Wiltshire receives the second lowest share of Home Office funding for police per head of population. This is unfair and is reinforced by a police funding formula that does not recognise that areas with low crime still require adequate resource to police. The formula is due to be reviewed in 2016-17, I will be lobbying MPs and ministers to address this unfairness, and for a more reliable funding that takes the needs of Wiltshire and Swindon into account.

The Community Policing Pilot began in the Trowbridge and Warminster areas. It combines the officers and staff in the separate Neighbourhood Policing and Response teams, so that communities have a “One Team” approach to policing. It also brings together staff and officers from other departments, such as local crime investigators, our 101 and 999 call-takers, and our officers from the Special Constabulary, so crimes are investigated effectively and efficiently from the moment they are reported to us. The Chief Constable Mike Veale and I have decided to roll out this way of working across Wiltshire and Swindon.

I am excited by the evaluation results as it brings an opportunity to improve the services whilst making them more efficient. CPT builds on neighbourhood policing, the significant investment in mobile technology and provides the public with a single point of contact should they become victims of crime. CPT will continue to evolve as it is rolled out and I am keen to receive feedback from the public about how Community Policing is working for them.

I have made a £1m investment to recruit hundreds of special constables over the next two years and wish to increase the scope and number of police volunteers in general. I believe in the Peelian principles of policing that the police are the public and the public are the police. Recruiting a more diverse range of officers and staff into Wiltshire Police is key to it being representative, understanding the problems and challenges faced by communities and providing a rewarding and satisfying career for the individual. This opportunity requires a culture that values and supports those who want to make their communities safer.

4. Progress in delivering my Police and Crime Plan 2015-17

This report provides an overview of the progress against the four priorities within my P&C plan. Under each priority I provide a brief assessment of the progress, followed by a selection of achievements and challenges. If you require more detail please consult the full quarterly performance reports available on my website. [INSERT HYPERLINK TO REPORTS](#)

Priority One: Prevent crime and anti-social behaviour

Everyone in Wiltshire and Swindon should be able to live without the fear of crime and anti-social behaviour. If you are a victim you should have the confidence to report the crime to the police, knowing that you will be listened to, and that the crime will be properly investigated.

As outlined on page 3-4 progress is being made in increasing the accuracy of police recorded crime. Increased compliance with Home Office crime recording rules should continue to increase. I anticipate that police recorded crime will begin to reduce over 2016-17 as a true baseline of crime and anti-social behaviour for Wiltshire is reached.

Highlights in 2015-16 include:

- Crimes recorded to Wiltshire Police have increased by 19.2% or 6,122 offences, which is the fifth highest increase in police recorded crime in the country. Recorded crime is rising in 39 / 43 forces across the country and many are around this level
- The overall rise is driven by increases in large volume crime types of violence without injury of 75.3 percent, shoplifting of 17 percent and 156.1% increase public order offences.
- The volume of demand from the public has been static and below anticipated levels
- 93% of crime recording meets Home Office compliance rules
- Worked with partners to implement new ASB tools and powers including public space protection orders in Trowbridge and Lydiard Park, Swindon
- Jointly funded Youth Offending teams who work with young people who are at risk of or have offended
- 7,800 people are signed up to community messaging to receive targeted community safety messages to their mobiles and emails.
- Community Speed Watch has grown from 250 members in 2013 to 750 members across 138 sites in Wiltshire and Swindon
- A range of campaigns and interventions to improve road safety have been delivered, including drug and drink drive campaigns, working with the Ministry of Defence and serving personnel and enforcement campaigns with special constables and Community Speed Watch
- With regional partners delivered second and third phases of forensics collaboration and welcomed the Home Secretary to our collaborative firearms training centre
- Widened the major crime and incident collaboration with Avon and Somerset to include Gloucestershire Constabulary

- With the National Probation Service and Community Rehabilitation Company, we continued to develop the Integrated Offender Management programme, where police, probation and other services work together to focus on persistent offenders. This team proactively monitors and supports persistent offenders to steer them away from repeat offending

