

Annual report 2012/13: Office of the Police and Crime and Commissioner for Wiltshire and Swindon

1. Introduction from Commissioner Angus Macpherson

In November 2012 I was elected as the first ever Police and Crime Commissioner (PCC) for Wiltshire and Swindon.

I am extremely proud to be representing the public on policing and crime matters and have now been in the role for just over six months.

The role of a PCC is to secure an efficient and effective policing service for Wiltshire and Swindon. I am accountable to the public for the services provided, and Wiltshire Police Chief Constable Pat Geenty along with the providers of other commissioned services is similarly accountable to me.

A big part of this is reviewing performance data across a wide range of measures, such as how satisfied victims of crime are with the service they receive from the police as well as the number of crimes being reported and solved.

In this Annual Report you can read some of this performance information for the previous year (2012 - 2013).

As I was elected in November 2012, this report relates to the strategic priorities for Wiltshire Police set by my predecessor Wiltshire Police Authority, the previous governing body for the Constabulary.

Looking forward, I will be ensuring that priorities set in my Police and Crime Plan, published at the end of March 2013, are achieved. I have highlighted relevant themes in my Plan that I will be focusing on during the forthcoming months and years. Next year the Annual Report will relate more directly to my Police and Crime Plan, particularly to the priorities that I have set it. It is also my intention to report on any other services I fund.

You can read my Police and Crime Plan by visiting - www.wiltshire-pcc.gov.uk. On the site you can also read all about my activities during the past six months as well as regularly updated news items and a weekly blog.



Angus Macpherson, Police and Crime Commissioner for Wiltshire and Swindon

2. Background

This report is a summary of Wiltshire Police’s performance against the strategic priorities set by Wiltshire Police Authority for 2012/13.

The following three strategic priorities were outlined in the joint WPA and Wiltshire Police Policing Plan for 2012/13:

- Tackling violent crime, with a focus on private space violence (i.e. violence in places where the general public do not have access)
- Managing those who cause the most harm in our communities
- Reduce anti-social behaviour (including associated local crime issues) and reduce the number of people killed and serious injured (in road traffic collisions)

Within this report each of these priorities will be assessed, detailing some key areas of note.













3. Policing Plan Performance Framework

WPA agreed in March 2012 that performance target measures for the strategic priorities will be set and assessed via the use of ‘balanced scorecards’. This approach uses a number of different measures to aggregate a score of how the Constabulary is performing and helps with understanding and assessing contributing factors in relation to the priorities.

There are three different ways that target measures are set:

- Through comparing Wiltshire Police’s performance against similar forces (in population, demographic data etc) via data published on a national database called iQuanta. This is known as the Most Similar Force (MSF) threshold and this group is referred to as the force’s peers
- If iQuanta data is not available the target measure set is based on the Constabulary’s previous three years performance, with weightings for the different years, putting more emphasis on recent performance
- If both iQuanta and the previous year’s data are not available, then measures set are agreed with Constabulary departmental heads working with the Performance team

Most Similar Force (MSF) threshold setting is based on the current positioning of Wiltshire Police and the projected direction of travel of the MSF. The desired position for the next financial year is based on the following graphic:

Quartile 2012/13		Desired Quartile 2013/14	
 Better than Peers		Better than Peers	
 Inline with Peers - Better than Average		Inline with Peers - Better than Average	
 Inline with Peers - Worse than Average		Inline with Peers - Worse than Average	
 Worse than Peers		Worse than Peers	

There are four different gradings used for each performance measure:

Status	Numerical measures	Audit/ activity measures
EXCELLENT	Over 10% better than target	Exceeds the standard
GOOD	Up to 10% better than target	Meets the standard
FAIR	Up to 10% worse than target	Partially meets the standard
POOR	Over 10% worse than target	Does not meet the standard

4. Strategic priorities

Strategic Priority Balanced Scorecard		Apr-12 to Mar-13			
		Volume and Reduction	Dealing With	Understanding	Partnership Working
Good	Tackle Violent Crime - Private Space Focus	Good	Good	Good	Excellent
Excellent	Reduce Offending by Managing Harm Causers	Good	Excellent	Good	Good
Fair	Reduce ASB and road casualties through a focus on Partnership Working	Good	Poor	Fair	Good

Table 1: Overall performance scorecard

As shown in the above scorecard, the Force performance for last financial year records one priority Excellent, one Good and one Fair.

