Office of the Police and Crime and Commissioner

for Wiltshire and Swindon

Quarter One 2014-15 (1 April to 30 June 2015)

For Police and Crime Panel meeting 3 September 2015

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Introduction by Commissioner Angus Macpherson

Welcome to my new performance report, assessing progress made to deliver the priorities set out in my Police and Crime Plan. This new performance report reflects my Police and Crime Plan 2015-17 and the new performance culture within Wiltshire Constabulary.

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:

- Prevent Crime and ASB
- 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 led to negative behaviours. I recognise that no one single measure can provide the answer to the complex world of policing and criminal justice.

The Constabulary, Police and Crime Panel, and my Office have worked hard to develop this new style of report that provides a more holistic range of information that I make my assessments on.

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 a weekly blog.

Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon
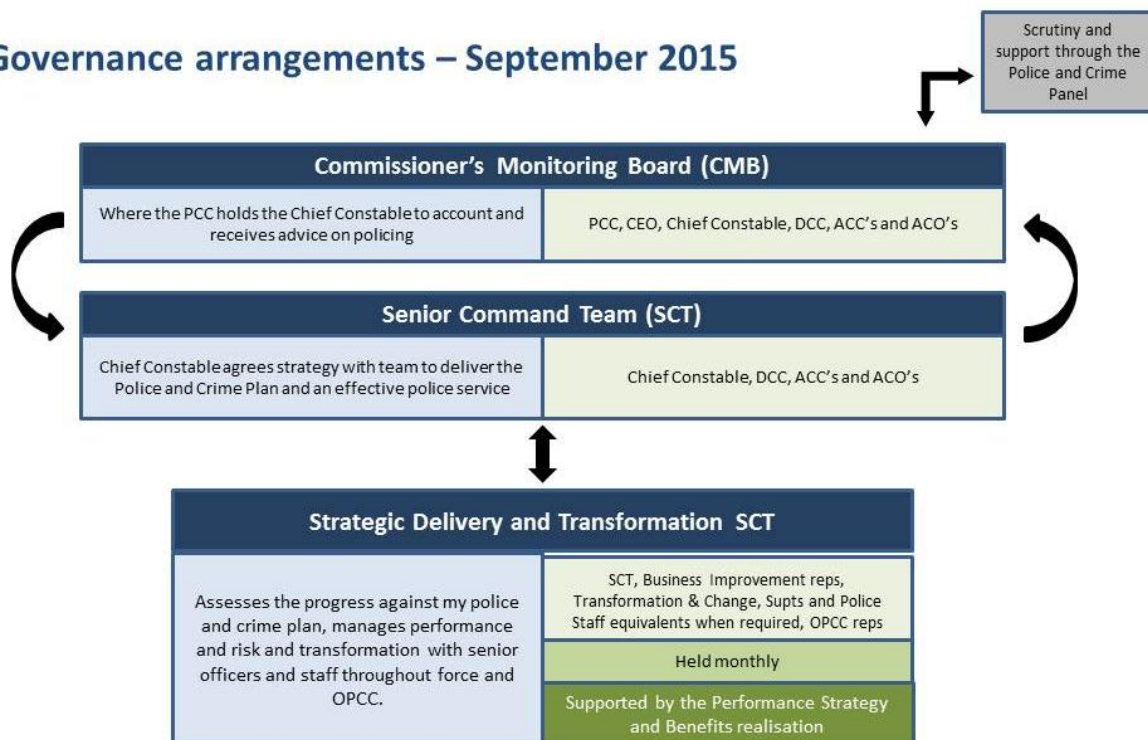
Governance structures

I have worked collaboratively with the Chief Constable to integrate our governance, embedding transparency, accountability and challenge into the process.

The Commissioner's Monitoring Board is where I hold the Chief Constable to account for delivery my Police and Crime Plan for ensuring that Wiltshire and Swindon has an effective police service. It is also where I receive advice on policing. This also provides a forum for discussion of strategy, finance, collaboration and partnerships.

Wiltshire Police hold a weekly Senior Command Team (SCT) which manages the day-to-day running of Wiltshire Police. Every fourth meeting details progress against my Police and Crime Plan, manages performance and risk and transformation with senior officers and staff throughout the Force and OPCC.

In addition to this formal accountability, our collaborative approach enables my office to shape developments and have a deep understanding of performance and risk.

The remaining areas of my plan are delivered through the respective partnership governance arrangements.

Overall Performance Dashboard

Priority 1:	Prevent crime and ASB		
Measure	Data	Infographic	Context
Crime volume	9,447		Significantly lower than peer but increasing trend
ASB volume	5,268		Low and stable
Crime recording compliance	87%		Stable but requires improvement
Satisfaction with visibilty	58%		Consistent since Autumn 2012
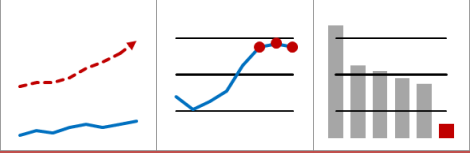
Priority 3:	Put victims and witnesses at the heart of everything we do		
Measure	Data	Infographic	Context
Victim Satisfaction	85%		Inline with peers but reducing trend
Satisfaction with investigation	70%		Stable
Satisfaction with being kept informed	82%		Stable trend but restricted method (Completely and Very satisfied) showing improvement
Outcome rate	23%		Significantly lower than peers
End to end time			In development through Community Policing pilot
Cracked and ineffective trials	43%		Stable
Cracked and ineffective trials due to prosecution	18%		Consistently within expected bounds

Key to Symbols

Symbol	Meaning
	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

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	84%		Stable and high
Wiltshire Police deal with things that matter to the community	76%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	69%		Stable since Autumn 2012
Wiltshire Police treat me with respect	90%		High and stable since Autumn 2012
OOCD compliance rate			95% in September 2014. Further detail within report.
Response rate	81%		Reducing trend due to taking longer to priority incidents. Emergency calls remain stable.
999 calls answered within 10 seconds	93%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	95%		Stable and high
Quality of files	96%		Improving and high
Volume of complaints	143		Trend stabling following reduction
% of complaints recorded within 10 days	45%		Low but showing improvement
% of complaint appeals upheld	13%		Very low proportion with 1 in 8 cases for Q1.