Challenges and opportunities

- HMIC will be making unannounced inspections to assess the quality and efficacy of police crime recording and systems to get it right first time
- Continued financial austerity will place pressure on my budgets and those of other public sector partners. As service levels are reduced, the potential impact on crime and community safety is increased with a greater expectation on police to resolve issues. We will need to continue to identify areas for greater efficiency and collaboration and ensure they are delivered in a way that preserves frontline services
- A revised volunteer strategy that values and supports volunteers was agreed during 2015-16. I want to see an increase in the range and use of volunteers who are valued and appreciated for helping to keep their communities safe
- I have made a £1m investment to recruit hundreds of special constables in 2016-17. I expect this process to be delivered in over the next two years
- Wiltshire Police needs to ensure that it supports the national requirement for firearms officers to tackle terrorism

Priority Two: Protecting the most vulnerable in society

There has been a significant focus on this priority by all public services. There is a collective duty to ensure that we protect the most vulnerable in society. Successive national reports and inspections have uncovered significant organisational failures and hidden harm to vulnerable people, particularly children and young people.

I believe that services in Wiltshire are reasonable and are improving. The focus, leadership and additional investment by me and by local authorities and others is making a difference. Innovative services are in place, or are being implemented that break down organisational barriers, sharing information and developing joint responses to protect the public.

I welcome the HMIC inspection on vulnerability. It recognised the positive improvements and leadership but did identify areas for improvement notably improving the consistency of assessing vulnerability, training of domestic abuse investigators and the protection of missing children.

Highlights in 2015-16 include:

- £172,000 of additional investment into the multi-agency safeguarding hub to protect children at risk of harm. I was encouraged by the positive comments within the HMIC inspection about this service and how the police, Wiltshire Council and Swindon Borough Council are working together
- Joint investment of £250,000 with Wiltshire Council, the Home Office and Swindon Borough Council for specialist social workers to help identify and support victims of CSE
- Commissioning the charity Missing people to conduct 292 return home interviews with missing children. This has helped identify causes of children who go missing and to chronicle their experiences whilst away
- Commissioning pilot projects to provide Independent domestic violence advocacy in settings as part of the wider service commissioned by Swindon Borough Council
- Jointly commissioned with Wiltshire Council a service for victims at high risk of domestic Swindon
- Working with Wiltshire and Swindon clinical commissioning group and Avon and Wiltshire Mental Health Trust to pilot mental health professionals working in the crime communication centre (CCC) to advice police officers in supporting those in mental health crisis
- Contributing £170,000 to the treatment services for people with substance misuse problems who are at risk of offending

Challenges and opportunities

- I will be holding the Chief Constable to account for addressing in the improvement the areas identified by HMIC inspection on vulnerability. Immediate work has already taken place and I look forward to further inspections to ensure that we protect the most vulnerable in society
- Protecting the vulnerable requires a range of public services to work together and we need to ensure that resources are made available to do this, even within the challenging financial

environment. I want to build on the integration of services and provide multi-disciplinary response support by early intervention and problem solving

- During 2016-18 my office will be working with Swindon Borough Council to recommission domestic abuse services in Swindon
- Wiltshire Police is developing a vulnerability strategy which will provide an organisational approach and under which all policies will be reviewed to ensure we are protecting the most vulnerable
- I want to be assured that there are enough resources to meet this priority, particularly as the confidence of victims and agencies to report crime increases. I will take advice from the Chief Constable when I review my P&C plan during 2016-17
- Single view of the customer is a project involving Wiltshire Council, the NHS, the fire and rescue service and police which draws together public sector data. It aims to make public services more efficient and to allow organisations to meet the needs of vulnerable individuals. It is expected to be delivered in 2016-17 and should provide an exciting catalyst to reimagine how the public sector can deliver services together

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Priority Three: Putting victims and witnesses at the heart of everything we do

Victims of crime have been through a challenging and often traumatic experience. I believe that great strides have been made in improving the focus on victims and witnesses. Since taking the responsibility for supporting victims in April 2015, I am proud of the progress that has been made. I have invested more money into services for victims of crime and ASB, helping them cope and recover from its impact.