One of the six main priorities in my Police and Crime Plan for 2013 - 17 is reducing crime and anti-social behaviour. As the third priority relating to anti-social behaviour received a Fair rating, I will be monitoring this area closely during the 2013-14 performance year.

4a. Strategic priority 1 - Tackling violent crime with a focus on private space violence

Tackle Violent Crime - Private Space Focus			
Volume and Reduction		Dealing With	
Violence Against the Person		DA Repeat Rate	
Assault with Less Serious Injury		% Domestic abuse suspects arrested within 24 hours	
Alcohol Related VAP		DA Resolved Rate	
Town Centre VAP		VAP Resolved Rate	
		Violent Crime Satisfaction	
		VAP Response Rate	
Partnership Working		Understanding	
MARAC Repeat Rate		DA VAP	
Success of OOPPA power		Children in the presence of DA	
MARAC Referrals from partners		Outstanding Violent Crime Offenders - Average Duration in	
VAP level at top 10 repeat licensed premises		VAP against Children <18yrs where offender family member	
		DA Sexual Offences	

Table 2: Tackle violent crime year end scorecard

Table key

VAP - violence against the person

MARAC - Multi Agency Risk Assessment Conference

OOPPA - Offence of Persistently Possessing Alcohol

DA - domestic abuse

Tackling violent crime with a focus on private space violence has an overall good rating.

Within this priority:

- Six measures finished the year significantly above the threshold
- Seven met the threshold
- Four were under the threshold
- Two measures were poor
- One of the two 'poor' measures (Children in the presence of domestic abuse) carries a zero weighting within the scorecard as it is not something the police have direct control over, and is used more for understanding trends than accountability.

Violence against the person (VAP)

Violence against the person (VAP) encompasses a wide variety of offences where violence is used, ranging from murder to assaults without injury.

Number of offences 2011/12	5,897
Number of offences 2012/13	6,231
Where we were using iQuanta	In line with peers - better than average
Where we are now using iQuanta	In line with peers - worse than average
Threshold for 2012/13	5,962
Measure achieved	No

There was an increase in reports of VAP during the year (334 more offences or a 5.7 per cent increase). This was influenced by a change in crime recording policy.

Comparison to similar police forces: Whereas Wiltshire has seen a rise in VAP, the number of offences recorded by Most Similar Force (MSF) has remained stable throughout the year. In October 2010, before the revised recording policy was introduced, Wiltshire was above the MSF average. Now that the policy is not influencing the rolling 12 month trend, Wiltshire remains in a similar position of just above the MSF average which would indicate similar performance on two years ago.

Influencing factors and process changes: The table below breaks down VAP into some of the key characteristics, such as public/private space and with/without injury.

		% Change from previous 12 months		
		Private	Public	Total
VAP	Force	10.6%	3.4%	5.9%
	North	11.3%	-0.7%	4.8%
	South	9.8%	8.8%	7.2%
VAP with Injury	Force	5.4%	-3.0%	0.0%
	North	9.7%	-4.2%	1.7%
	South	1.1%	-1.6%	-1.9%
VAP without Injury	Force	17.1%	14.4%	14.4%
	North	13.0%	4.9%	8.8%
	South	22.4%	29.1%	22.0%

Table 3: VAP breakdowns

It can be seen that most of the increases are within ‘without injury’ and sit within the private space category. Wiltshire Police will always encourage victims of domestic abuse to come forward and report incidents. As such, increases within this area may be seen as positive enabling the police and other partner agencies to support victims.

Towards the end of the financial year, an audit was carried out to gain more understanding into the recording processes of violence without injury. This audit tested both the incident being logged against the correct crime code and it being recorded within the 72 hour period required. It showed that the overall compliance with Home Office Counting Rules was poor.

The conclusions of the report showed that correct questions were being asked by operators, but this information was not always being recorded on the log. This can lead to corrective work needing to take place, adding to the cost of correcting errors.