1. Prevent Crime and ASB

Crime volume	9,447 crimes recorded during Q1.	
	3 year average for Q1 8694 crimes	• Increasing trend, but not significant • 3 months of high volume • Significantly lower than peers

Key messages

- Crime volumes are increasing, driven by increases in violence against the person and sexual offences
- This follows the national trends and Wiltshire's relative position has not changed
- National and local research has identified more accurate recording, improved understanding and recording of crimes through third parties, and greater disclosure by victims in historical offences
- Theft offences have been rising, mainly driven by shoplifting
- This is identified as an exception and research is underway to assist local teams to understand and address the issues

1. The Force recorded 9,447 crimes during the first quarter of 2015/16 and this forms part of the early signs of an increasing trend.

2. Whilst this may appear concerning, recorded crime statistics is something which has been discussed and scrutinised on a national level and increases have been seen amongst many Forces across the country, mainly due to recording practices.

3. The Office for National Statistics (ONS) publication showed an increase of three per cent in recorded crime (12 months to March 2015) with 29 Forces recording more crime than the previous financial year. Wiltshire were one of the few Forces showing a reduction (three per cent) and have a significantly lower volume than peers. The trend during this time remained relatively stable whereas the peer average is increasing.
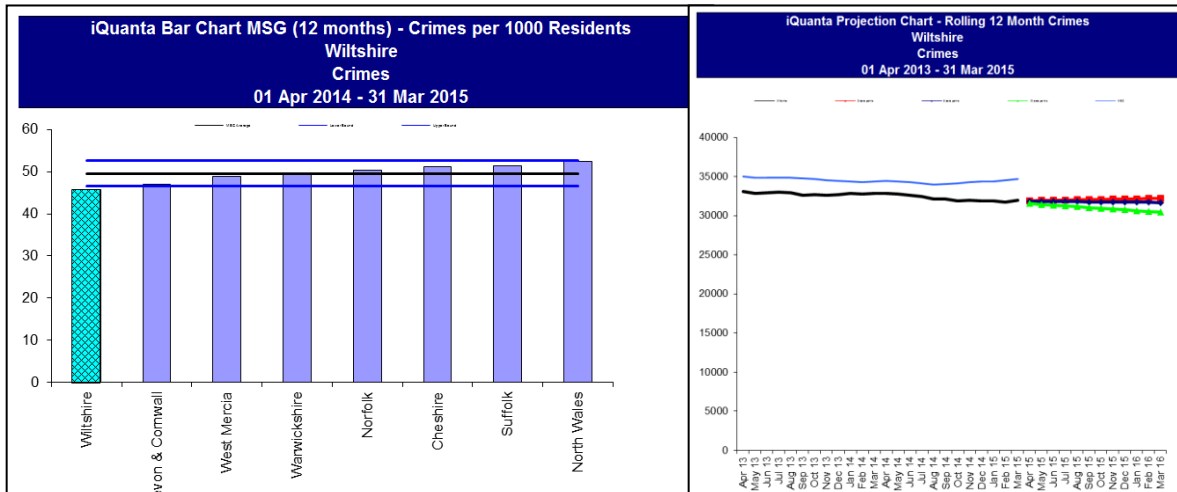
Total Crime – up to March 2015

4. Despite the overall reduction, Wiltshire recorded increases in Violence Against the Person (12 per cent; 833 crimes) and Sexual Offences (46 per cent; 350 crimes) which is consistent with the national picture.
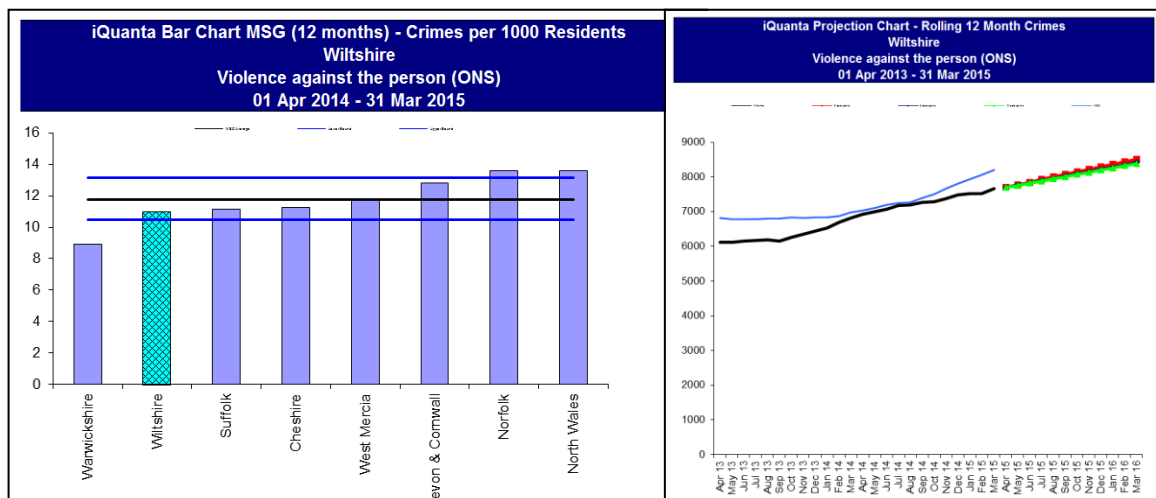
Violence Against the Person – up to March 2015

5. The iQuanta charts above show that despite the 12 per cent increase and increasing trend, Wiltshire remains below the average of its peers because the most similar forces (MSF) have also increased but at a greater rate (15 per cent).

