Office of the Police and Crime Commissioner

for Wiltshire and Swindon

Performance Report

Quarter Three 2016-17

(1 April to 31 December 2016)

For Police and Crime Panel meeting

2 March 2017

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Introduction by Commissioner Angus Macpherson

Welcome to the third edition of my performance report, assessing progress made to deliver the priorities set out in my Police and Crime Plan 2015-2017. This performance report reflects my Police and Crime Plan and the performance culture within Wiltshire Police.

My role as the Police and Crime Commissioner (PCC) is to secure an efficient and effective policing service for Wiltshire and Swindon. I am required to review the performance of Wiltshire Police and the other services which I commission.

My key priorities are to:

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

This report reflects my desire to focus on the quality of services delivered rather than a series of arbitrary targets that can lead to negative behaviours. I recognise that no one single measure can provide the answer to the complex world of policing and criminal justice.

This report will be the last to be based on my Police and Crime Plan 2015-17. Future reports will reflect my Police and Crime Plan 2017-2021.

The constabulary, the Police and Crime Panel, and my office work hard to develop this report which provides a holistic range of information on which I make my assessments.

You can read my Police and Crime Plan and the updates by visiting www.wiltshire-pcc.gov.uk. On the site you can also read about my activities as well as regularly updated news items and blogs.

Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon

Overall performance dashboard

Priority 1:	Prevent crime and ASB		
Measure	Data	Infographic	Context
Crime volume	10,834		Significant increasing trend but in line with peers
Anti social behaviour (ASB) volume	3,890		Low and significantly reducing
Crime recording compliance	94%		Good
Satisfaction with visibilty	53%		In line with previous years
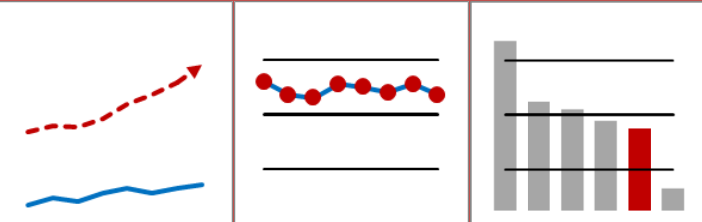
Priority 3:	Put victims and witnesses at the heart of everything we do		
Measure	Data	Infographic	Context
Victim Satisfaction	83%		Inline with peers
Satisfaction with investigation	73%		Stable
Satisfaction with being kept informed	78%		Stable
Outcome rate	21%		Inline with peers
Cracked and ineffective trials		✕	Court level information not available from HMCTS
Cracked and ineffective trials due to prosecution		✕	Court level information not available from HMCTS

Key to Symbols

Symbol	Description
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last 8 months have all been above the Average for the past 24 months
	The Disrete Trend, for the past 12 months, is significant and Increasing
	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have all been below the Average for the past 24 months
	The Disrete Trend, for the past 12 months, is significant and Decreasing
	The Rolling 12-month trend, for the past 12 months, is significant and Decreasing
	Does not trend with Peers
	No data has been recorded for this measure for at least 12 months

PCC
Police & Crime Commissioner
for Wiltshire and Swindon

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

| Priority 4:	Secure high quality, efficient and trusted services		
Measure	Data	Infographic	Context
Public Confidence	83%		Stable and high
Wiltshire Police deal with things that matter to the community	75%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	65%		Significant reduction over two years, likely to be linked to 101 and CRIB answer rate
Wiltshire Police treat me with respect	88%		High and stable since Autumn 2012
Response time: Immediate Priority	10m 43s 54m 45s		Improving trend in the time it takes to arrive at priority incidents
999 calls answered within 10 seconds	94%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	90%		High but reducing trend
Quality of files: First files Full files	54% 93%		New processes embedding
Volume of complaints	129		Stable trend
% of complaints recorded within 10 days	96%		Sustained improvement
% of complaint appeals upheld	23%		13 appeals completed with 3 upheld

1. Prevent crime and anti-social behaviour

Crime volume	Q3. 10,834 Rolling 12 months 40,812	

1. There were 10,834 crimes recorded during quarter three.

2. In the 12 months to December 2016, 40,812 crimes were recorded. This represents an increase of 12 per cent on the previous 12 months.

3. Wiltshire's position is not statistically an exception with the crime rate per 1,000 population and also percentage increase both being in line with national average.
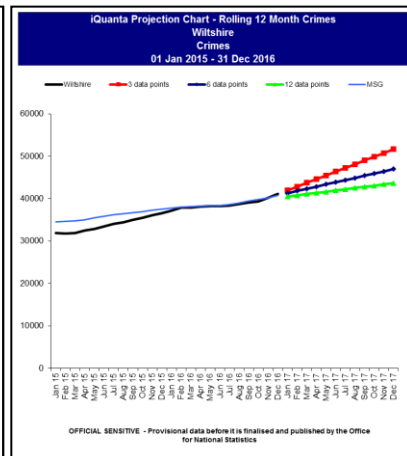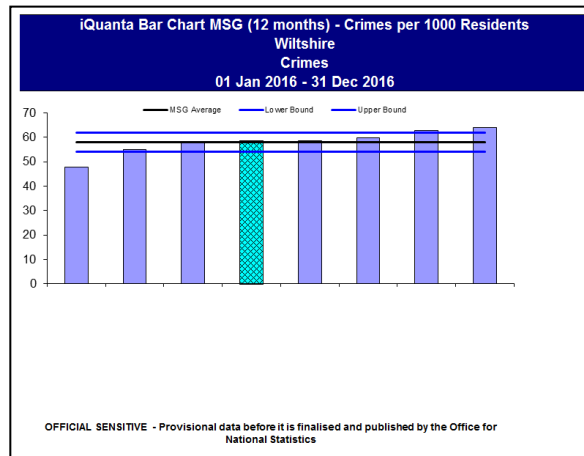
All crime up to December 2016 – most similar group (MSG) position and trend

4. It must be noted that, in the data used in the table above and for all further comparisons to other forces in this report, Wiltshire's figures are given as a proxy due to a minor discrepancy with how the data is submitted through the Home Office Data Hub. The force does not expect significant change through this process; however it will be resolved in the next iQuanta release in March.

5. Nationally, there continues to be an increase in recorded crime, with the latest Crime Survey of England and Wales (CSEW)[1] citing an eight per cent increase in police recorded crime in the 12 months to September 2016.

6. This CSEW release states that the annual rise is not a reliable measure of the trends in crime, with a large proportion of the rise considered to be due to continued improvements in crime recording and processes.

7. The CSEW further states that there has been no significant change in the levels of violence compared to previous years, with the trend being relatively flat. This adds context to the 22 per cent increase nationally in police recorded violent crime.

8. The Office for National Statistics (ONS) says that the predominant factors relate to the inclusion of two new notifiable harassment offence types and the focus on crime recording process improvements.

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

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[1]

https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingsept2016

Crime Sub Group	12-months ending: December 2016	12-months ending: December 2015	% Change
Violence without Injury	7221	5213	38.5%
Criminal Damage & Arson	5927	5422	9.3%
Violence with Injury	5429	4754	14.2%
All Other Theft Offences	3945	4205	-6.2%
Shoplifting	3586	3706	-3.2%
Vehicle Offences	3188	2492	27.9%
Public Order Offences	2689	1791	50.1%
Burglary in a Building Other than a Dwelling	2339	2530	-7.5%
Burglary in a Dwelling	1481	1274	16.2%
Possession of Drugs	1039	1091	-4.8%
Other Sexual Offences	955	896	6.6%
Bicycle Theft	769	892	-13.8%
Miscellaneous Crimes Against Society	630	637	-1.1%
Rape	451	466	-3.2%
Theft from the Person	413	293	41.0%
Possession of Weapons Offences	292	229	27.5%
Trafficking of Drugs	182	221	-17.6%
Robbery Personal	180	178	1.1%
Other Offences against the State or public order	66	84	-21.4%
Robbery Business	25	17	47.1%
Other Drug Offences	3	1	200.0%
Homicide	2	5	-60.0%

Crime volume comparison to previous year

10. The Force analyses and reviews crime volumes through local and Force tasking processes. These predominantly focus on high threat, harm and risk issues in line with the Force's Control Strategy, but also include oversight of traditional crime trends and hot spots.

11. The main traditional crime exceptions that have been raised during quarter three are dwelling burglary, vehicle offences, and public order.

12. The volume of dwelling burglaries has increased by 16 per cent in the 12 months to December. Nationally, this crime group is seeing an increase of four per cent however the region is seeing a larger increase of 10 per cent.
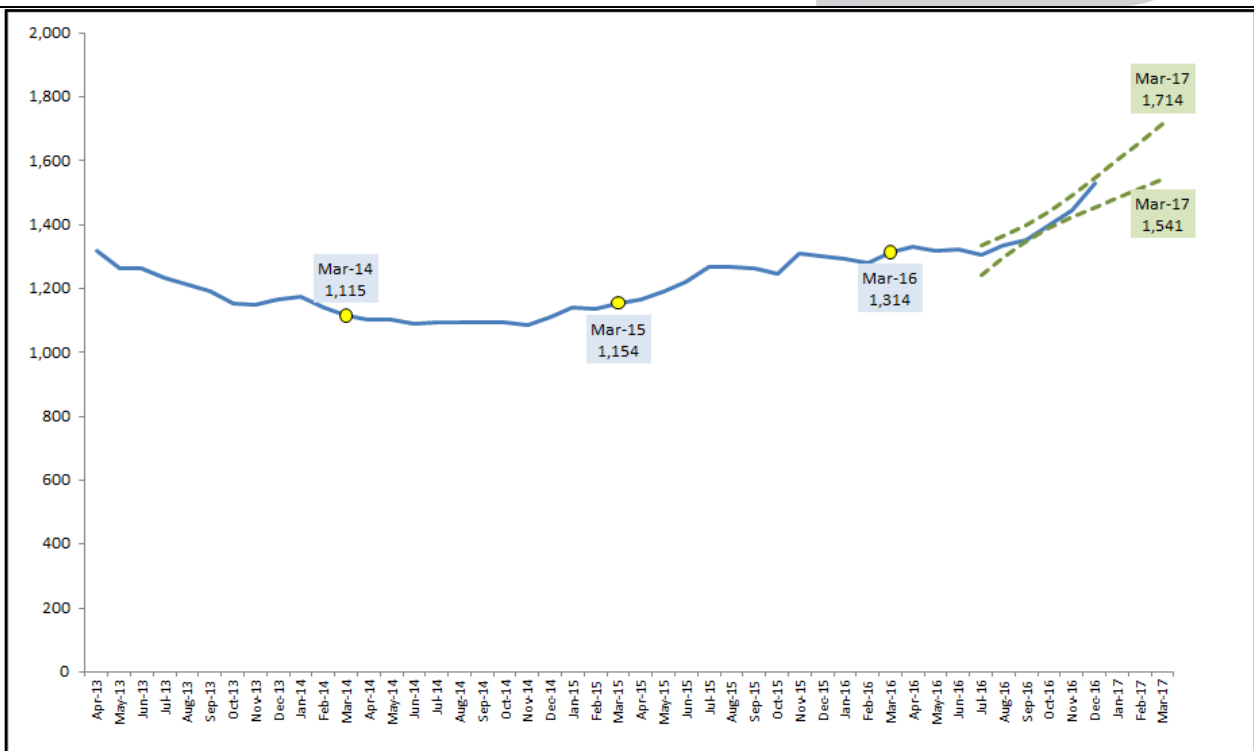
Dwelling burglary to December 2016 – rolling 12 months and forecast

13. Analysis of dwelling burglary crime reports has revealed several series across the county.

14. In Swindon, there is a police operation in place to oversee the prevention of further offences and investigation of the current recorded offences.