One of my key priorities in the Police and Crime Plan is driving up standards of performance. A notable objective in this area is data being inputted into systems to be right first time in at least 99 per cent of cases. Some of the ways I intend to increase standards of performance are:

- Through a systems thinking review of all customer-facing services
- Publishing Customer and Victim’s Charters
- Introducing a Wiltshire Police Customer Relationship Management system
- Investment in online and other digital channels
- Introducing electronic feedback surveys

Domestic abuse indicators

Strategic Priority 1 for 2012/13 focused on private space violence

There are a number of measures which are used to assess performance in this area:

- The domestic abuse repeat victim rate finished the year at 33.3 per cent against a threshold of 34.1 per cent
- The police attempted to arrest all domestic abuse suspects within 24 hours and achieved 85.9 per cent against a threshold of 82.4 per cent
- Multi Agency Risk Assessment Conferences (MARAC) take place as part of a coordinated community response to domestic abuse. MARAC aims include sharing information to increase the safety, health and well-being of victims, determining whether alleged perpetrators poses a significant risk to any particular individual or to the community and constructing and implementing risk management plans. The MARAC has been measured against a repeat victim rate post MARAC referral (22.7 per cent against a threshold of 28 per cent) and also by the volume of referrals from partners (40.7 per cent of referrals against a threshold of 31 per cent) which indicates good partnership working.

Violent crime - victim satisfaction

Level of satisfaction 2011/12	79.8%
Level of satisfaction 2012/13	79.8% (iQuanta - Dec 2012)
Where we were using iQuanta	In-line with peers - worse than average
Where we are now using iQuanta	In-line with peers - better than average.
Threshold	79.3%
Measure achieved	Yes numerical and through iQuanta

This performance measure has seen improvements during 2012/13, moving into the position of 'In-line with peers and better than average'.

Comparison to peers: It is worth noting that in September 2011 the Constabulary's performance was significantly worse than peers. However performance towards the close of 2011/12 saw a marked improvement with the Constabulary ending 2011/12 in-line with peers and just below the MSF average, with this position maintained throughout 2012/13.

Influencing factors and process changes: There has been significant improvement in satisfaction levels being reported by victims in relation to being kept informed and satisfaction with the investigation. However this has not had an impact on improving overall satisfaction levels.

Performance development: There is currently a gap in understanding the reasons why victims are dissatisfied overall by the way violent crime is dealt with. This is because consultation with victims around their satisfaction with the outcome/disposal of offences and satisfaction with elements of the criminal justice system does not currently take place. I have commissioned work in the Constabulary and with partner organisations which seeks to address these issues.

VAP against those under 18 years, where the offender is a family member

Number of offences 2011/12	194
Number of offences 2012/13	272
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	196
Measure achieved	No

This was a new measure in 2012/13 within the 'understanding' section of the balanced scorecard. The number of reported offences has continued to increase over the year. Within this crime grouping, numbers have increased noticeably in the offence types of 'Assault without injury' and 'Assault occasioning bodily harm'.

Influencing factors and process changes: There have been a number of inspections of the safeguarding arena this year, with a trend of more offences being recorded following these inspection reports. However the number of referrals resulting in new Section 47 investigations has generally reduced throughout the year, suggesting that the inspection reports have increased awareness of referral. However there has not actually been an increase in associated criminality.

A Section 47 referral refers to The Children Act 1989, which puts a duty on local authorities to investigate any cases where a child is either the subject of an emergency protection order, is in police protection or is suspected to be suffering, or likely to suffer, significant harm.

There has also been a significant increase in the number of Local Resolutions, a type of restorative justice outcome, in relation to violence against those under 18 years from April/May 2012 onwards. There are a number of areas where Local Resolution in relation to violence against those under 18 is appropriate; sibling rivalry getting out of hand, for example. This is, however, an area which I will monitor closely to ensure that strict guidelines are adhered to.

Additionally, some of these offences may not previously have been recorded as a crime but resulted in informal words of advice and no offence recorded. The number of times 'No crime' has been used as a category in relation to these offences has shown a general decrease during the year.

4b. Strategic priority 2 - Reduce offending by managing harm causers

Reduce Offending by Managing Harm Causers			
Volume and Reduction		Dealing With	
Dwelling Burglary		Distraction Burglary Detection Rate	
Robbery		Serious Sexual Offences Detection Rate	
Serious Sexual Offences		Serious Violent Crime Detection Rate	
Serious Violent Crime		Registered Sex Offender's Re-offending	
Distraction Burglary			
Partnership Working		Understanding	
Reduce Offending of SWITCH		Hate Crime Incidents	
Cost of SWITCH nominals		Breach of DVPO	
Repeat Offending of SPOV's		Clare's Law Applications	
		Disruption Assessment on OCG/Networks from Analysis	
		Risk of personal crime	

Table 4: Reduce offending by managing harm causers year end scorecard

Table key

SWITCH - Swindon and Wiltshire Integrated Targets for Change

SPOVs - Serious Perpetrators of Violence

DVPO - Domestic Violence Protection Order

OCG - Organised Crime Group

Reducing offending by managing harm causers has an overall Excellent rating.