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
England & Wales	628,396	772,192	+ 143,796	+ 22.9%
South West Region	54,804	62,583	+ 7,779	+ 14.2%
Avon & Somerset	16,932	20,384	+ 3,452	+ 20.4%
Devon & Cornwall	20,875	21,835	+ 960	+ 4.6%
Dorset	5,898	7,607	+ 1,709	+ 29.0%
Gloucestershire	4,276	5,101	+ 825	+ 19.3%
Wiltshire	6,823	7,656	+ 833	+ 12.2%
Most Similar Group	77,193	90,219	+ 13,026	+ 16.9%
Wiltshire	6,823	7,656	+ 833	+ 12.2%
Devon & Cornwall	20,875	21,835	+ 960	+ 4.6%
Warwickshire	4,187	4,904	+ 717	+ 17.1%
Suffolk	7,120	8,234	+ 1,114	+ 15.6%
North Wales	8,296	9,435	+ 1,139	+ 13.7%
West Mercia	10,775	14,557	+ 3,782	+ 35.1%
Norfolk	8,714	11,926	+ 3,212	+ 36.9%
Cheshire	10,403	11,672	+ 1,269	+ 12.2%
Number of forces in England & Wales with an increase in this category			43	

Violence Against the Person – peer and regional comparison up to March 2015
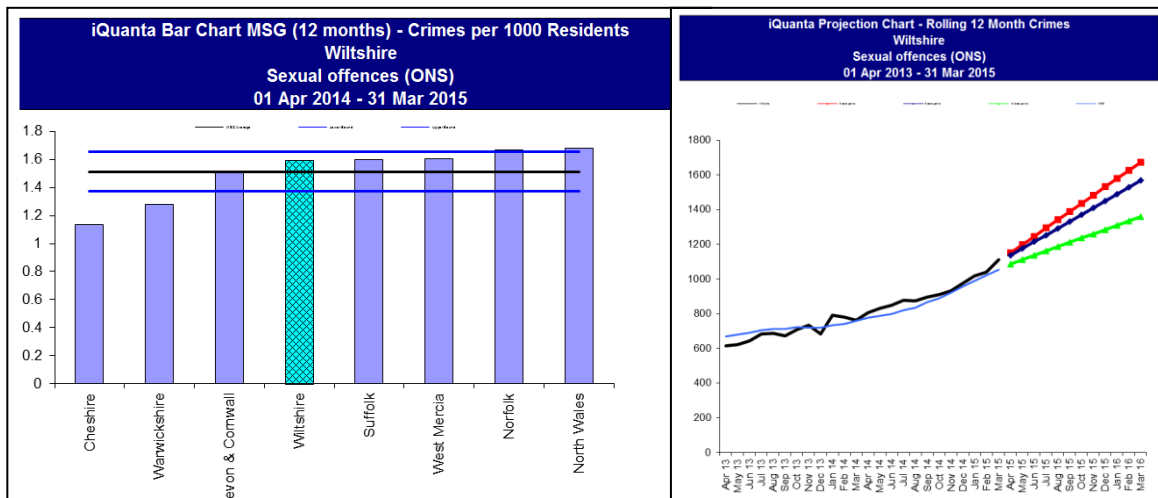
Sexual Offences – up to March 2015

6. The volume of recorded sexual offences is showing an increasing trend. However, Wiltshire remain in line with peers, marginally above average with 1.6 crimes being recorded per

1,000 population. All 43 Forces are seeing increases and Wiltshire's increase is in line with peer and national perspectives as shown in the table below.

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change Numeric	Change Percentage
England & Wales	63,420	87,174	+ 23,754	+ 37.5%
South West Region	5,990	7,613	+ 1,623	+ 27.1%
Avon & Somerset	1,869	2,279	+ 410	+ 21.9%
Devon & Cornwall	2,177	2,577	+ 400	+ 18.4%
Dorset	602	972	+ 370	+ 61.5%
Gloucestershire	581	674	+ 93	+ 16.0%
Wiltshire	761	1,111	+ 350	+ 46.0%
Most Similar Group	8,337	11,376	+ 3,039	+ 36.5%
Wiltshire	761	1,111	+ 350	+ 46.0%
Devon & Cornwall	2,177	2,577	+ 400	+ 18.4%
Warwickshire	522	706	+ 184	+ 35.2%
Suffolk	731	1,178	+ 447	+ 61.1%
North Wales	906	1,166	+ 260	+ 28.7%
West Mercia	1,281	1,991	+ 710	+ 55.4%
Norfolk	977	1,465	+ 488	+ 49.9%
Cheshire	982	1,182	+ 200	+ 20.4%
Number of forces in England & Wales with an increase in this category			43	

Sexual Offences – peer and regional comparison up to March 2015

7. In June 2015, national research led by Chief Constable Francis Habgood of Thames Valley Police, which looked to understand whether crime increases are as a result of changes in recording practice, rather than an increase in actual offending, was completed.

8. The main findings of this national report were:
    - 23 per cent increase in recorded Violence Against the Person (VAP)
    - One per cent increase in VAP calls for assistance which supports the fact that police are more accurately recording crime rather than an increase in actual offending
    - 40 per cent increase in recorded rape
    - Evidence to suggest more crimes are being identified through risk assessments, third parties, Domesic Abuse, Stalking and Harassment (DASH) assessments and child sexual exploitation
    - 43 per cent of offences recorded during 2014/15 occurred prior to the financial year was historic which supports a greater willingness to come forward or disclose additional historic offences

9. I was given assurances regarding Wiltshire's position against this national research at the

Force's Strategic Improvement Board in July. Wiltshire's findings were:

10. Violence Against the Person
   - 999 call volume – stable
   - 999 initial recording of VAP – stable
   - 999 VAP closure code – increasing
   - VAP crime recording – increasing
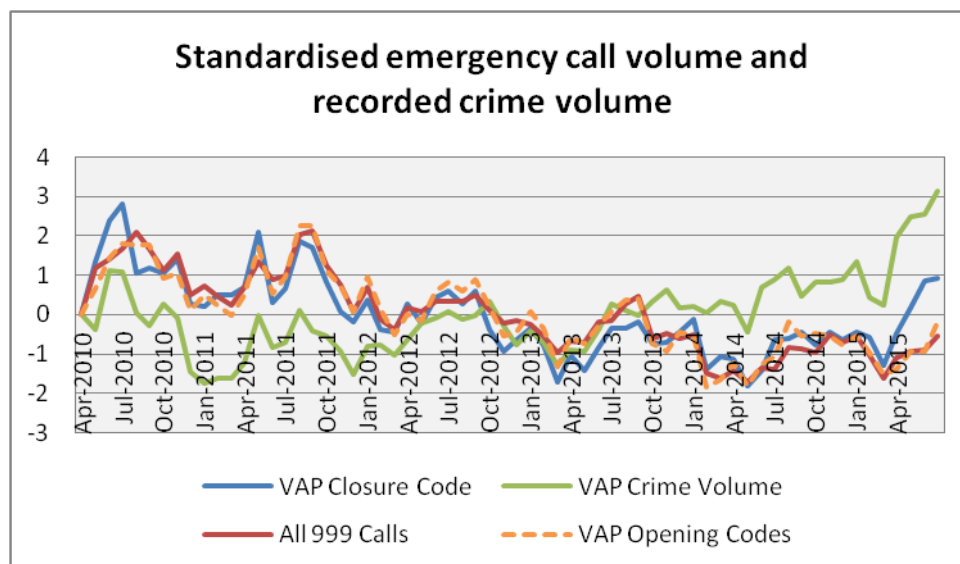
VAP Analysis – Comparison of 999 Calls and Recording up to June 2015

11. Sexual Offences
   - No exceptional increase in 999 call volume
   - Ratios of specific types of victims i.e. Child / Domestic/ Non Domestic – stable
   - 44 per cent occurred outside reporting year (i.e. pre Apr 2014)
   - Ratio of historic offences - stable
   - Increases are seen across the Force rather than in specific areas
   - Taking all the above into consideration would suggest increases appear indicative of a change in processes rather than more offences being committed.

12. Based on the information I have available to me through iQuanta, I expect to see an increase in recorded crime published within the next ONS release due for publication on 15 October 2015. This information does however assure me that Wiltshire remains one of the safest places in the country with the fifth lowest crime rate nationally (47.8 crimes per 1,000 population using mid 2014 estimates) up to June 2015.

13. Research tells me our recording is improving and victims are receiving a better service as a result. I have regular performance meetings and continue to monitor the Force's

performance using the Qlikview Performance Tool I outlined in the Quarter 4 2014/15 Performance Report (paragraph 22). The tool enables me to scrutinise crime statistics and also what the public are telling me about the Force. I regularly use this to monitor local trends and hold the Force to account.

14. The ONS publication highlighted a strong ten per cent reduction in theft offences within Wiltshire. This equates to 1,703 fewer victims of crime (369 fewer Non Domestic Burglaries (-13 per cent) and 679 fewer Vehicle Crimes (-22 per cent)).
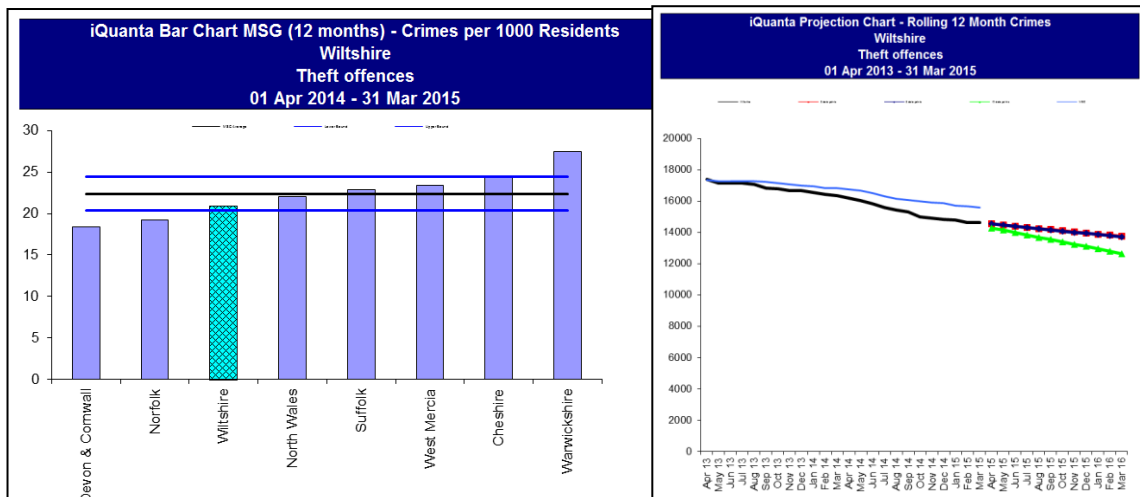
Theft Offences – up to March 2015

15. Using internal data up until June 2015, the rate of reduction within theft offences is slowing to 4.7 per cent. May and June saw high volumes, and whilst this is not `exceptional`, it is having an impact on the rolling 12 month trend which shows the early signs of an increasing trend.
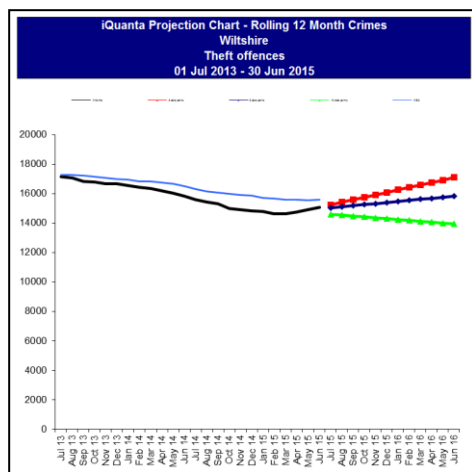
Theft Offences trend up to March 2015