15. The same applies to a series of dwelling burglary offences committed in the west of the county. Wiltshire's CID department is working closely with Avon and Somerset and Thames Valley colleagues to manage the prevention and investigation of offences that are affecting the region.

16. The volume of vehicle offences has increased by 28 per cent in the 12 months to December.

17. The chart below shows the volume of vehicle crime in Wiltshire has returned to a volume similar to that which was recorded during 2013-14.
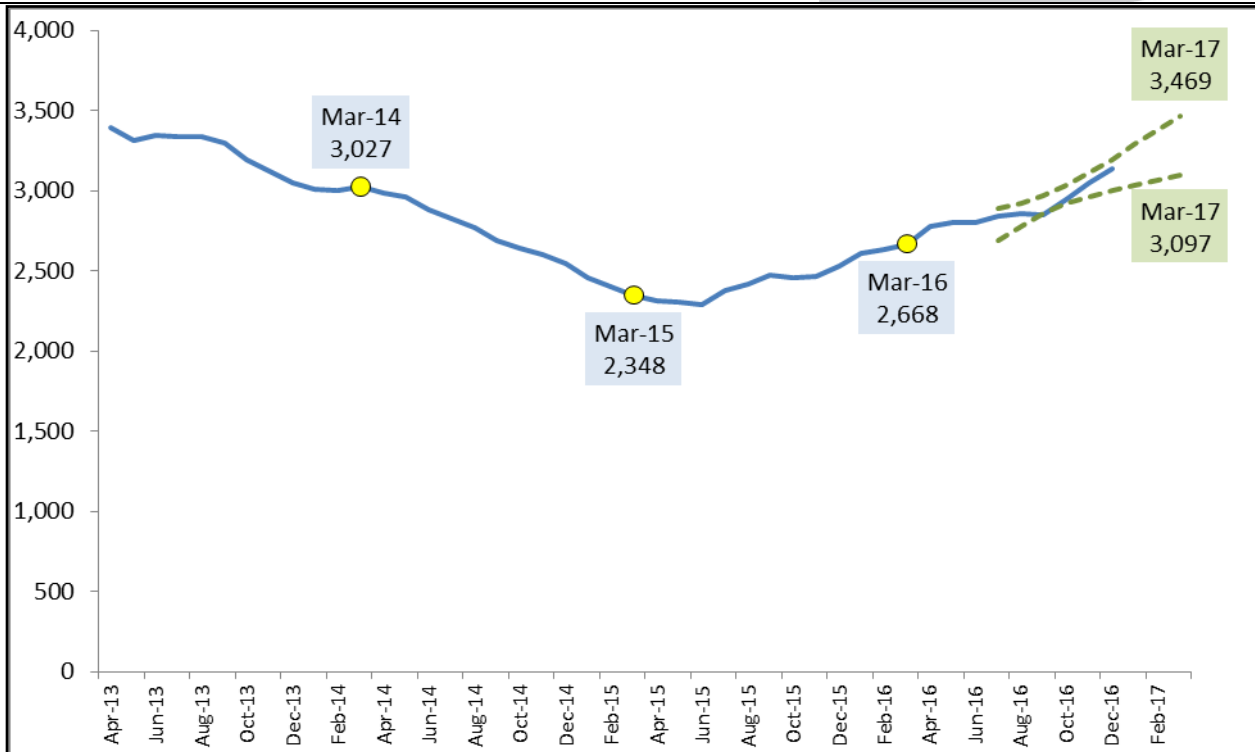
Vehicle offences to December 2016 – rolling 12 months and forecast

18. The reduction between January 2013 and January 2015 was in part due to the successful arrest and conviction of offenders who were responsible for a significant volume of offences. The volumes have since started to increase across Swindon and Wiltshire, most notably in Swindon, Trowbridge, Melksham and east Wiltshire.

19. Through the bi-weekly operational tasking meetings, a number of separate series have been identified and are being managed.

20. Beauty spot thefts have increased in east Wiltshire. As a result, local officers have been asked to attend the scene wherever possible to increase investigative opportunities. Analysis has identified hot spots which have informed patrol plans. Crime prevention advice has been distributed via the media.

21. In the quarter two Police and Crime Panel report, it was noted that public order offences had increased by 107 per cent in the 12 months to September 2016.

22. Quarter three has seen a decreasing rolling 12 month trend, with the year-on-year comparison reducing to a 50 per cent increase in the 12 months to December 2016.
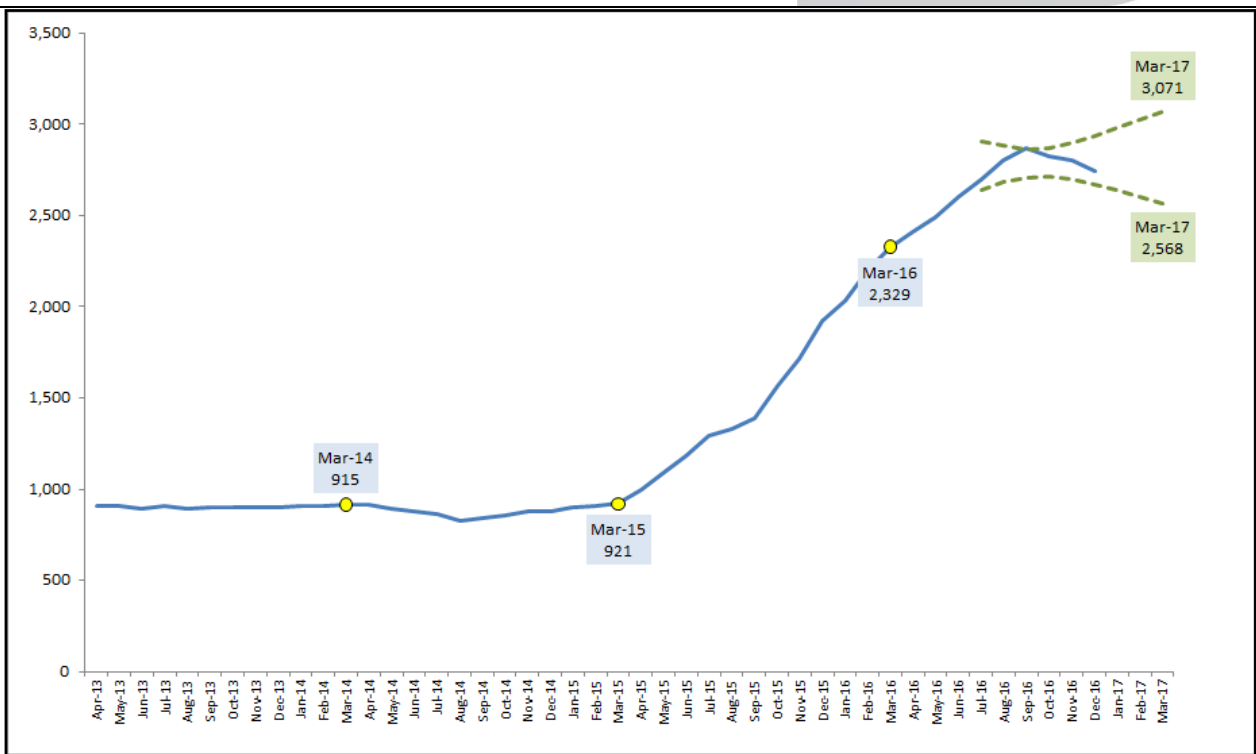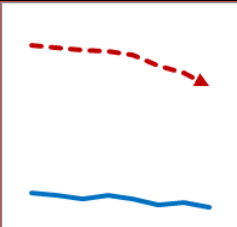
Public order offences to December 2016 – rolling 12 months and forecast

23. In the quarter two Police and Crime Panel report, it was reported that possession of weapons offences were increasing at a greater rate than those of peers over the 12 months to September 2016.
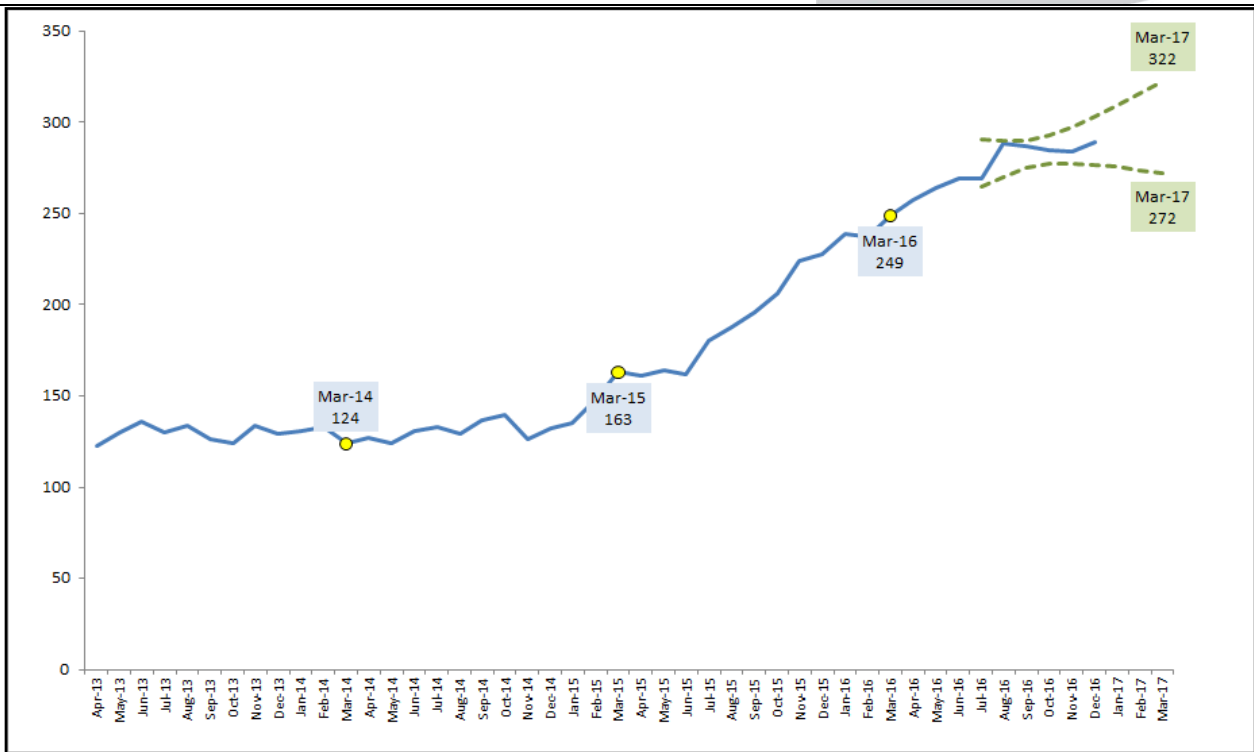
Possession of weapons offences to December 2016 – rolling 12 months and forecast