Within this strategic priority,

- Two measures were significantly better than the threshold set
- Eight finished the year better than the threshold set
- Five measures were worse than the threshold set.
- The 'Repeat offending of SPOVs' measure is white as the Constabulary was unable to report on this measure due to complexities around identifying an original SPOV group. The 'Clare's Law' measure is also white as the Performance team has been monitoring numbers only.

Serious sexual offences detection rate finished the year 6.8 per cent above the target measure, equating to 29 offences. The increases seen this performance year are as a result of two historic cases which both contained many offences. As a result of this, Wiltshire has moved above average within the MSF for volume and this has increased the resolution rate to 44.9 per cent against a measure of 36.6 per cent, and to the position of highest nationally.

Dwelling burglary (i.e. in residential homes)

Number of offences 2011/12	1,343
Number of offences 2012/13	1,343
Where we were using iQuanta	Better than peers
Where we are now using iQuanta	Better than peers
Threshold	1,334
Measure achieved	Yes, iQuanta position met

In relation to dwelling burglaries 2011/12 saw Wiltshire performing better than peers and the Constabulary maintained this position in 2012/13. At the year end the Constabulary is recording 0.67 per cent worse than the measure set, representing nine more offences.

Comparison to peers: Wiltshire has seen a 10.1 per cent improvement in the year within the MSF, albeit this is lower than the MSF average reduction rate of 13.4 per cent. Wiltshire began the year in a strong position and has maintained a reduction during the period, ensuring the better than peers performance. Most recent MSF performance to the end of February 2013 will show Wiltshire performing top of the groupings, recording 4.67 burglaries per thousand households against the average of 6.57.

Influencing factors and process changes: There were a few noticeable spates of crime during this period including the targeting of Indian gold being stolen and sold on for cash and a local painter and decorator removing property from homes in Trowbridge.

Reduce offending - Swindon and Wiltshire Integrated Targets for Change (SWITCH)

Reoffending rate 2011/12	N/A
Reoffending rate 2012/13	30.6%
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	30%
Measure achieved	Yes

SWITCH is an Integrated Offender Management programme involving partners working together to manage offenders. Partners include the police, probation, prison service and the voluntary sector.

Reducing the offending rate of those on the SWITCH scheme was introduced as a new measure in 2012/13. This was done by comparing the results of one group of offenders against another group of offenders. A 30.6 per cent reduction in offending was recorded against a 30 per cent measure set, representing a 2.1 per cent reduction, equating to 125 fewer offences committed.

Comparison to peers: No comparison with peers is available, given that there is no consistency in the methodology of reporting or measures against which to report. SWITCH is planning to raise this nationally with a view to the production of clear guidance for forces around performance methodology for peer comparison.

Influencing factors and process changes: When looking at the individuals who make up the baseline group, there have been a number of individuals who have been successfully diverted from the reoffending cycle during the period:

- Of the original 73 offenders, 30 have left the scheme. 58 per cent of these cases are deemed as successful (17) as a result of notably reducing their offending and meeting some of their planned objectives
- One is serving a long term custodial sentence
- One individual was transferred out of the Wiltshire Police area
- Eleven left the scheme owing to their risk of domestic abuse or violent offending, therefore not suitable for the SWITCH programme.

It is worth noting that one individual on the scheme reduced his criminal behaviour, completed voluntary work and training and is now in full time employment.

Performance development: I intend that we capture more meaningful and qualitative success measures in the future to build a balanced scorecard for SWITCH. This will be used by both the police and probation.

Clare's Law applications

Wiltshire Police is one of four forces taking part in a pilot of the Domestic Violence Disclosure Scheme (DVDS) or 'Clare's Law' as it is known. The pilot is testing a process for enabling the police to disclose information to the public about previous violent offending by a new or existing partner where this may help protect them from further violence.

This information may be disclosed via a request from a member of the public ('right to ask') or by an agency seeking to have disclosed the information in order to protect a potential victim ('right to know').