Horizon Victim and Witness Care has been operating for since March 2015 and provides a single point of contact for vulnerable victims. Working alongside the police, Horizon is updating, supporting and signposting victims and witnesses. Victim Support is providing practical and emotional help for victims who desire further help. I also commission more specialist services for the most vulnerable particularly victims of sexual offences or domestic abuse.

Further work is required to improve the journey of victims and witnesses through the criminal justice system. I am encouraged by the determination of criminal justice partners to improve the criminal justice system and support victims and witnesses.

Highlights in 2015-16 include:

- Horizon Victim and Witness Care has been operating successfully since March 2015
- Horizon supported 2,950 vulnerable victims of crimes and ASB with 75% of victims under the age of 25
- Horizon now makes sure victims entitled to enhanced services due to vulnerability, intimidation or seriousness of offences receive the necessary offers of support
- Over 1,600 people were referred to Victim Support over 2015-16 to support them to cope and recover from crime and ASB
- I have commissioned specialist support from the Intercom Trust for victims of hate crime
- With NHS, local authorities and Wiltshire Police I commission Sexual Assault Referral Centres where specialist care and support is provided to victims of sexual offences
- Horizon staff have worked hard to support witnesses during the transition to Citizens Advice providing support services in courts
- 85 per cent of victims are satisfied, with 70 per cent “very satisfied” or “completely satisfied”
- Live court links are now in use, enabling evidence to be given away from court. This will support vulnerable victims and be more efficient for officers presenting evidence
- Wiltshire is in line with the national average with 22.1 percent of all crimes has a positive outcome rate

Challenges and opportunities

- I want to build on the success of Horizon and expand the victims that can access the enhanced service, including victims of dwelling burglary and fraud.
- With the wealth of information generated by Horizon I want to ensure that the right level of services meet the needs of victims and witnesses
- I want to work with the newly invigorated Wiltshire Criminal Justice Board to develop the culture of collective responsibility and ownership for the entire victim journey and the performance of the entire system
- Wiltshire is a significant outlier in its dwelling burglary outcome rate. In 2015-16 the outcome rate was 6.1 per cent which equates to 80 in 1,318 crimes. This is significantly lower than the peer average of 13.8 per cent and lower than the national rate of 9.5 per cent. Using targets to increase outcomes rates have led to incorrect crime recording, inappropriate use of community resolutions and inappropriate police targeting of crime types. I have asked the Chief Constable Mike Veale to review this area and bring forward improvements that improve outcome rates without affecting the distorting performance.
- Work is being finalised on a restorative justice (RJ) strategy that co-ordinates the use of RJ practices in Wiltshire and Swindon. RJ can provide swift and immediate justice for victim and offender in ASB and some minor crime. I want to increase the use of restorative practices and recruit volunteers to help deliver these community solutions.

Priority Four: Secure high quality, efficient and trusted services

Police and criminal justice services should be accessible to everyone, professional and of the highest standard. I believe that Wiltshire Police delivers a high quality and efficient service. The “good” HMIC PEEL inspection provides a platform that the Chief Constable and his team are already building on to drive more improvements.

Efficiencies of £17.7m have been made since 2011, which has required changes to the way we deliver services. I wholeheartedly support the Chief Constable’s values-based leadership and his work to empower officers and staff throughout the organisation. The work is receiving national attention and shows that we are thinking differently about how services are delivered, not only in the police but jointly with other public services in order to address the causes and impact of crime.

Highlights in 2015-16 include:

- Invested an additional £315,000 from my commissioning fund to maintain local front line services
- Achieved a rating of “good” in all areas of HMIC PEEL inspection
- 84 per cent of the public have confidence in Wiltshire Police
- 77 per cent of people believe that Wiltshire Police deal with things that matter to the community
- 93 per cent of victims felt they were treated with respect by Wiltshire Police
- 94 percent of 999 calls were answered within ten seconds
- Successfully began the community policing pilot to trial a more decentralised, streamline the police response to crime and remove bureaucracy. Initial findings show that new model is improving the speed and quality of service to the public, increasing staff productivity and improving crime prevention. A decision was taken in May 2016 to roll out this model following the completed evaluation.
- Wiltshire policing area has the third lowest spend on police per head of population in the county.
- Police officers are now leading prosecutions for low-level traffic offences with a conviction rate of over 90 per cent
- Completed the rollout of laptops, tablets or smartphones to all staff who can work flexibly in our communities
- Continue to share office accommodation with Swindon Borough Council and Wiltshire Council.
- Continued to collaborate with other regional police forces to identify opportunities to share operational support services
- We revised the front counter opening hours and trialled an integrated front counter service with Swindon Borough Council. This was responding to low demand but recognising that it is an important service