24. The rolling 12 month trend has stabilised in recent months and, as a result, Wiltshire is no longer an outlier.

ASB Volume	Q3. 3,890 incidents Rolling 12 months 16,795 incidents		
25. The volume of anti-social behavior (ASB) continues to reduce. There were 3,890 incidents reported during quarter three.			

26. There were a total of 16,795 incidents reported in the 12 months to December 2016 which equates to an 11.7 per cent reduction on the 19,026 incidents recorded in the 12 months to December 2015.

Anti social behaviour rolling 12 months
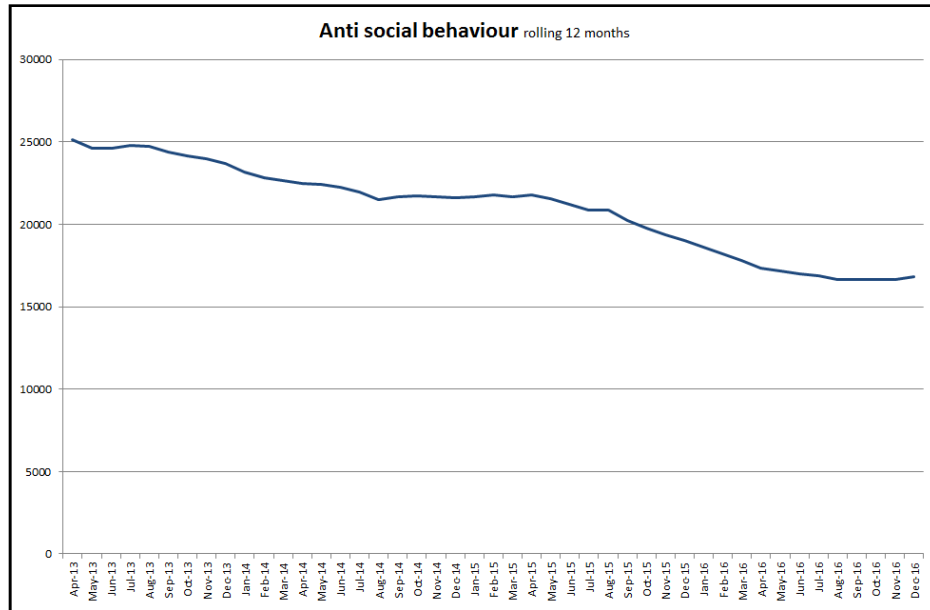
ASB up to December 2016 – rolling 12 months
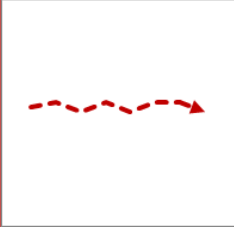
27. Peer information for ASB does not exist and so drawing comparisons against forces of a similar size and demography is not possible.

Crime recording compliance rate	96 per cent	

28. Wiltshire Police and the OPCC are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.
29. By recording crimes correctly, victims receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local communities; PCCs, forces and their partners are able to fully understand the extent of demands made on them and Government policy can be developed to reduce

crime.

30. Increasing the focus on recording crimes properly does result in an increase in the recorded crime levels, and this is seen across the Country and previously reported. In this context, increasing crime levels due to improved crime compliance is a good thing.

31. Since June 2016 a new process has been adopted within Wiltshire Police whereby all reports of crime and incident categories which have the potential to contain criminal offences (such as ASB reports) are reviewed daily by a specialist team which ensures that they are correctly recorded to enable the best possible service to victims.

32. In this short period of time the specialist team has assisted the Force to achieve 96 per cent of crime that has been reported, is recorded. The team is working hard to improve beyond this current position with every crime reported being recorded correctly and in a timely manner.

Satisfaction with visibility	53 per cent (±2.1 per cent; Wave 15 Autumn 2016)	

33. This information comes from the public opinion survey which I commission twice a year.

34. The survey is answered by members of the public on the phone and is not restricted to those who have used the services of Wiltshire Police.

35. The level of satisfaction with visibility appears to be on a downward trend with the result of the autumn survey being 53 per cent (±2.1 per cent). This means that two of the last three waves of the survey have had results lower than average.

Wiltshire :
Satisfaction with visibility
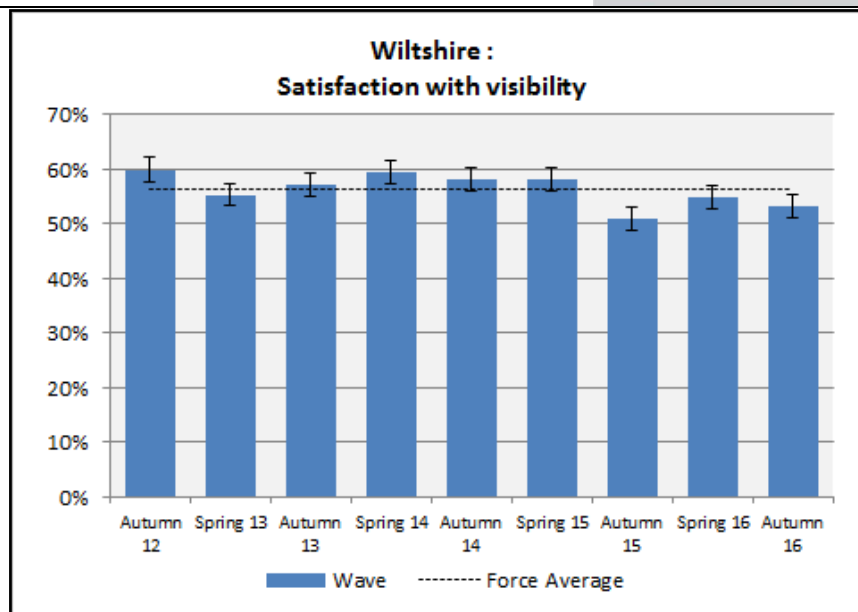
Satisfaction with visibility – with confidence intervals

36. The downward trend is reflected across most locations, with the exception of north and west Swindon.

37. The greatest reduction over the past seven waves has been in Salisbury. My planning application to move more police resources to Bourne Hill under the new community policing model will be looking to address this reduction.

38. The results of this survey continue to be managed through the main governance board in Force for these matters, the Public Service and Quality Board (PSQB). This is chaired by an assistant chief constable, and my office is represented. This group is doing some important work engaging with the public, asking for views on how people want to interact with the police, and what visibility means to people.

39. Visibility continues to be a key part of the community policing model and this measure will be analysed as part of a substantial evaluation of the full roll out.

2. Protect the most vulnerable in society

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

41. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).

42. The VDB is a board chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight into 19 strands of vulnerability.

43. The volume of recorded domestic abuse has started to show a potential reduction with four consecutive months of lower volumes and being less than the expected forecast.
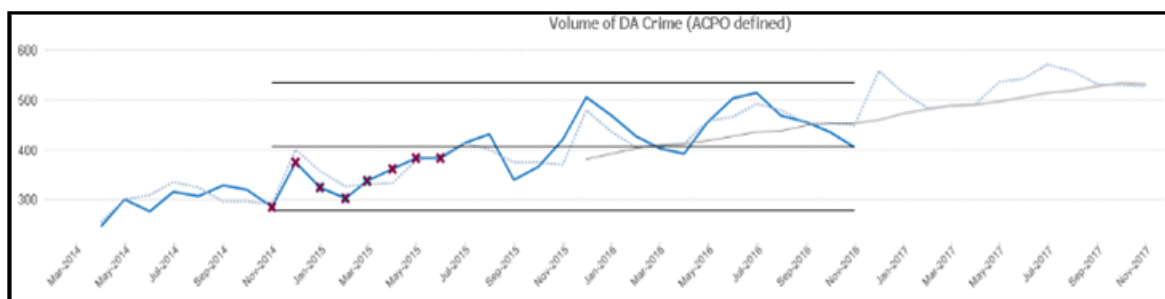
Recorded domestic abuse related crime
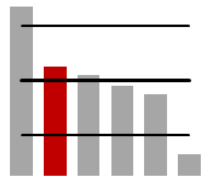
44. The vulnerability development board has reviewed an exception with the volume of victims under 18.

Under 18 Victims of Crime: Three-Month High

Recorded crime – victim under 18

45. Analysis was conducted into a number of hypotheses such as whether the offences were recent or historic and whether the offender was a family member or not. All of these breakdown proportions remain stable.