Clare's Law was launched by Wiltshire Police in July 2012, and they received:

- 17 right to ask with 3 disclosed
- 35 right to know with 8 disclosed

Comparison to peers: The average number of applications received across the four pilot Forces is 44 applications. This data is recorded between 16 July 2012 and 28 February 2013 as there is no comparable full year data for other forces.

Influencing factors and process changes: Processes used by Wiltshire Police have been mapped against other Forces in the pilot, with some changes being made to improve the speed of both

the application and decision making processes. For example, research showed that in Wiltshire the proportion of unsuccessful applications at the first stage of the process was comparatively high due to the large number of questions included in the initial question set. The question set was revised and this rate at the early stages of the process has since reduced.

4c. Strategic priority three - Reduce anti-social behaviour (including associated local crime issues) and the number of people killed and serious injured (in road traffic collisions) with a focus on partnership working

Reduce ASB and road casualties by Working in Partnership		
Volume and Reduction		Dealing With
Volume of ASB		Immediate Response Rate to ASB and Crime
Reduction in ASB & Criminal Damage in top 10 locations		Priority Response Rate to ASB and Crime
Victim Based Crime		All Crime Resolved Rate
Criminal Damage & Arson		Victim Based Crime Resolved Rate
Vehicle Crime		Non Victim Based Crime Resolved Rate
KSI's		Quality of Vulnerable People Action Plans
		Trafficking in Controlled Drugs - Number of Detections
		Volume of Outstanding Named Offenders
Partnership Working		Understanding
Number of Speedwatch sessions completed		Child KSI's
Number of joint operations targeting licensed premises		Slight Casualties
Quality of Partnership working within top 10 VLI Localities		Overall Satisfaction with Service
		Initial Vulnerability Question Set Compliance
		Risk of household crime

Table 5: Reduce anti-social behaviour (including associated local crime issues) and road casualties with a focus on partnership working

Reduce ASB and road casualties by working in partnership, has an overall Fair rating.

Strategic priority three has 22 measures within the scorecard:

- Five of these have finished the year significantly worse than the threshold
- Two measures finished below the threshold with a fair grading
- The remaining measures finished better than the desired position
- Overall the priority has finished below the desired position due to the theme ‘dealing with’ scoring a red status.

All crime

Number of offences 2011/12	36,082
Number of offences 2012/13	34,103
Where we were using iQuanta	Better than peers
Where we are now using iQuanta	In line with peers
Threshold	34,080
Measure achieved	Did not hit measure set but maintained better than peers position: +0.1% (38 offences)

Wiltshire Police has seen a 5.5 per cent reduction in all crime reported compared to the previous year (1,979 fewer offences).

Comparison to peers: Wiltshire’s reduction is compared to the MSF average reduction of 8.3 per cent. This has caused Wiltshire to slip from ‘better than peers’ to ‘In-line with peers better than average’ but remaining second in the table.

Influencing factors and process changes: The three main crime groups which have the greatest volume over threshold are:

- Violence against the person (+4.5 per cent - 271 offences)
- Criminal damage (+4.0 per cent - 239 offences)
- Non-domestic burglary (+9.4 per cent - 264 offences)

Non-domestic burglary did not feature as a measure within the performance scorecards but accounts for nine per cent of all crime. Wiltshire started 2012/13 ‘In-line with peers - worse than average’ and therefore the measure set, if achieved, would deliver an improvement. Wiltshire has reduced the rolling 12 months non-domestic burglary volume by 12.1 per cent, however the MSF average has reduced by 15.4 per cent during the same period. This means that not only have Wiltshire failed to achieve the desired improvement but have also increased the distance from the MSF average.

Performance development: A number of factors have caused this increase in non-domestic burglary. Historically this is a crime group which officers rarely attend so the opportunities for detections are therefore limited. There is limited ability to reduce the volume of offences being committed due to not being able to identify the offenders and manage them effectively. I intend to commission work in this area, including a revision to the attendance policy. Every domestic burglary is visited by the Police. However I believe the public require support and action following a non domestic burglary such as a garage or shed break, and it is in this area that I intend to commission an improved service. I also believe we all have a part to play ourselves in securing our properties effectively.

Vehicle crime

Number of offences 2011/12	3,879
Number of offences 2012/13	3,459
Where we were using iQuanta	In-line with peers
Where we are now using iQuanta	In-line with peers
Threshold	3,566
Measure achieved	Yes - numerically and through iQuanta

Wiltshire Police has seen a 10.8 per cent reduction in vehicle crime in 2012/13 compared to the previous year (420 fewer offences).