16. This is influenced by increasing trends within Dwelling Burglary (+12 per cent; 130 crimes)

and Shoplifting (+9 per cent; 295 crimes).
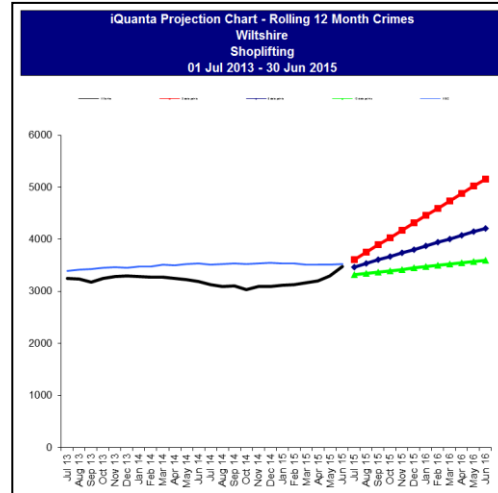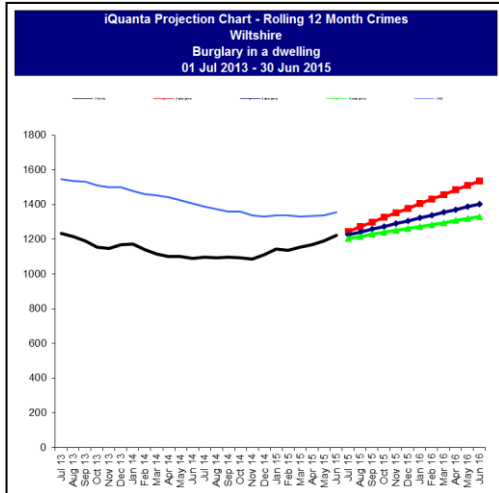
Dwelling Burglary and Shoplifting trends up to June 2015

17. Wiltshire remain below the Most Similar Force (MSF) average for Dwelling Burglary and continue to have one of the lowest rates per 1,000 households nationally (7th).

18. Analysts review local trends and exceptions and raise any concerns to the criminal intelligence team where further interrogation of our systems takes place. The resulting analysis is presented at the fortnightly local tasking meetings chaired by the Hub Commander.

19. There have been no specific actions generated relating to burglary and I am assured this is being managed locally, with figures within the expected level as shown within the control chart below.
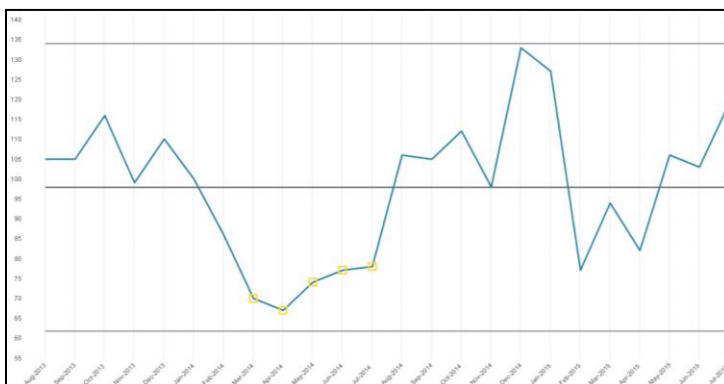
Dwelling Burglary Control Chart
up to July 2015

20. There has been a spike in shoplifting offences during Q1 as shown in the control chart below.
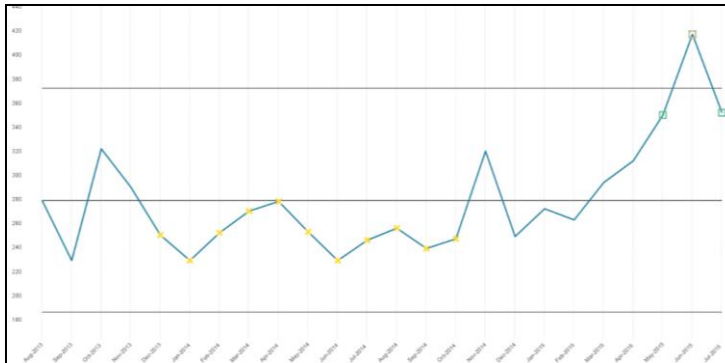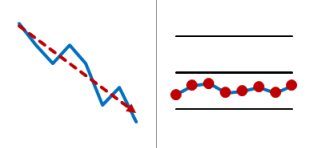
Shoplifting Control Chart up to July 2015

21. This spike is being driven by significantly high volumes of offences within the East of Swindon.

22. During this timeframe, operational activity has been focused on higher priority tasking based on threat, harm and risk in line with the Force's Control Strategy. These include patrol strategies aimed at disrupting Dedicated Drug Network (DDN) activity and also investing a lot of time in community reassurance following a recent murder.

23. The Business Intelligence Team is reviewing this exception, developing further analytical work to inform local activity.

Dedicated Drugs Networks and Organised Crime Groups

24. Dedicated Drug Networks (DDNs) and Organised Crime Gangs (OCGs) continue to be monitored as part of my plan and will be specifically focusing on the threat, harm and risk these groups and networks present and the Force's activity in relation to this.

25. Each group is scored based on a matrix of risk factors, and this is dynamically assessed through force tasking to ensure appropriate resource is provided.

26. With respect to OCGs, the threat score presented by the 12 active gangs has been assessed as low. The threat score is calculated by assessing the OCG's criminality, their intent and capability.

27. The department responsible for tackling OCGs has had some good successes during this first quarter with seizure assets in excess of £300k.

28. Other notable successes include the conviction of an OCG that was involved in modern slavery (a charity bag scam) and the arrest/remand of an OCG that was committing rural burglaries.

ASB volume	5,268 incidents	
	Q1 average of 5,682 (2013-2015)	• Significant decreasing trend • 8 months of volume lower than average

29. The volume of anti-social behaviour (ASB) continues to reduce. There were 5,268 incidents reported during the first quarter. This is lower than the recent average for the last three years of 5,682.