46. The increases are driven by the increased recording of low level violence without injury.

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

Victim satisfaction	83 per cent (12 months to December 2016)	

47. I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

48. The current victim satisfaction rate is 83 per cent in the 12 months to December 2016. This is a stable trend.
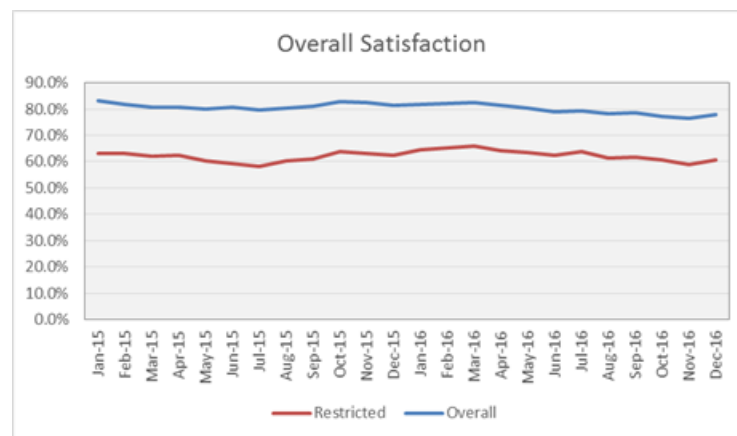
Victim satisfaction rolling 12 month trend – overall and restricted method

49. The stable trend is reflected within all four sub groups (burglary, vehicle crime, violent crime and hate crime).

Outcome rate	21.1 per cent (12 months to December 2016)	

50. The outcome rate for the 12 months to December 2016 was 21.1 per cent. This is above the regional rate of 19.2 per cent and national rate of 19.7 per cent.
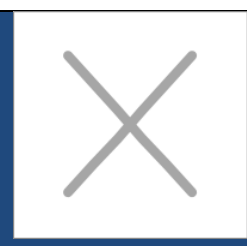
51. The overall outcome rate does not show Wiltshire as an exception and is not a concern. However, there still remains a concern regarding the outcome rate for dwelling burglary.

52. The outcome rate for dwelling burglary in the 12 months to December 2016 was 5.5 per cent and remains well behind the regional and national picture.

53. A thorough review was conducted into dwelling burglary which looked at the reasons for the performance decline and included factors such as processes, training, governance and strategic ownership.

54. The findings and recommendations of this review were presented to the assistant chief constable and his senior leadership team in October 2016 and then to the Force's monthly governance board in November 2016.

55. While some quick changes and improvements have been implemented, the true impact of this improvement plan will be realised in the coming months and next report.

Cracked and ineffective trials	Q3	

56. Her Majesty's Courts and Tribunals Service (HMCTS) has been unable to provide the

reasons for cracked and ineffective trials at court level. This has been the case since April 2016 and is due to key members of staff leaving the South West Region Courts Team employment.

57. Consideration has been given to whether there are other ways of obtaining the information required, but there do not seem to be any viable alternatives.

58. It should be noted that this is not a problem being experienced only in Wiltshire. All forces in the South West region are having identical problems.
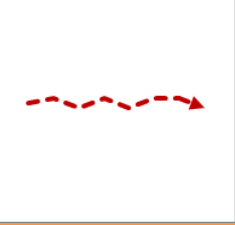
59. The matter has been raised through the Wiltshire Criminal Justice Board (WCJB) on several occasions with the Head of Crime for the South West.

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

Cracked and ineffective trials due to prosecution	Q3	X	
61. As above.			

4. Secure high quality, efficient and trusted services

Public confidence	81 per cent Stable and high	

62. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.

63. The proportion of survey respondents who stated they have confidence in Wiltshire Police remains stable and high at 81 per cent.

64.

65. This result is comparable with the peer results within the Crime Survey of England and Wales (CSEW) where Wiltshire is ranked third and in line with the average.

iQuanta Bar Chart MSG
Wiltshire
Confidence
Year ending 30 Sep 2016

MSG Average ----- MSG Average Confidence Interval
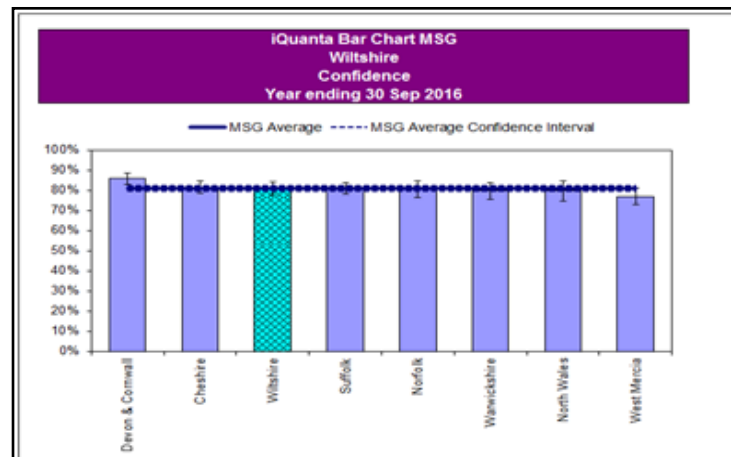
Public confidence up to September 2016 – Crime Survey of England and Wales

66. There are three additional public confidence measures which are reported to the Police and Crime Panel within this priority.

67. The first measure is that Wiltshire Police deals with things that matter to the community which has seen no change from previous results and is stable at 75 per cent (±2.1 per cent).

68. The second measure is that Wiltshire Police can be relied upon to be there when needed. The most recent result of 65.4 per cent (±2.1 per cent) is significantly lower

than two years ago.
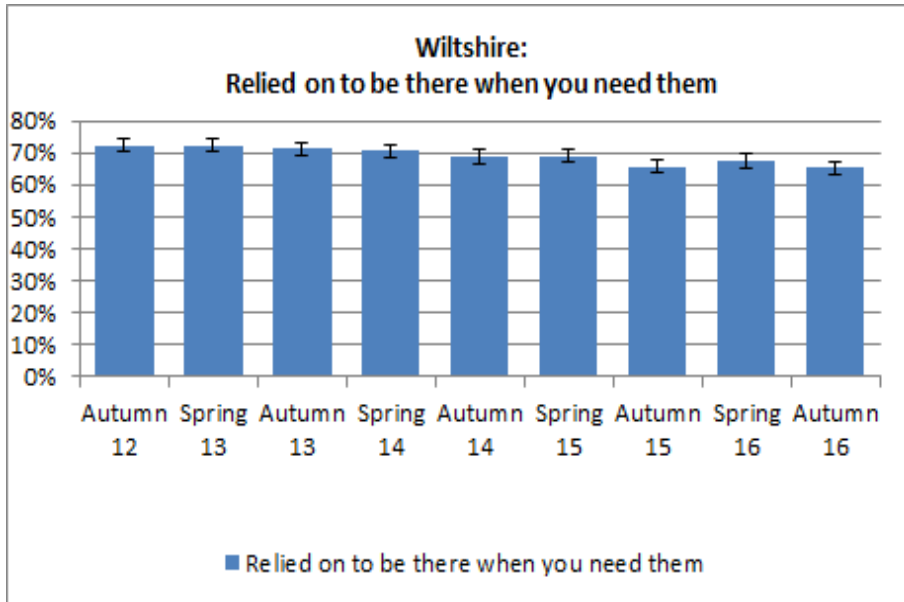
Wiltshire can be relied upon to be there when you need them – Public Opnion to Autumn 2016

69. Unfortunately there are no verbatim comments provided against this question so a detailed understanding of the reasons behind respondent's views is not possible. The timing of the decline coincides with the increased delays within the Crime and Communications Centre (CCC) and that the Force is taking longer to get to priority incidents.

70. As it is a perception survey, it would be useful to understand how much of this is driven by the national coverage regarding the police service and its required financial savings and reduction in officer head count.

71. The CSEW measures the general theme of reliability. Wiltshire is above average but in line with peers and the trend is stable.

Reliability by peer group and trend – CSEW September 2016

72. The third public confidence measure tracked within this priority is "Wiltshire Police treat me with respect". This measure remains stable and high at 88 per cent (±2.1 per cent).

Response time (average)	12 months ending December 2016 Immediate:10 minutes 43 seconds Priority: 54 minutes 45 seconds	

73. This measure assesses the average time it takes for Wiltshire Police to arrive at

emergency and priority incidents.

74. The Force attended 4,391 emergency incidents during quarter three and 17,709 in the 12 months to December 2016.

75. It has taken on average ten minutes and 43 seconds to attend an emergency incident in the year to December. There are no concerns with the capability to arrive at emergency incidents in a timely manner.

76. The Force attended 8,943 priority incidents during quarter three for which an estimated time of arrival of one hour is given.

77. In the 12 months to December, it took an average of 54 minutes 45 seconds to attend a priority incident.

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

79. The average time to arrive has reduced every month since September and is linked to the roll out of the Community Policing Team model where improvements have been seen across both Wiltshire and Swindon.
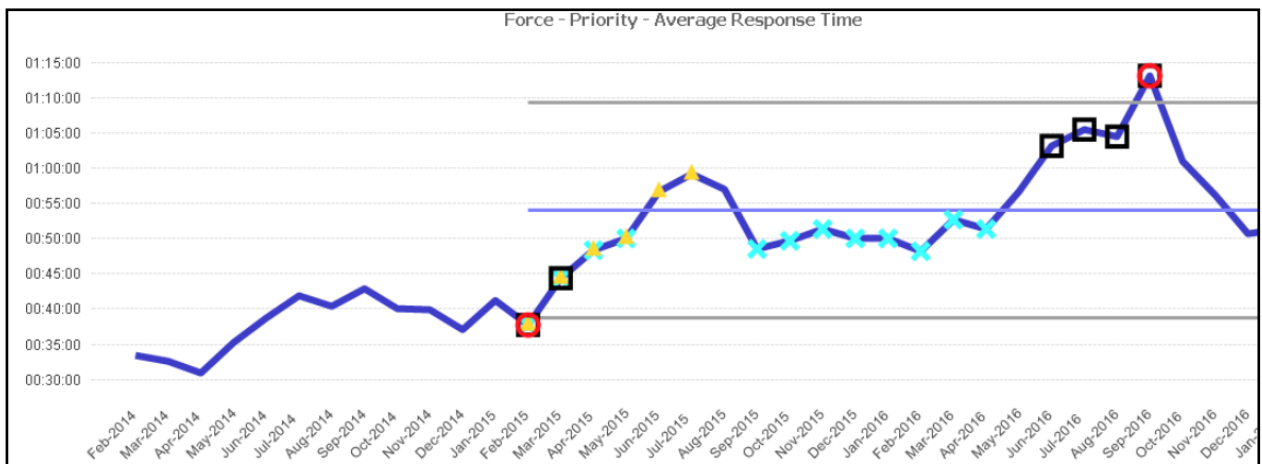
Average priority response arrival time