Comparison to peers: Wiltshire started the 2012/13 year at the end of what had been a steep increase in offences but still marginally below the MSF average by one per cent. As of the end of March 2013, the rating finished just below the MSF average by 0.3 per cent, and within the boundary of ‘in-line with peers - better than average’.

Overall victim satisfaction

Satisfaction level 2011/12	84.6%
Satisfaction level 2012/13	86.1% (iQuanta - Dec 2012)
Where we were using iQuanta	In-line with peers
Where we are now using iQuanta	Better than peers
Threshold	84.5%
Measure achieved	Yes

Overall Victim Satisfaction has seen positive movement through 2012/13, moving from 'in-line with peers and better than average' to 'better than peers'.

Comparison to peers: In comparison to peers, Wiltshire has seen a greater rate of improvement, increasing satisfaction levels by 1.8 per cent compared to an MSF increase of 0.5 per cent.

Influencing factors and process changes: The increases in vehicle crime satisfaction levels have had the largest impact on overall victim satisfaction, moving from 83.7 per cent in March 2012 to 86.4 per cent in December 2012. As well as a positive direction of travel in overall experience for vehicle crime, an 11 per cent improvement was seen in satisfaction with being kept informed, and a nine per cent increase in satisfaction with the actions taken.

Overall satisfaction with dwelling burglary has also been seen an increase from 90.2 per cent in March 2012 to 92.1 per cent in December 2012. Overall satisfaction with violent crime has remained stable throughout 2012/13 at 79.8 per cent.

Trafficking in controlled drugs

Volume of detections 2011/12	193
Volume of detections 2012/13	189
Where we were using iQuanta	Worse than peers
Where we are now using iQuanta	Worse than peers
Threshold	212
Measure achieved	No

Wiltshire Police has seen a 2.1 per cent reduction in the volume of detections in 2012/13 compared to the previous year, which equates to four fewer detections.

Comparison to peers: Wiltshire has recorded the lowest number of offences and as a result, has the lowest number of detections in the rolling 12 months up to March 2013. For this type of crime the effect is to have a very high detection rate, and Wiltshire is at the top of the MSF for 2012/13.

Influencing factors and process changes: In 2011/12 there were two months where there were significant spikes in the number of detections recorded (25 in May and 35 in September).

Performance input and development: The Performance Team reported on this measure in October 2012. Analysis showed that the low volume of detections for the first six months of the year meant that Wiltshire had to achieve a higher rate of detections than ever achieved in the past three years to meet the end of year measure set.

An issue was raised that there was no strategic lead for drugs. Another issue is that this measure does not allow for reporting on the number of successes that teams within the Constabulary have. For example, 208 arrests, drugs seized to the value of £534,691, 140 charges/cautions, 139 searches/warrants executed, and 1,060 intelligence reports submitted¹.

Going forward, the aim is to establish meaningful measures that focuses on the reduction of harm that stems from the dedicated drug networks (DDN) and organised crime groups (OCG). Getting these measures right will allow for clear ownership and the ability to align an intelligence plan to this area. This in turn will mean that we can more effectively align resources to this area and focus even more on OCGs and DDNs.

Vulnerability question set compliance

Question set compliance 2011/12	N/A
Question set compliance 2012/13	70.9% YTD (end of Q3)
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	80%
Measure achieved	No

This was a new measure introduced for 2012/13 and has been collated by Wiltshire Police’s assessment and development team within contact management and reported on quarterly. Performance for quarter one was poor at 60.2 per cent compliance. This has since improved to 78.9 per cent for quarter two and 74 per cent for quarter three.

This area fits into two of my key priorities:

- Protecting the vulnerable in society
- Driving up standards of customer service

Vulnerability within my Police and Crime Plan is defined as: “People who are susceptible to becoming victims of crime or anti-social behaviour because of their particular situation. This could be for a number of reasons including age, disability, race, religion, sexual orientation, relationships, financial situation, offending history or lack of fixed abode etc.”

Vulnerable people fall victim to anti-social and criminal behaviour much more easily than others and are usually less able to protect themselves. That is why it is crucial for calls from vulnerable people to be recorded properly and linked to each other on recording systems.