30. The chart below shows eight consecutive months of volumes lower than average. This shows a strong decrease in ASB. When viewed against the clear seasonal pattern of increases during summer months and reductions during winter, May and June have been much lower than previous years.
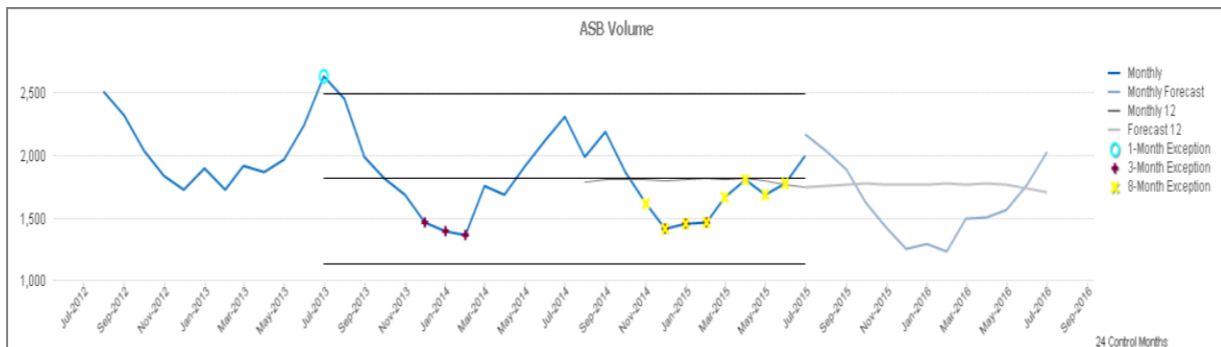
ASB Control Chart up to July 2015

31. Peer information is not available for ASB and so drawing comparisons against Forces of a similar size and demography is not possible.

32. ASB is an area which is considered within my public survey, conduced twice a year. Whilst not significant, the proportion of people who thought `ASB was an issue` decreased from 35 per cent (±2.1; Autumn 2014) to 32 per cent (±2.1 per cent; Spring 2015). The proportion of people who thought `teenagers hanging around` was an issue remained stable at 16 per cent (±2.1 per cent).

Crime recording compliance rate	87 per cent as of June 2015	
	Average: 85.5 per cent (Oct 14 to Jun 15)	Stable but requires improvement

33. The integrity of crime recording standards is vitally important and is something which I am very interested in. The chart below shows that the proportion of crimes accurately recorded in line with the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) is 87 per cent for the month of June.
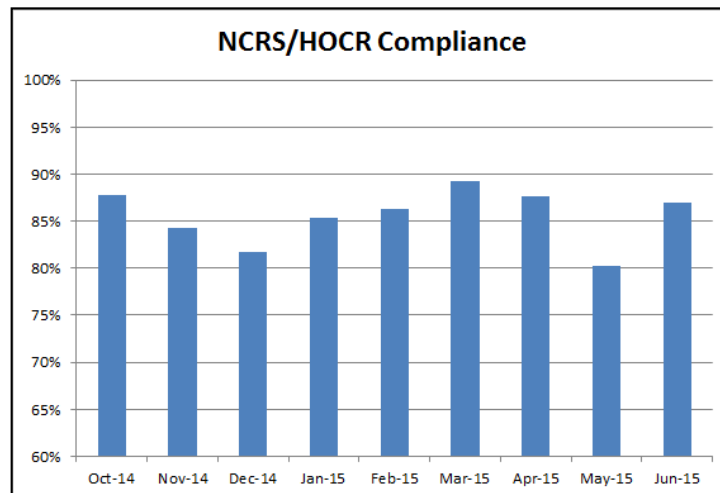
NCRS/HOCR Compliance Rate up to June 2015

34. The proportion of crime accurately recorded has remained relatively stable and is consistently close to the average of 85.5 per cent for the past nine months. There is an apparent increasing trend between December 2014 and March 2015. However with the benefit of more monthly data, it can now be viewed as part of normal variation rather than a significant improvement.

35. There have been improvements within specific recording processes within the first quarter of this year. For example, compliance is improving within the Multi Agency Safeguarding Hub since the department took responsibility for recording their own crime reported through referrals.

36. A new process for cancelling rape or attempted rape offences (formerly known as `no crime`) started in April this year. Of the nine rape reports cancelled between April and

June, 100 per cent were deemed correctly cancelled in line with NCRS.

37. The Force continues to invest in the training and development of staff including the call operators and front line officers (further detail provided within the deep dive section). There is still improvement to be made by the Force on its current crime recording compliance rate and I will be keeping a close watch on future audits to ensure the outcome of the training is realised.

Satisfaction with visibility	58.2 per cent (±2.1 per cent; Wave 12 Spring / Summer 2015)	
		No significant change, stable since Autumn 2012.

38. This information comes from the public opinion survey which I commission. It is really important to me that Wiltshire Police is visible, approachable and trusted in all communities. However, measuring how `visible` officers are, is very challenging.

39. One of the key ways I assess the visibility of Wiltshire Police is by listening to what the public tell me. Within the most recent survey, 58 per cent (±2.1 per cent) of respondents say they are satisfied with the level of police visibility. This proportion has seen very little change since Autumn 2012.
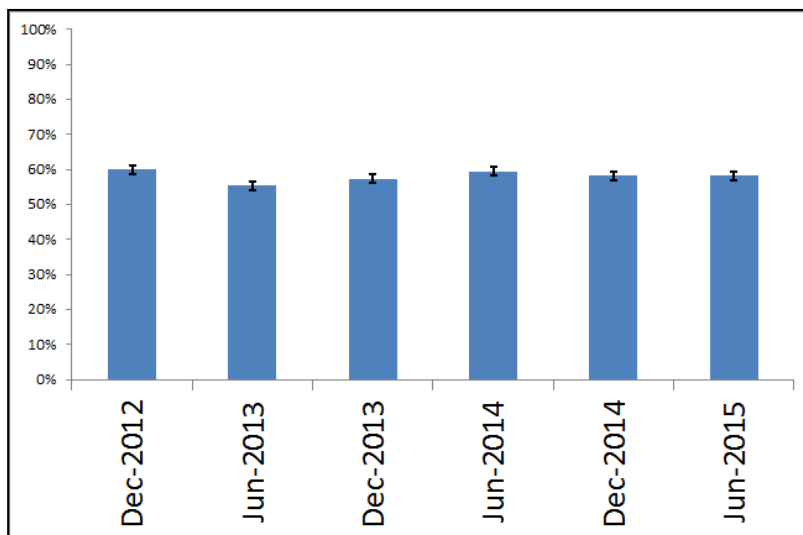
Satisfaction with visibility up to Spring/Summer 2015

40. Despite there being no exceptional change at Force level, I am encouraged to see Trowbridge stand out as an outlier with 66 per cent (±2.1per cent) of respondents saying they are satisfied with the level of police visibility.