999 calls answered within 10 seconds	Q3 93.7 per cent	

80. During quarter three, 93.7 per cent of all 999 calls received (18,493) were answered within ten seconds.
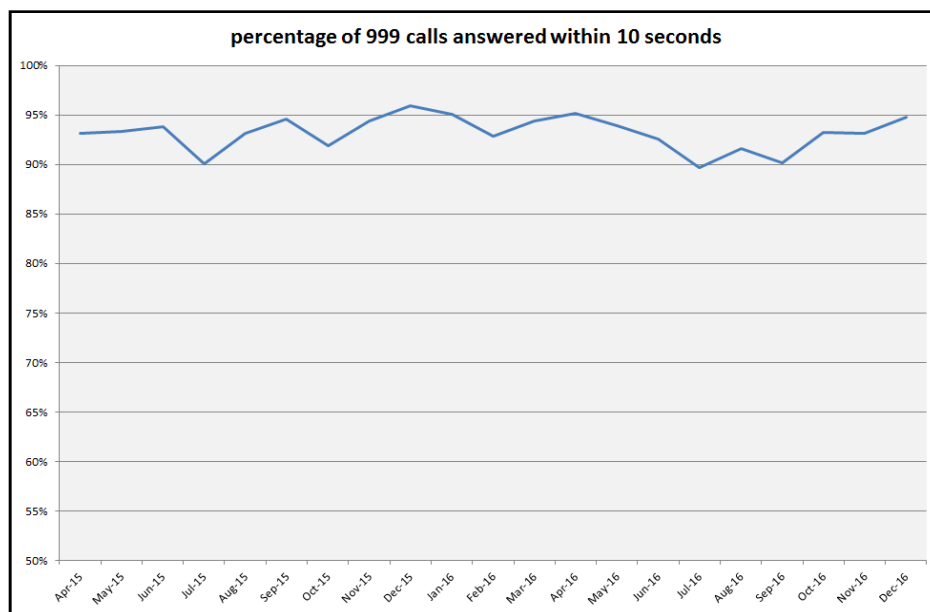
Percentage of 999 calls answered within ten seconds

81. There are no concerns about Wiltshire Police's capability to answer emergency calls quickly.

101 calls answered within 30 seconds	Q3 90 per cent	

82. A total of 76,187 101 calls were received by Wiltshire Police during quarter three.

83. Ninety per cent of 101 calls were answered within 30 seconds. This figure remains high although it is part of a longer term slow reducing trend.
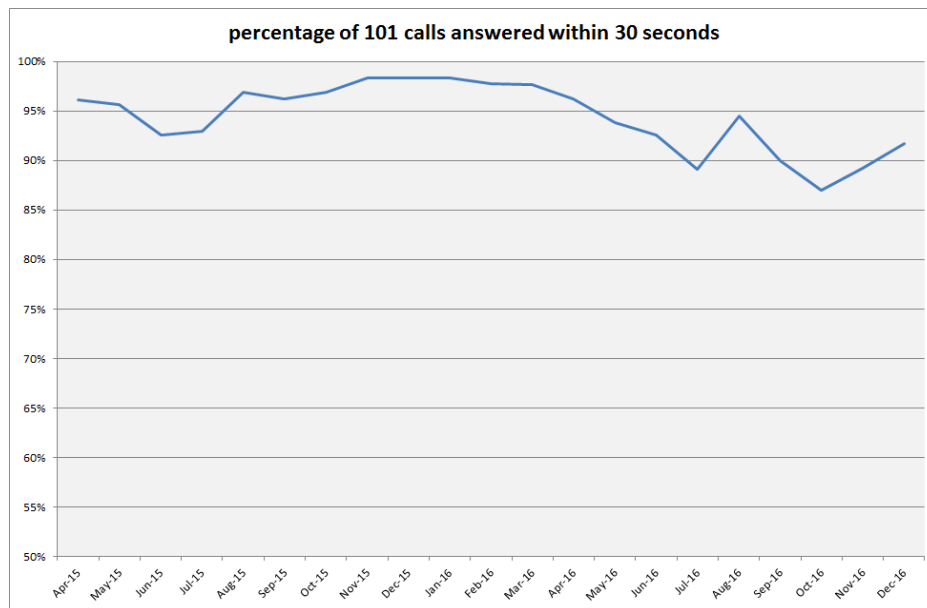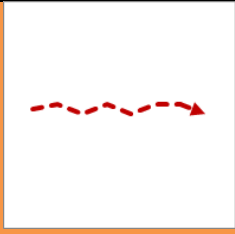
Percentage of 101 calls answered within 30 seconds

84. There is concern with regards to the Force's capability to answer calls directed into the Crime Recording and Incident Bureau (CRIB), with only 34 per cent of calls being answered within the 30 second service level agreement (SLA) during quarter three (15,085 out of 44,499).

85. There are a number of process changes which have occurred within the Crime and Communications Centre (CCC) which means that call handlers are better at identifying threat, harm, risk and vulnerability, are more accurate crime recorders and are reducing demand on the frontline where they can.

86. This has meant an increase in the duration of calls which is likely to be affecting the capability to answer CRIB calls as efficiently as before.

87. The Force is taking steps to address this performance concern and is progressing with the demand profile work to ensure it has the right number of resources at the right time fulfilling the right role.

Quality of first files	Q3 54 per cent	

88. This measure relates to an internal assessment of the quality of files provided for a first hearing which the Force submits to the Crown Prosecution Service (CPS).
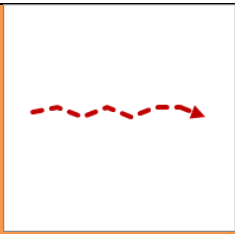
89. Each file is assessed using 14 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

90. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.

91. There were 716 first files sent to the CPS in quarter three, of which 45.7 per cent had an unsatisfactory grading. Although this figure may appear high, it was stable over the previous six months and is reflective of the rigorous scrutiny process a file is assessed on.

92. Analysis has identified that the most common causes of error are the absence of supervisor signatures and the absence of a victim personal statement.

93. The hubs responsible for the greatest proportion of errors have been identified and this information is routinely followed up with the local Community Policing Team inspector.

Quality of full files	Q3 93 per cent	

94. This measure relates to an internal assessment of the quality of full files which the

Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded not guilty at the first hearing. Consequently, the defendant will be put forward for a trial and a full file will need to be produced to proceed with the judicial process.

95. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

96. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.

97. There were 183 full files sent to the CPS in quarter three, of which 6.6 per cent had an unsatisfactory grading. This is not considered an issue.

Volume of complaints	Q3 129		

98. The volume of complaints recorded has been stable throughout 2016-17. There were 129 complaints recorded during quarter three and 680 in the 12 months to December 2016.

Complaint cases recorded - rolling 12 months
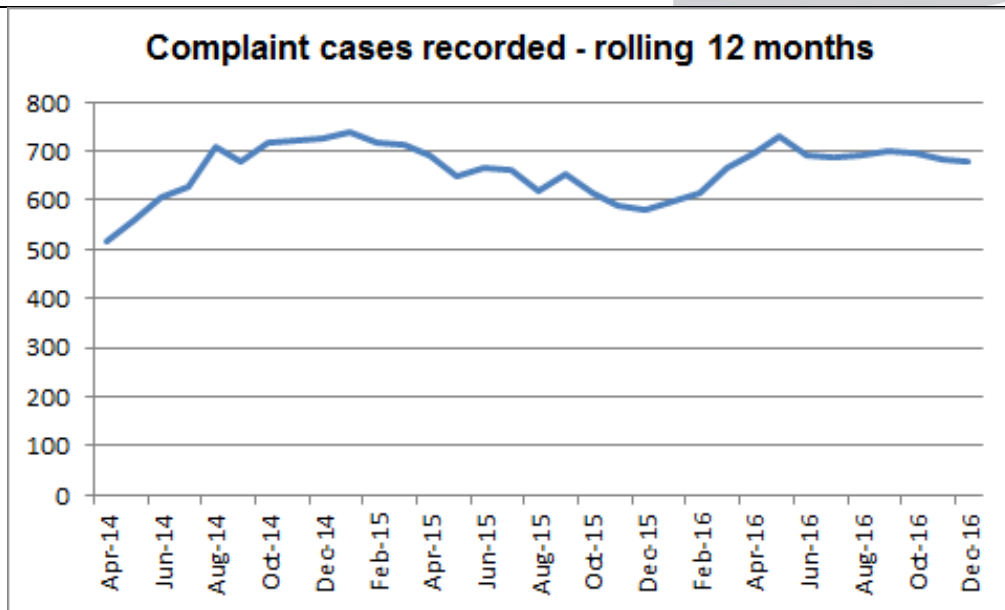
Recorded complaint volume rolling 12 months

99. There are no exceptions to report.

Percentage of complaints recorded within 10 days	Q3 96 per cent	

100. The percentage of complaints recorded within ten days has been strong and consistent since January 2016 following issues in previous years.
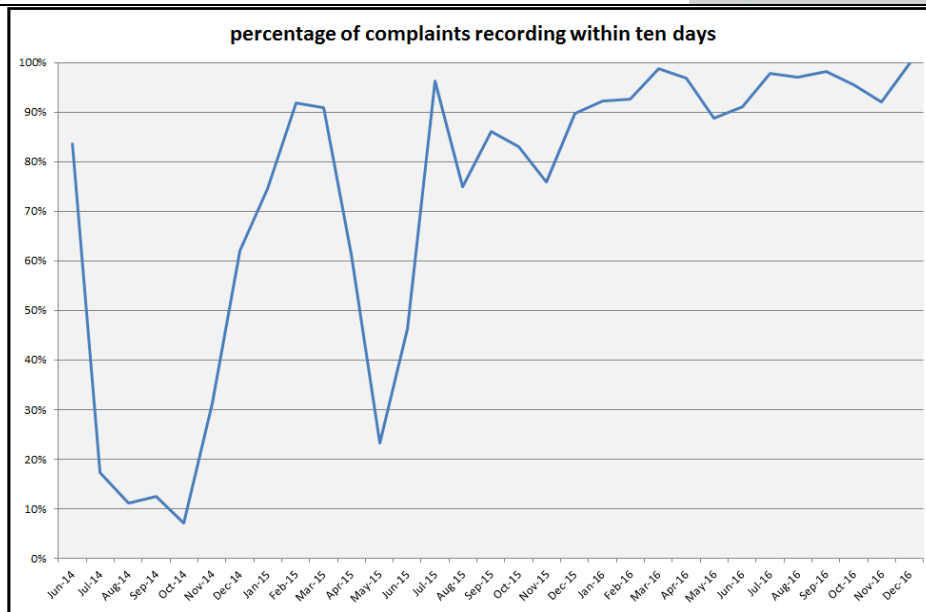
Percentage of complaints recorded within ten days – by discrete month

101. Of the 129 complaint cases recorded, 124 were recorded within ten days, giving a rate of 96.1 per cent for quarter three.