I would like to see further improvement made in this area and to help with this I intend to:

- Commission the introduction of a Customer Relationship Management System for Wiltshire Police so that it is easier to identify patters of calls for assistance and identify those who are most vulnerable. The aim is for this to be done in conjunction with local authorities
- Commission a systems thinking review with key local authority partners into 24/7 telephone systems and other access channels, including a cost proposal for a single joined up service covering the two local authorities (Swindon and Wiltshire councils)

Quality of vulnerable people action plans

Quality of action plans 2011/12	N/A
Quality of action plans 2012/13	Poor

¹ Data captured between November 2012 – March 2013 by Detective Inspector Rees

Where we were using iQuanta	N/A
Where we are now, using iQuanta	N/A
Threshold	Good
Measure achieved	No

In 2011 Wiltshire Police introduced a process for identifying, assessing and developing plans with partners to manage the risk posed to vulnerable people. Periodically reviewing the quality of action plans was incorporated into the third strategic priority. The intention of these reviews was to provide managers with current information that might help in future decision making.

The last review showed that four out of ten high risk vulnerable people had poor action plans, with only three having actions plans of a good quality. Some factors within this assessment included limited partnership engagement, lack of consistent review by line managers and a variety of locations where information from the action plans is stored.

The methodology used for the audits was based on SMART objectives: specific; measurable; achievable; realistic and relevant; timely.

The simple rating of quality was based on the number of elements of the SMART objectives present within the plan [1-2 Poor, 3 Fair and 4-5 Good].

As with the previous heading (vulnerability question set compliance) this is an important area for me. As stated above there was limited partnership engagement within some of these action plans. This partnership area needs to be improved further. I am proposing to do this in a number of ways including commissioning a systems thinking review into setting up multi-agency public protection teams to 'share ownership' of supporting vulnerable people. Agencies that could be on these teams are police, local authorities, NHS, fire and rescue service and housing associations as well as input from the community and voluntary sector

Slight injuries (injury not requiring hospitalisation)

Number of offences 2011/12	1,465 YTD (end of Q3)
Number of offences 2012/13	1,663
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	1,415
Measure achieved	No

The 10 year target set by the Department of Transport is to reduce slight injuries by 10 per cent by 2020. The measure set for 2012/13 is 1,415 slight injuries. This figure has been exceeded by 17.5 per cent (248 injuries).

Performance development: While it has not been possible to identify one overriding factor for the increase of reports in this area, there has been a combination of factors identified, including:

- Changes in recording methods (i.e. all road traffic collisions resulting in a slight injury are now recorded on the Constabulary's crime recording system Niche)
- Weather conditions ('Slippery road due to weather' was the second most common factor causing the collisions resulting in slight injuries in July)
- Twenty-one per cent of the collisions were called in to Wiltshire Police after the accident and did not require any police attendance

- More than half of the incidents were recorded with a factor of driver/rider error or reaction. Within this category ‘failed to look properly’ and ‘poor turn or manoeuvre’ were the main factors attributed to road traffic collisions resulting in slight injuries over the last year.

5. Key departmental performance indicators

Wiltshire Police departments have their own performance scorecards. The following section highlights some key areas from departmental scorecards within 2012/13.

5a. Cracked and ineffective trials due to prosecution at Magistrates Court

Cracked and ineffective trial rate 2011/12	N/A
Cracked and ineffective trial rate 2012/13	19.8%
Where we were using iQuanta	N/A
Where we are now using iQuanta	N/A
Threshold	20.0%
Measure achieved	Yes: -1.2%

Overall performance of this measure has seen a steady improvement over the financial year 2012/13. Some months are currently performing under the measure set however with January 2013 returning 13 per cent.

Influencing factors and process changes: It was previously highlighted that the biggest cause of cracked/ineffective trials due to prosecution were due to ‘Prosecution end case, insufficient evidence’. In the first quarter of 2012/13, 25.2 per cent of cracked or ineffective trials was due to insufficient prosecution evidence (an average of seven per month). More recent performance up to January 2013 is on average, three trials per month are cracked or ineffective due to insufficient prosecution evidence. A big influence on this has been the implementation of the Criminal Case Progression team which consists of members of the police, Crown Prosecution Service and Her Majesty’s Court and Tribunal Service which review files that are due in court in the subsequent two weeks. The team has been successful in reviewing cases to ensure that they are ready for hearing and, if it is established that they are not and may result in a cracked/ineffective trial, they ensure preparation is done to the level required or withdraw or discontinue the case. This has had a positive impact on cracked and ineffective trial figures.