- The annual report of “Professional standards, integrity and complain appeals” produced by the independent complaints adjudicator provides me with a detailed assessment of performance in this area. This report is available [INSERT HYPERLINK](#)
- Independent Custody Visiting (ICVs) uses volunteers to check on the treatment of detainees and the conditions in which they are held and that their rights and entitlements are being observed. We have 24 ICVs with 9 recruited in 2015-16. In 2015 – 16, there were 10,356 detainees in custody. A total of 108 visits were made to the custody suites, 68 at Melksham and 40 at Swindon. This scheme is working well as noted by the HMIC's report following an unannounced inspection in Dec 2015.

Challenges and opportunities

- Wiltshire Police attend within the immediate response agreed time of 15 minutes in urban and 20 minutes in rural areas 88 per cent of the time
- The majority of priority responses to non life-threatening incidents are managed within 60 minutes, with an average response time of 45 minutes. There is a trend of slowing response over time means this average is getting longer. Whilst I am reassured that 95 percent of priority responses are within 100 minutes this is more than 60 minute expectation. I have challenged the Chief Constable on performance levels and following analysis no single cause has been identified. The improvement plan addresses a range operational issues that may contribute to this such as the increased time required to assess and support vulnerable victims, additional training needs identified in CCC and fleet maintenance procedures. You need the police to attend promptly but you also need the service to be of high quality. I have asked the Chief Constable Mike Veale to assess the balance of a 60 minute response standard for non life-threatening incidents and ensuring that our response service is delivering a better service.
- The BUSS scheme aims to provide greater transparency and community involvement in the use of stop and search powers. The scheme includes detailed data recording, policy to allow lay observation, a community trigger process and a reduction in section 60 non suspicious searches. The HMIC identified that Wiltshire Police were compliant in only one area in the BUSS scheme. As a result they were suspended from the BUSS scheme. Since this suspension rapid improvement has taken place to address non-compliance. This includes a new form to ensure the correct information is collected and reported, a new lay observation policy and community trigger procedure is now in place and increased transparency on the Wiltshire Police website.
- There is a need to remodel and rationalise the police estate. My significant investment in technology means officers increasingly work in community spaces and in shared facilities with local authorities. My estate is in need of modernisation and under used. In 2016-17 I anticipate a new estates strategy and masterplan to continue to rationalise the estate and make the retained estate fit for policing in the 21st Century
- Technology presents opportunities to make policing more efficient. It also presents new threats to our communities and changes the expectations of the public when they need to contact the police. During 2016-17 improvements ranging from providing all uniformed officers with body worn cameras, implementing the digital strategy and regional ICT collaborations will improve service efficiency
- The digital evidence management system was not delivered as anticipated by April 2016. This national innovation project continues to be developed, with a revised project plan due to slippages in development. It is anticipated to be completed by the end of 2016-17

5. Summary of financial performance

During 2015-16, my determination to protect frontline services and local policing has continued. To reduce the projected funding gap of £2.6m in 2016-17 I took the decision to raise the police and crime element of council tax by 1.9 per cent. This increase reduced the gap by £760,000 and has meant that the savings have been reduced. This has allowed me to direct this money to protect frontline and local policing. As a result police officer numbers and PCSOs will be retained at the same levels for 2016-17.