102. The Independent Police Complaints Commission (IPCC) expects the average number of days to record a complaint to be within ten working days. The average number of days to record a complaint case during quarter three was less than six days.

103. This shows sustained continuous improvement.

Percentage of complaint appeals upheld	Q3 23 per cent (3 out of 13 appeals)	

104. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

105. If this proportion is high, it would indicate that the outcomes from our complaint processes are not effective.

106. For quarter three, three of the 13 completed appeals were upheld.
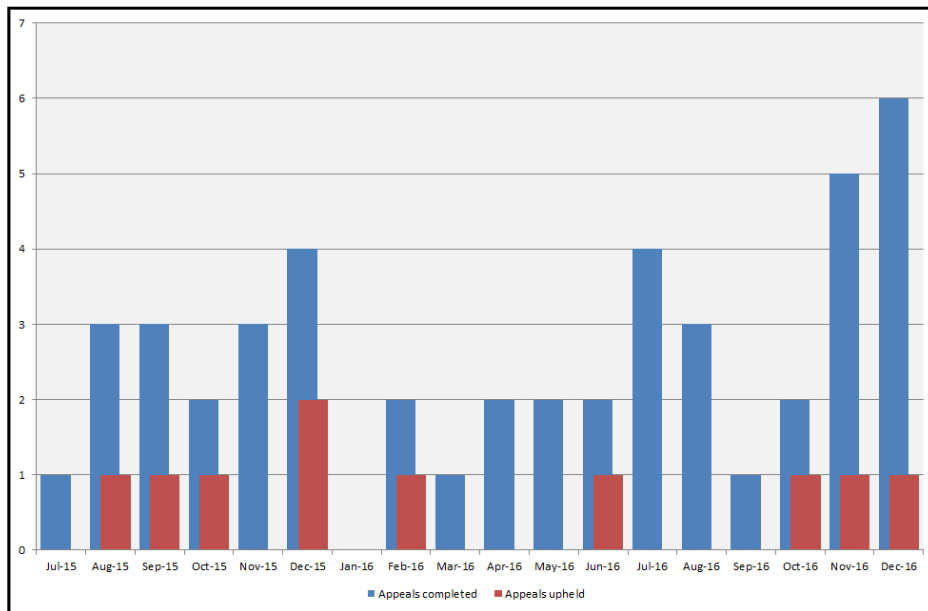
Volume of appeals completed and appeals upheld by month

107.   There are no exceptions or concerns to report.

Focus on particular Police and Crime Plan objective

Introduction

This section of the report provides a more focused overview of a particular priority within the plan. Rather than attempting to review the whole plan in detail, this approach is more appropriate to enable effective conversations and scrutiny within the time limits provided by Police and Crime Panel meetings. The approach has been adopted by other panels across the country and appears to be successful.

The plan has four objectives which will be distributed throughout the year as follows:

Q1	Q2	Q3	Q4
1. Prevent crime and anti-social behaviour	2. Protect the most vulnerable in society	3. Put victims and witnesses at the heart of everything we do 4. Secure, high quality, efficient and trusted services	Annual report where all priorities will be discussed

Distribution of priority focus

The more focused approach will include updates on relevant projects and initiatives introduced since the beginning of the financial year. The annual report will include an overall assessment of all priorities within my plan.

Putting victims and witnesses at the heart of everything we do

Victims of crime have been through a challenging and sometimes traumatic experience. They should be supported to cope with what has happened and to recover, as far as possible, from their experience. Giving evidence as a witness can be equally challenging and traumatic but is vital in helping to deliver justice. At all stages, from reporting an incident, through the justice system, to the point of recovery, victims and witnesses must be the central focus of Wiltshire Police and partner agencies.

There are three objectives within this priority:

- Ensuring high quality services to help victims of crime and anti-social behaviour

- Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system

- The Chief Constable will be held to account to ensure that the police listen to, support and protect victims

The detail of this priority and others can be found in my plan through this link: Police and Crime Plan 2015 - 2017

Context

Within the priority 'Putting victims and witnesses at the heart of everything we do', there are 13 initiatives which will all be covered in this report, under their respective objective.

Commissioning services for victims of crime is a central function for all PCCs. In Wiltshire, Horizon Victim and Witness Care provides a single point of contact for all victims of crime.

It is recognised that some of our most vulnerable victims are those who have experienced anti-social behaviour rather than recorded crime. The OPCC and the Horizon team are working with the police to look at the potential for Horizon to support victims of ASB. This will depend on volumes, capacity and services available to support these victims.

Over the next year the OPCC will be continuing to build on the success of Horizon, looking at the support available to victims of crime and, where appropriate, at the support which needs to be commissioned by the PCC or jointly with local authorities.

Objective one

Ensuring high quality services to help victims of crime and anti-social behaviour by:

3.01 Commissioning Horizon Victim and Witness Care to provide a single point of contact for victims. Working alongside the police, Horizon will support, signpost to appropriate services, and guide victims and witnesses on their journey through the criminal justice system

The panel received a specific briefing on this action at the last meeting.

Over the last year referrals into Horizon have increased. As the team has become embedded and skills have developed, Horizon has taken on more responsibility for victims of domestic abuse, fraud and domestic burglary. The Horizon victim caseload can be seen in the table below. The team is now dealing with around 450 cases per month, some of which have more than one victim.
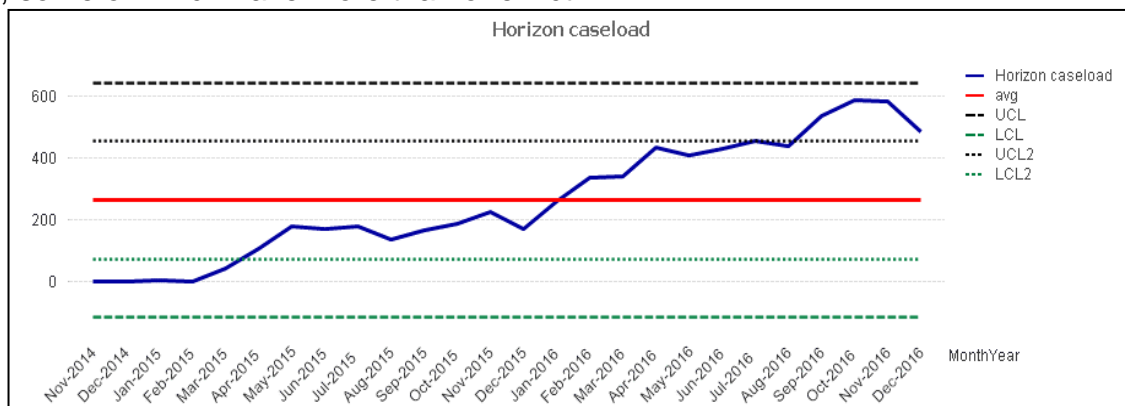
The team administers the Victim Right to Review where victims can review the decision made on their case. To date, there have been 77 requests for a review on cases where the outcome has been 'no further action'.

A large proportion of Horizon's work covers the support of witnesses in the court process. At any one time the team can have up to 8,000 victims and witnesses to coordinate and manage who have provided statements and are potentially listed for a trial either in magistrates or crown court. The team liaises closely with colleagues within Wiltshire Police, the Crown Prosecution Service, Witness Service and HM Courts and Tribunals Service to ensure that processes run smoothly. Horizon ensures that if vulnerable victims require 'special measures' in order to give evidence (for example a pre-trial visit, video links, screens or assistance), that they are provided.

3.02 Commissioning additional services to provide practical and emotional

support for victims who require help to deal with the impact of crime

I have commissioned Victim Support to provide practical and emotional support to victims of crime and ASB (except victims of sexual and domestic abuse). This provides further support to those victims following the initial triaging and ongoing support by Horizon. Victim Support is developing its service to match the changing referral numbers and characteristics as Horizon continues to develop. This includes redesigning support packages for young people and increasing emotional and practical support.

3.03 Analysing victim experiences to help improve services and provide innovative schemes which will reduce repeat victimisation and the impact of crime

Victim Support provides case studies of victims' experiences of the criminal justice process and is arranging focus groups with victims to provide face to face accounts of their experiences and areas that could be improved.

This is in addition to reviewing the feedback and insight provided through the victims survey and the scrutiny groups on hate crime, stop and search and restorative justice.

3.04 Supporting witnesses by working with Citizens' Advice witness care staff who can arrange court visits and support victims and witnesses in their appearance at court

ACTION COMPLETE

Citizens' Advice witness care staff work closely with Horizon to support witnesses. They are available to do pre-trial visits so witnesses feel more comfortable with facilities and arrangements when they come to trial. The service has managed the transition to new provision and is working well.

3.05 Working with Wiltshire Council and Swindon Borough Council to commission specialist support services for victims of domestic abuse (DA) and sexual offences, including independent domestic abuse advisors; Sexual Assault Referral Centres and practical and emotional support that reduces risk

In Swindon, I am jointly commissioning the service with Swindon Borough Council. The procurement process is nearing completion for a new service to begin in April 2017/18. This service provides an integrated provision for high risk and outreach DA support and refuge services.

In Wiltshire the commissioning with Wiltshire Council services is to begin imminently. This will bring together high, medium and standard risk services alongside support for children affected by DA into one service, scheduled to commence in October 2017.

I have allocated additional resource to the Wiltshire SARC (sexual assault referral centre) to support victims of sexual abuse. Due to the previous provider no longer being able to provide this service, G4S was selected to provide this service for a transitional period. From October 2016. NHS England is the lead commissioner and is leading the recommissioning of this service in 2017.

I continue to provide funding towards the delivery of the Wiltshire SARC services and support this commissioning process.

3.06	Ensuring there are appropriate support services for victims of hate crime

THIS ACTION HAS BEEN COMPLETED.

Specific services for victims of hate crime have been commissioned as part of the services offered to victims through Victim Support

3.07	Increasing awareness of the community trigger that enables local communities to ensure that persistent anti-social behaviour is dealt with appropriately

THIS ACTION HAS BEEN COMPLETED.

The community trigger has been added to the processes that communities can use as part of the new ASB tools and powers launched in Autumn 2014. These are published on police and council websites and are managed by the community safety partnerships as part of a distinct complaints procedure.

Objective two

Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system by:

3.08	Delivering the Victims' Code of Practice 2013, the Right to Review, EU Directive and the Witness Charter

The victims and witness subgroup of the WCJB has been set up to deliver improvements for victims throughout the criminal justice system. This group is dip sampling 20 cases to determine the adherence to the victims' code and areas for further improvements to victims' journeys.