5b. Use of Local Resolution

Local Resolution is a type of restorative justice used by Wiltshire Police. It is about putting the victim at the centre of the justice process with them having an input into how a crime is resolved.

Typical outcomes under Local Resolution are offenders paying compensation for the damage caused, apologising to the victim, or in some instances physically repairing the damage, such as removing graffiti.

Number of offences 2011/12	3.3% of total crime
Number of offences 2012/13	6.4% of total crime
Where we were using	N/A

iQuanta	
Where we are now using iQuanta	N/A
Threshold	3.3%
Measure achieved	+94.5%

Use of Local Resolution as a way of resolving crime has seen a significant increase during 2012/13. At the end of 2011/12 3.3 per cent of all crime was resolved by use of Local Resolutions. During 2012/13, 6.4 per cent of all crime was resolved by use of Local Resolution (this equates to 2,067 offences). The most common offences resolved this way are shoplifting (18.8 per cent of all local resolutions), criminal damage and arson (17.4 per cent) and violence with injury (17.2 per cent).

Comparison to peers: On average within Wiltshire's MSF, 4.2 per cent of all crime is resolved by Local Resolution putting Wiltshire above average. Currently West Mercia and Gloucestershire are resolving 7.2 per cent of all crime by restorative justice methods.

Influencing factors and process changes: Factors influencing increased volume of Local Resolutions are:

- Local Resolutions being recorded through computer systems at a later date from when they occurred
- Having a single point of contact in place for email and telephone queries, to deliver briefings, attend sergeant's training days and discuss where use of Local Resolution is appropriate

Increasing the use of restorative justice is a key area for me, as it empowers victims, putting them at the centre of the process. So this increase in use of Local Resolutions is welcome.

Another form of restorative justice that could be more widely introduced in the future is neighbourhood justice panels. These are being held in Swindon under a Ministry of Justice pilot and involves offenders and victims coming together in a facilitated conference, supported by trained volunteers from the community, in order to agree an 'Acceptable Behaviour Contract' which satisfies the victim.

6. Summary

To recap, the three strategic priorities as outlined in the joint WPA and Wiltshire Police Policing Plan 2012/13 were:

- Tackling violent crime, with a private space focus achieved a good rating
- Managing those who cause the most harm in our communities achieved an excellent rating)
- Reduce anti-social behaviour (including associated local crime issues) and those killed and serious injured (in road traffic collisions) with a focus on partnership working - which received a fair rating

This past year has been a challenging one with unprecedented demands placed upon the Constabulary, due to the Jubilee and Olympic events. Wiltshire Police has also experienced a significant change in governance mechanisms with police authorities being replaced with directly elected Police and Crime Commissioners.

Highlights performance-wise during this year include:

- Overall reports of crime have reduced by 5.5 per cent
- An increased use of restorative justice outcomes
- An improved performance in high risk areas such as serious sexual offences and serious violent crime
- Encouraging improvements in how satisfied victims are with the service they receive

Moving forward, my Police and Crime Plan outlines six main priorities for 2013 - 17:

Working with communities and partners to:

- Reduce crime and anti-social behaviour
- Protect the most vulnerable in society
- Put victims and witnesses first
- Reduce offending and re-offending
- Drive up standards of customer service
- Ensure unfailing and timely responses to calls for assistance

The Annual Report for the years 2013 - 14 will focus more on these six priorities and the Wiltshire Police service level measures set out in my Police and Crime Plan. It will also report on the performance of other services commissioned by my office during the plan period.

Angus Macpherson
Police and Crime Commissioner

Acronym	Meaning
ACPO	Association of Chief Police Officers
ASB	Anti-social behaviour
DA	Domestic abuse
DDN	Dedicated drug networks
DVDS	Domestic Violence Disclosure Scheme
DVPO	Domestic Violence Protection Order
KSI's	Killed or seriously injured
MARAC	Multi Agency Risk Assessment Conference
MSF	Most Similar Force
NHS	National Health Service
OCG	Organised Crime Group
OOPPA	Offence of Persistently Possessing Alcohol
PCC	Police and Crime Commissioner
SMART	Specific, measurable, achievable, realistic & relevant, timely
SPOVs	Serious Perpetrators of Violence
SWITCH	Swindon and Wiltshire Integrated Targets for Change
VAP	Violence Against the Person
VLI	Vulnerable Location Index
WPA	Wiltshire Police Authority
YTD	Year to Date

7. Glossary