Most people I speak to share my view that this is worth the increase of £3.12 per year for a Band D property. The key highlights have been:

- Delivering a balanced budget for 2015-16
- Continue to have the lowest policing precept in the South West
- Income of £105.4m with £63.4m (60 per cent) from the Home Office, £42m (40 per cent) from local police precept
- Allocate the Chief Constable Mike Veale £103m to delivering policing services
- Delivering £2M of efficiencies in 2015-16 and £17.7m efficiency savings since 2011
- Investing an additional £315,000 from the PCCs commissioning fund to maintain frontline services

In 2015-16 the Allocation of money for policing was as follows

INSERT PIE CHART FOR SPEND – AWAITING FIGURES – EXPECTED JULY

I am responsible for commissioning services other than policing to deliver my P&C plan. This is funded by direct grants from central government or by money I determine from the total budget.

Commissioning Fund 2015-16

This fund represents resources to help deliver my P&C plan objectives and meet my obligations to support services. The vast majority of these resources support collaborative and statutory arrangements between public sector organisations.

Service / project	2015/16 spend (£)	Police and Crime Plan Priority
Contribution to substance misuse services in Swindon	69,380	1
Contribution to substance misuse services in Wiltshire	105,922	1
Supporting Swindon Community Safety Partnership	70,000	1
Contribution to Wiltshire and Swindon Youth Offending Teams	212,190	1
Contribution to Wiltshire and Swindon Safeguarding Children Boards	33,448	2
Diversions activity for young people with Fresh Moves / SPLASH	100,750	1
Contribution to running costs of Junior Good Citizen	2,810	1
Contribution to multi agency public protection arrangements	32,500	2
Community Messaging	89,060	1

Community Speedwatch	54,153	1
Volunteers Officer and volunteer setup costs	67115	1
Victim Support ASB Advocacy Service	32,702	3
Independent appeals adjudicator	14,946	4
Contribution to Independent Domestic Violence Advocacy	29,000	2
One-off support Swindon Town CCTV	10,000	1
ICE Cards scheme with Victim Support	3,486	2
Commissioning support	74,951	4
TOTAL	986,414	

Victims Fund 2015-16

This is a specific allocation by the Ministry of Justice for victim services and restorative justice services was £768,893. This helps me to commission services to meet priority two within the P&C plan.

Victim Services spend	2015/16 spend (£)
Victims' Services Commissioning / Provision	394,417
Services for victims of sexual violence and domestic abuse	157,754
Restorative Justice Services	10,199
Building capacity and capability in the voluntary and community sector	146,438
Associated costs of commissioning	60,084
TOTAL	768,893

For further details on financial information please consult the medium term financial plan, the draft statement of accounts 2015-16 and commissioning papers available on my website <http://www.wiltshire-pcc.gov.uk/Home.aspx>

6. Engagement

As PCC I am elected to represent your legitimate demands and desires for policing. Being available to talk and listen to you as individuals and communities is core to how I fulfil my role. I spend time in our attending events and meeting people to discuss and understand the views and desires for policing. During 2015-16 these have included:

- Market engagement days
- Emergency Services Show
- Swindon Pride
- Takeover challenge
- Community Speedwatch events
- Neighbourhood Watch
- Out on the beat with police officers and staff
- Swindon locality groups
- Bengali new year celebrations
- Meeting with the National Union of Farmers
- HMIC
- Youth Parliament
- * Armed forces day
- * Volunteer and specials constable events
- * Women's Institute
- * Chamber of Commerce
- * WOMAD
- * Solstice
- * Wiltshire area boards
- * Salisbury Spectacular
- * Downtown Cookoo Fair
- * Meetings with MPs
- * Independent Police Complaints Commission
- * Safe Places

To lead and help delivery my P&C plan and support our communities I am an active member of a range of boards and partnerships.

- Association of Police and Crime Commissioners
- Complaints review group
- Drug and alcohol commissioning partnerships
- Hate crime multi agency groups
- One Swindon Leadership Board
- Police and Crime Panel
- Restorative Justice scrutiny group
- Regional Commissioning Board
- Swindon and Wiltshire Health and Wellbeing Boards
- Wiltshire Criminal Justice Board
- Wiltshire Public Service Board
- Wiltshire and Swindon Community Safety Partnerships
- Youth Offending Management Board

For information about the work I am doing please check my blog pages at

www.wiltshire-pcc.gov.uk/About-Us/PCC-Blog/PCC-Blog.aspx