3.09	Working together to adopt a culture of collective responsibility and ownership for the victim journey and the performance of the system

The WCJB has a clear action plan that aligns to the Police and Crime Plan and Ministry of Justice (MOJ) modernisation agenda. The WCJB action plan addresses victims' needs, by - for example - making sure interviews are achieving best evidence

standards. It has set up the victims and witness sub group specially to track the victims' journey through the criminal justice system and deliver actions 3.08, 3.10, 3.11 and 4.16 in this report.

3.10   Working to ensure that trials are effective and not failing to proceed due to lack of time, failure to attend court etc, as these unfairly impact on victims, witnesses and defendants

A paper has been submitted to the Chief Constable regarding the court listing practices at Winchester Crown Court, which impact on crown court cases for central and southern Wiltshire. These can be heard at Salisbury Crown Court, but are listed mainly at Winchester. However they can be moved to any crown court in central southern England (Portsmouth, Dorchester). In addition to the location there are other issues. From the point of the first hearing in the magistrates court to the eventual crown court trial can be over 12 months, with numerous listings. This process can have an impact on witness attendance.

A critical review of all so-called cracked and ineffective trials is now underway monthly within two areas. The Head of HM Courts and Tribunals Service (HMCTS) and CPS Wiltshire meet Wiltshire Police representatives to critically review ten cases and provide feedback and learning. The more intrusive meeting is also held monthly by Wiltshire Police, to review all trial review forms set against the cracked and ineffective trial data from HMCTS. We can critically review all Wiltshire cases month by month and establish where matters are going wrong. An early example is Salisbury Magistrates Court where a large proportion of the county's trials are cracked or ineffective and withdrawn as a result of being considered "not in the public interest to proceed or insufficient evidence to proceed".

3.11   Supporting the improvement of court facilities to protect victims, such as giving evidence by video link and separate waiting areas

A video link facility is installed in the SARC building on the Gablecross site in Swindon. Horizon works with the witness service to ensure special measures are delivered to victims and witnesses if they are required.

Work is ongoing between Wiltshire Police and CPS to influence the development of Swindon Crown Court to maximise video facilities. Additional work is exploring how mobile technology can be used to provide a more flexible alternative to fixed video link locations.

Objective three

The Chief Constable will be held to account to ensure that the police listen to, support and protect victims by:

3.12   Keeping victims and witnesses informed on the progress of investigations through face-to-face meetings, phone calls, letters and emails

The number of Horizon cases has shown an increasing trend over the last two years, in line with overall crime increases. The main crime groups that have seen increases are violence, theft, sexual and public order offences.

Through local agreements with both the CPS and HMCTS, all officers who are required to give evidence in a magistrates trial will have automatic permissions to do so via a live link. This is managed by the Horizon team to ensure the most efficient option (either to attend court in person or give evidence via live link) takes place. This allows officers the opportunity to work in a live link location, with the use of resources to ensure less time is wasted. The live link rooms are located at Melksham police station and Gablecross.

The practicality of using Sexual Assault Referral Centre (SARC) equipment for vulnerable victims and witnesses has raised some difficulties that will require further exploration. A facilitator to provide support would be needed enable the victim or witness to give evidence. This service will use volunteers to support victims and witnesses beyond the court environment in a number of ways – live link included.

As mentioned previously, the Horizon service provides a large amount of contact for victims.

Requests for a victim right to review (VRR) have steadily risen and to date there have been approximately 80 requests. Around 70 per cent were eligible which resulted in one outcome overturned, six with further work identified and required, and the decision being upheld in the rest. Officers are becoming more aware of both the process and eligibility which is ensuring a more accurate request for VRR from the reporting person.

3.13   Developing vulnerable victim suites which enable victims to talk to police and criminal justice services in a comfortable and supportive environment

Vulnerable victim suites are an important way for vulnerable victims to feel safe and

comfortable in giving evidence via video. In my last report, I explained that there are currently three sites within each hub which meet the specifications and demand required. These are situated in Swindon, Melksham and Salisbury.

Currently analytical work is being done to understand demand and future estate provision. Therefore the outcome of this work will inform the best possible service for vulnerable victim suites across the county.

Securing high quality, efficient and trusted services

Police and criminal justice services should be professional, accessible to everyone, and of the highest standard. In emergencies, the right response must be provided swiftly. Communities should feel confident that the police will listen to their concerns and that the courts will provide effective justice for all. When individuals feel this has not been the case, they will have access to a clear, impartial and rigorous complaints process.

There are four objectives within this priority:

- Delivering a high quality police service that is accessible to communities

- Delivering a police service that is highly efficient and embraces innovation and technology.

- Working with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system

- Having a police service that is trusted, professional and respectful to the public

The detail of this priority and others can be found in my plan through this link: Police and Crime Plan 2015 - 2017

Context

Within the priority 'Securing high quality, efficient and trusted services', there are 19 initiatives which will all be covered in this report, under their respective objective.

The policing environment continues to change and reform and modernisation is fundamental to delivery of my Police and Crime plan and to the sustainability of Wiltshire Police.

Objective one

Delivering a high quality police service that is accessible to communities by ensuring that:

4.01 Calls to the police are answered efficiently and responded to effectively

Calls to the police are analysed regularly. Further information can be found within the performance section of this report.

This area of the Force is currently under a systems thinking review. There is a requirement to answer calls as soon as possible and this is the primary focus of the review. The review is broken down into the following items:

- Performance of answering 101 calls to ensure any waste is removed and the call is answered as efficiently as possible
- Development of staff within the contact centre (the turnover of staff is high within the department, so progression routes should be well designed, so skills and experience can be maintained within the Force)
- Assessing vacancies and recruitment schedules
- Reviewing
- Stopping any unnecessary demand from impacting on the front line
- Effectively capturing all necessary information to best deal with the threat, harm and risk of a situation

In addition to these standards, Wiltshire Police assesses call-handling against five factors to ensure that appropriate action is taken in relation to the information received. This includes an assessment of whether calls are dealt with reasonably, have high data quality, result in high customer experience, whether the risk management has been effectively dealt with, and whether the call duration is within appropriate timelines.

The standards assessment consistently returns high rates (85 – 90 per cent), which is an element of effectiveness in answering calls and dealing with them well. This assessment is also under review.

4.02 Local communities are very satisfied with the service they receive from the police

This area is addressed within the performance section of this report.

4.03 Wiltshire Police has a diverse and empowered workforce that reflects its values and behaviours

Over the last five years, Wiltshire Police has developed and implemented a strong vision to become a values-based organisation. This has been built on a firm set of embedded values and behaviours, which are:

- Teamworking
- Professionalism
- People first
- Honesty and integrity
- Personal responsibility

The last report also explained that, alongside these values and behaviours, the Force has a well-established people strategy which provides the framework for delivering far-reaching change in the way the Force leads, develops and manages all colleagues. In order to ensure the values are more than just a set of words on a wall, they have been embedded into all aspects of people leadership, and this continues to be used in annual appraisals and decision making – alongside the National Decision Making Model, leadership programmes and professional standards cases.

Within the recent HMIC inspection on legitimacy, published in December 2016, Wiltshire Police achieved an 'outstanding' grading to the question 'to what extent does the Force treat its workforce with fairness and respect?'. HMIIC released the following summary to accompany this grading:

"The Force is outstanding in the way it treats its workforce with fairness and respect. It uses a variety of methods to seek the views of staff regularly. These include internal surveys, face-to-face meetings and the chief officers' web chats. The chief constable and the chief officer team have created a culture of challenge and open communication. Without exception, everyone we spoke to during the inspection commented on positive improvements made to the Force culture and told us that they are treated with fairness and respect. Officers and staff told us that if they had a problem or concern they could raise this in a number of different ways and that they would be listened to."

Objective two

Delivering a police service that is highly efficient and embraces innovation and technology. This means that Wiltshire Police should:

4.04   Achieve a minimum rating of "good" by Her Majesty's Inspectorate of Constabulary (HMIC) in its Police Effectiveness, Efficiency and

Legitimacy (PEEL) programme

Assessments are published and can be read on the HMIC website. Currently, only the reviews of efficiency and legitimacy have been published for 2016, both of which resulted in 'good' gradings. I am very happy with these gradings and inspections.

The grading for effectiveness is due to be published in March 2017, and I am expecting a similar result.

Some areas which were identified by HMIC as requiring some improvement have been picked up and form part of the improvement plan, along with further developing those initiatives already working well within Wiltshire Police.

4.05   Deliver a financial strategy that meets the Government's austerity requirements (estimated to be at least £3m a year)

The medium term financial strategy and outcome of the financial settlement was taken to the panel on 2 February 2017, which provided the update for this activity.

4.06   Commence by September 2015 a pilot that creates a single local policing, response and investigations team. This will provide one team with the responsibility for all aspects of an investigation. Learning from this pilot is anticipated to be evaluated by April 2016

Within the last update for this activity, the Force was preparing to evaluate the pilot of a new operating model, where one team will have the responsibility of local policing, response, and investigations. Since then, the Force completed the evaluation, presented this to my governance board (Commissioner's Monitoring Board) on 17 May 2016, and also provided a briefing to the PCP on 16 June 2016.

The decision was made to roll out the operating model to the rest of the Force, with a proposed start date of 17 October 2016 for Wiltshire, and 7 November 2016 for Swindon. This split was in place to enable the organisation to process the change effectively. The new model started on these dates, with no major issues reported.

This activity is therefore complete; however the embedding of the new model is something that is kept under review. This is a change to the way of working for the

Force, and something that has cultural implications, as well as practical ones.

The Force is conducting a six-month review of the model, which will begin on 17 April 2017 and 7 May 2017. This will seek to understand how well the model is being implemented, what the impact is on service delivery, and how we can continue to improve the model. I am involved in designing the terms of reference for the evaluation, and any support the Police and Crime Panel can give would be much appreciated.

4.07 **Will develop and implement a Strategic Alliance between Avon & Somerset and Wiltshire constabularies and the respective Police and Crime Commissioners**

THIS ACTION IS NO LONGER ACHIEVABLE
Updates on this have been provided in separate updates.

4.08 **Have co-located reception services with partners by December 2015**

ACTION COMPLETE
This activity is complete within Monkton Park, Bourne Hill and Wat Tyler House, Swindon.

4.09 **Complete and consult with stakeholders on the findings and proposals for custody facilities by November 2015**

As previously reported to the panel, this activity has been completed. A review was done in relation to establishing how many custody units Wiltshire Police should have, and to identify the best location for these suites. The findings of this review were subject to consultation with many stakeholders, including staff, the media, and the courts in Salisbury.