41. The Trowbridge NPT have been utilising technology under the New Ways of Working platform to get out into the community. This seemed to be picked up within the verbatim comments.

> We have the local community police around the area they are visible, they walk up and down the road I live

> Do see them around and anything does happen they react and respond in a professional way

> They do their best, but short of people, but have police out on bicycles

> There are more community police out than there used to be

> Very good - school needed policing for traffic and made themselves present

> Because when you need them, they come. We see them on occasion parked up and on patrol

> I live in a good area where crime is low and there is no need for police

Satisfaction with visibility verbatim comments – Trowbridge sector

42. This is encouraging news ahead of the Community Policing pilot which is due to commence in September within Trowbridge and Warminster policing areas (See Police and Crime Plan 2015-17, pg11).

2. Protect the most vulnerable in society

Management Information

43. As agreed with the Panel's Working Group members, numerical outcomes are not suitable for this priority. I am using management information and assessment of the way partnerships identify and manage vulnerability as quality measures for this priority.

44. Her Majesty's Inspectorate of Constabulary (HMIC) recently conducted an inspection of Wiltshire Police on vulnerability, focusing on domestic abuse, child sexual exploitation and missing people. This report will be published in February 2016. Initial feedback has indicated that there was a focus on vulnerability and resources were being prioritised, partnership engagement by police was positive and models were built on daily information briefing and multi-agency work.

45. Through the Public Protection Department, I have access to a wide range of management information indicators which provide an understanding of the demand from vulnerable members of our community and some of the risks associated with that demand.

46. The police regularly review the volume and trend of Robbery, Domestic Abuse, VAP and Sexual Offences, with a particular focus on whether the victim or offender is a vulnerable adult or child.

47. These indicators are predominantly showing increases in line with the increases outlined within the crime volume section of this report. I am assured that there is enough scrutiny in place to ensure genuine increases do not go unnoticed.

48. The two charts below show how the overall increase in VAP is reflected within sub categories such as Domestic Abuse (DA).
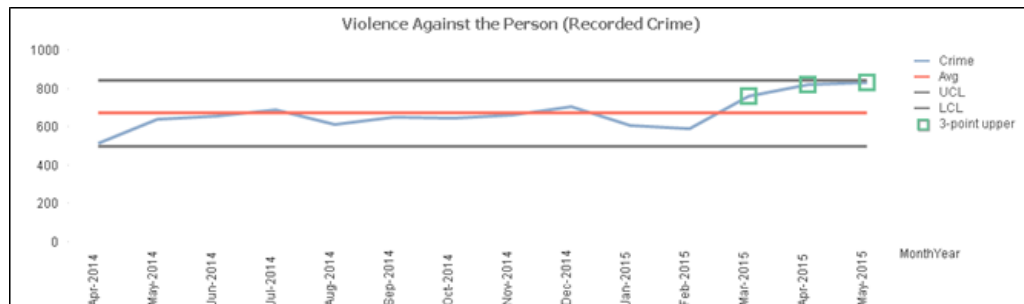
Violence Against the Person Control Chart
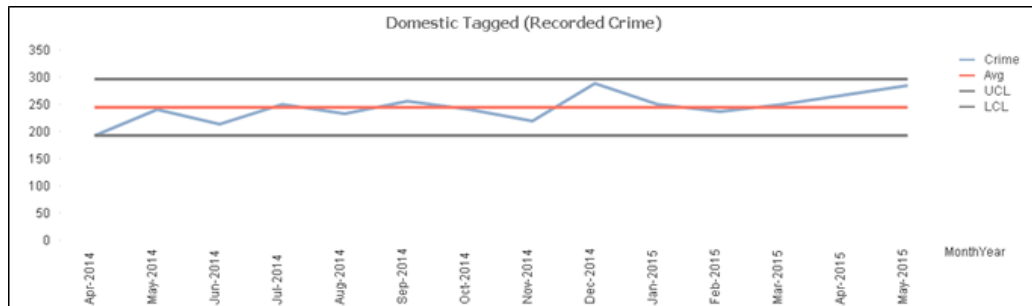
Domestic Tagged Violence Against the Person Control Chart

49. The proportion of DA related VAP remains consistent at 34 per cent which, if it was increasing, would suggest potential issues emerging but this is not the case.

50. With Wiltshire Council I have jointly re-tendered the Independent Domestic Abuse Advisers. This service supports victims and ensures they are supported to minimise risk in working with criminal justice agencies.

51. The key exception of focus in recent months has been the spike in crimes regarding vulnerable adults which can be viewed in the chart below.

52. Analysis of the spike revealed that this is the result of recording backlogged referrals sent through by adult social care
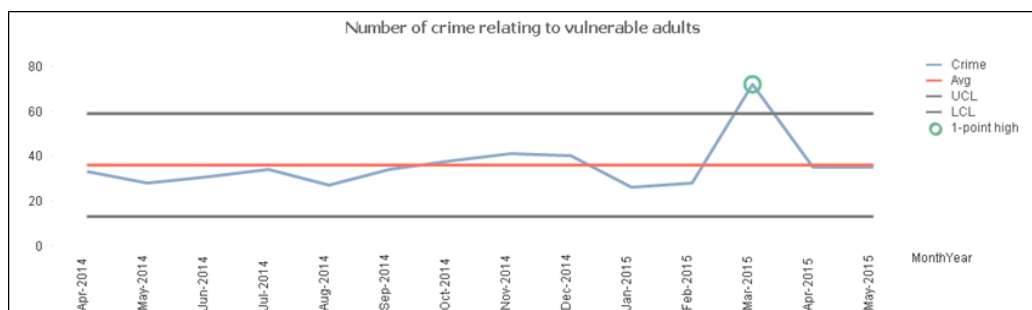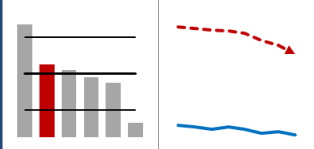
Crimes against Vulnerable Adults up to May 2015

53. The CARE Act 2014 came into effect on the 1 April 2015 and provides increased knowledge on when to report offences. The introduction of this act does not appear to have had any short term impact on the volume of offences recorded and I am assured volumes remain at normal levels following the spike.