Scoping work was undertaken in the Warminster area by the project team and land agents, with a number of options presented to me in June 2016. Due to the new operating model, and the knock-on consequences of estate transformation, I made the decision to integrate provision of a new custody unit into the wider estates strategy which is taking place across the county.

I will shortly be publishing my estates strategy which will set out the future estates model in line with my new Police and Crime Plan 2017-21

4.10 Will share office accommodation in Trowbridge, Salisbury, Chippenham and Swindon with local authorities

ACTION COMPLETE

This activity is completed. Co-location has taken place within Monkton Park (Chippenham), Bourne Hill (Salisbury) and the Town Centre civic campus (Swindon). This provides many opportunities for the police to work together with council colleagues to better resolve local issues.

Within Trowbridge, there continues to be co-location in the form of the multi-agency safeguarding hub. As mentioned in the previous activity, this subject is incorporated into my estate master-planning which includes the operational service requirements and will be a consideration through the estates programme board.

4.11 Move into shared facilities with Wiltshire Council in Tisbury and Melksham

As previously reported, my office and Wiltshire Police are committed to co-located estates with partners, to deliver the best possible service to the public. This will be a long-term activity due to the time needed to plan, design and agree estate locations and functionality. Our experience with the Corsham campus, and other shared facilities, has shown how effective such working can be.

This subject is incorporated in my estate master planning which includes the operational service requirements and will be considered through the estates programme board. Co-location at the Tisbury campus is now being finalised as part of the estates strategy.

4.12 Implement a digital evidence management and interviewing system by April 2016

It is essential that the storage of captured digital evidence meets national guidelines for data retention and integrity. Wiltshire Police was included in the innovation fund bid submitted by Avon and Somerset Constabulary (ASC) to provide a regional digital evidence management system (DEMS). Wiltshire is implementing a local system but is committed to a long-term shared approach with ASC.

This programme of work is to implement Capita's EvidenceWorks (DEMS), Capita's digital interview recording (DIR) platform and Reveal's body worn video cameras

(BWVCs) and DEMS.

As mentioned in previous reports, this is a highly complex project and involves many stakeholders discussing regional connectivity. Due to development delays and the desire for alignment across the region it was not delivered by April 2016 and continues to be a technical challenge.

There is currently a pilot running with BWVC, where 21 officers have been issued with a camera. Since the end of November 2016, they have submitted 31 pieces of evidential footage. Some officers are struggling to use the cameras due to technical difficulties. However there is positivity from most of those using the devices. A full roll out of BWVC is planned for mid-February 2017. However to be able to scale up this pilot, server storage and connection speed needs to be addressed to ensure the technology works effectively. It is not just a case of getting the cameras. They need to operate on a firm foundation.

4.13 Ensure that every community policing team is accessible to the public in a range of locations in the community; where possible working alongside partners

Laptops have now been issued to all staff. This has enabled flexible working across the county, and it has improved the ability of staff to work closer to the community. The laptops have 3G connectivity, meaning they can access the internet from a location with a signal. They are also able to connect to the internet within a Wiltshire Council building. In addition, smartphones have been distributed to staff to enable the public to contact local officers more easily.

An evaluation was conducted to establish how successful the roll-out of new technology, and new ways of working, has been. Overall, there have been many benefits identified, and staff are much happier to work flexibly, and work more effectively, with colleagues in both the police and council.

As a result of the CPT model coming in, there is greater opportunity to improve the engagement with the public, and focus on local policing. There is a bedding-in period for the new model, where staff from different roles and experiences are coming together to build a new team focused on the community, and this will be monitored through the evaluation as previously mentioned. There have been resourcing gaps for staff within the CPTs across the county, and the impact on the public service and

engagement will be looked at closely, to ensure we are putting victims, witnesses and communities at the heart of everything we do.

4.14 Will increase the range of online services including crime reporting, virtual front counters and licence applications in line with its digital strategy

The effective use of technology is essential in the management of work coming into the organisation. Doing this well will improve the customer experience, and also reduce the demand on Wiltshire Police resources.

The digital policing strategy will ensure that defined user requirements are stated, an understanding of how information will be used is included, and a clear appreciation of demand will be achieved.

Two projects currently in progress show how improved data sharing can benefit partners through collaborative networking:

- Adult social care information to GP surgeries – enabling GP surgery staff to query social care packages to assist with resourcing and the requirements for staff, resulting in improved support for the individual

- Firearms licence holders' details to AWP and GP surgeries – enabling health professionals to identify patients who hold a firearms licence to benefit those at risk of self-harm and assist social workers/approved mental health practitioners who carry out home visits

A channel strategy has been internally published by the police which explains how the organisation will meet the demands of its customers using the resources it has available, bearing in mind the customers' needs.

The priorities within the channel strategy are:

- Maximising effectiveness (delivering a proportionate service considering the threat, harm and risk posed) and efficiency (delivering value for money)
- Providing effective delivery methods (recognising that some customers will not be able to access certain channel(s) and delivering service according to need
- Providing delivery methods that are affordable and align customers to the

most effective delivery channel

Analysis carried out highlights the changing nature of communication channels:

- 86 per cent of households have internet access
- 78 per cent of adults in Great Britain (39.3 million) used the internet every day in 2015 compared to 35 per cent in 2006
- 61 per cent of adults use social networking and, of those, 79 per cent do so every day

In addition, we know that Swindon ranks fifth in the UK for the proportion of the population that uses the internet, with Wiltshire ranked 40th. This shows great potential to use social media and website services to better deal with demand.

As a result, the Force has significantly increased its presence on accounts like Facebook and Twitter, in addition to promoting community messaging, improving the Force website, and media releases. Within the development of the Force website, functionality such as crime reporting, live chat, and licence applications will be a major priority

A balance needs to be achieved between providing an affordable service, with visibility and engagement, which the public wants, but also what it needs. This engagement is done through the Force's public service and quality board, which my office attends.

Objective three

As Commissioner, I will work with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system, meaning that we will:

4.15 Enable and empower more police-led prosecutions for less serious offences

The police-led prosecution (PLP) process is still in place following its start in February 2014. Such prosecutions progress well at our PLP Court at Salisbury fortnightly with income generated to date standing at over £18,000. In January 2017, the Force moved to the single justice process (SJP) which links to The Plea Online, so all defendants who

plead guilty online will have their cases automatically heard by the SJP process, which will be dealt with by a single magistrate and the legal advisor. Our cases will be heard at Basingstoke or Farnborough Magistrates Court, linking in with Hampshire to ensure that we can manage the volumes. Costs for each case will still be transferred to Wiltshire.

All defendants who have not declared their plea either and who wish to appear in person, or who will be disqualified from driving, will continue to be dealt with by the PLP process. I anticipate that about 80 per cent of our business at this stage will move to SJP. In view of this I am in early discussion with HMCTS and CPS to enable us to present on all drunk and disorderly cases and then all public order cases with a guilty plea. That will be followed by criminal damage and theft offences at some later stage.

4.16	Reduce the delays to planned court dates and adjournments that waste time and resources and let victims and witnesses down

This will be included within the WCJB performance information to allow comparisons and will be the catalyst for further work in this area.

Objective four

As Commissioner, I will have a police service that is trusted, professional and respectful to the public by:

4.17	Implementing Home Office proposals to transfer police complaints to the Office of the Police and Crime Commissioner (OPCC)

The Police Act has now received royal assent. We are awaiting further guidance on the options available to PCCs to determine what level of change is right for Wiltshire.

4.18	Providing an independent appeals process for complainants

The PCC and CC continue to fund an independent appeals process for complainants. Please see complaints reports elsewhere

4.19	Independently scrutinising custody conditions through the Independent Custody Visiting scheme (IVS)

Every PCC has a statutory duty to run an Independent Custody Visiting scheme. The schemes co-ordinate local volunteers, called Independent Custody Visitors (ICVs), to make unannounced visits to police custody to check on the treatment and wellbeing of detainees as well as the conditions they are held in.

ICVs speak to detainees, asking them about their experiences and check that they've been given their legal rights and entitlements. ICVs can access all areas of custody and will check on the conditions of the custody suite and will ask custody staff to resolve any immediate concerns or issues.

They complete visit reports, alerting the PCC to their findings and raising problems or concerns. Schemes also share findings, themes and learning with the Independent Custody Visiting Association (ICVA) to represent at a national level.

Following the recruitment of new ICVs and the improvement of management support the ICV appraisal process is due to start in Spring 2017.

Raising awareness of significant topics

Regardless of which group of plan objectives are being focused on, every performance report should address any performance issues which for that period:

a) Have shown a significant change
b) Are of particular concern to me
c) Are an area of excellent work or progress or
d) Are prominent in the local or national media.

Sticking to these criteria should create a 'no surprises' agreement between my office and the panel when it comes to performance monitoring.

I would like to draw the panel's attention to the following areas which I consider require the panel to consider:

Recorded crime figures

Both I and the Chief Constable are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office. This is the right thing to do for the public and policing. Victims receive the service they expect and deserve; with services meeting the scale, scope and risk of crime in their local communities.

It is also vitally important to ensure Wiltshire receives the correct level of funding from central government.

Since June 2016 a new process has been adopted within Wiltshire Police whereby all reports of crime and incident categories which have the potential to contain criminal offences (such as ASB reports) are reviewed daily by a specialist team which ensures that they are correctly recorded to enable the best possible service to victims.

In this short period of time the specialist team has assisted the Force to achieve 96 per cent of crime that has been reported, is recorded. The team is working hard to improve beyond this current position with every crime reported being recorded correctly and in a timely manner.

I want to reiterate that this is also evidenced at national level local evidence by the Office for National Statistics (ONS). The quarter 3 Crime Survey for England and Wales (CSEW) states that the annual rise is not a reliable measure of the trends in crime with

a large proportion of the rise considered to be due to continued improvements in crime recording and processes.

More specifically the ONS cites no increase in violence despite the 22 per cent increase in recorded crime.ONS says that the predominant factors relate to the inclusion of two new notifiable harassment offence types and the focus on crime recording process improvements. This is reflective of the position I have outlined in previous meetings.

I anticipate that as the complete an entire year of ethical recording practices and consistently improved crime recording compliance we will have a more stable view of overall trends. This does not mean that all changes are due to crime recording.

The specific crime areas referenced in this report reflect this ongoing assurance and local review regardless of the recording practice changes. This approach represents a more mature and considered response to police performance and the continuing implementation of an ethical performance culture.