54. A joint project with Avon and Somerset Constabulary, Wiltshire Police, OPCCs and all local authority partners has been established to enhance the identification and protection of

those at risk of child sexual exploitation (CSE).

55. Research shows children who go missing are at greater risk of CSE. Working with partners missing children who return home are interviewed about their experiences to ensure they receive appropriate support.

56. I have agreed to an additional investment into the MASH. It will also enable there to be a change to the MASH structure which currently exists, with face to face collaboration taking place in Swindon.

57. This additional resource will also explore the potential to include Adult Social Care within the MASH structures.

58. I am satisfied that there is focus on vulnerability and that services are improving. I will continue to work with safeguarding boards to integrate and co-ordinate our response to safeguarding and protecting vulnerable children and adults.

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

Victim satisfaction	85 per cent	
		Inline with peers, above average but reducing trend.

59. 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.

60. The survey asks a number of questions but the three shown below are of particular interest in terms of overall satisfaction with the service provided by Wiltshire Police:

 i. How well the victim has been kept up to date with developments
 ii. How well they thought the crime was investigated
 iii. How satisfied they were in general with Wiltshire Police

61. As was included within the previous report, Wiltshire has seen a rise and fall within the last 12 months, which, when analysed, equates to a change in those who say they are 'fairly satisfied'. The proportion of people who respond 'very satisfied' and 'completely satisfied' did not change as significantly. Looking at these top two responses is called the 'restricted methodology', and gives an indication of how the rates are changing over time.

62. Wiltshire remains in a good place with victim satisfaction, within a percentage on the average of similar Forces.
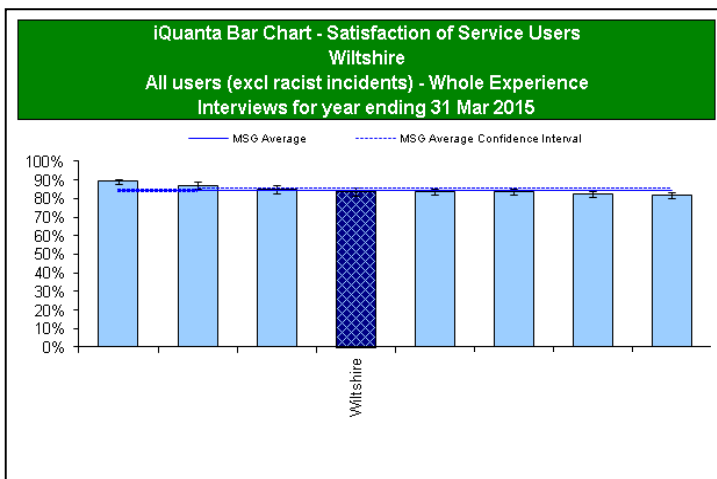
Overall satisfaction rate within the similar Force group

63. There are still improvements which can be made in maintaining a consistent and high quality service, and expanding engagement with victims of crime.

64. The survey which is conducted is broken down into four sub-groups:

iv.   Violent Crime
v.   Vehicle Crime
vi.   Burglary
vii. Racist Incidents

65. It is vehicle crime which is low compared to peers, and an area which is potentially pulling the overall satisfaction down. This can be seen from the below graph:
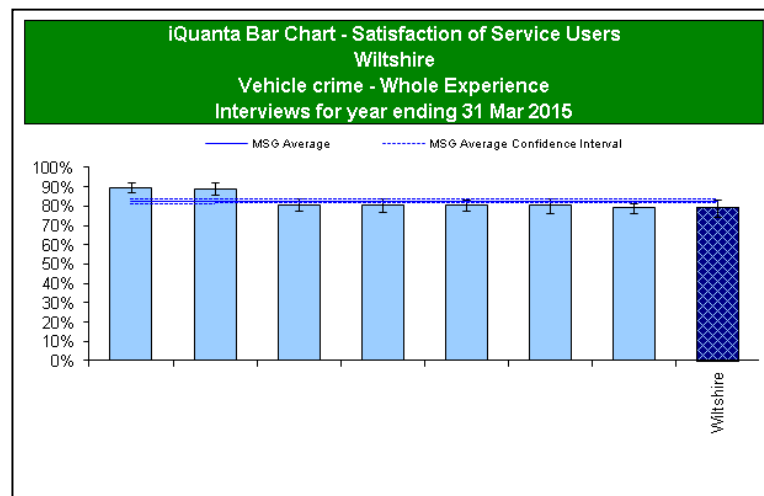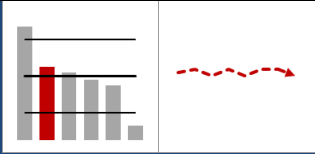
Victims of vehicle crime overall satisfaction rate within the similar Force group

66. From reviewing those vehicle crime victims who were dissatisfied with the service, there are clear themes of a lack of resources, and not keeping the victims informed. Wiltshire is currently 23rd nationally up to the end of March 2015 which is a further drop in position from previous reports.

67. I will be discussing this issue with the Chief Constable and seek assurances that the developments in technology and developments in the community policing model outlined in my plan, will ensure all victims are kept updated. Further work will be conducted at the Public Service and Quality Board which the OPCC attends.

68. In summary, I am pleased with the level of victim satisfaction that is published by the Home Office for the Force but I am seeking an assurance that there is a consistent standard for victims of vehicle crime and that the Force is addressing the themes outlined above.

Satisfaction with being kept informed	82 per cent	
		Inline with peers, above average but reducing trend.

69. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is above average and on the bounds of significantly above its peers. Nationally, Wiltshire is rated 14th out of 43 forces for the same measure. This area can be a significant driver for overall satisfaction and it is therefore important that this measure is monitored.

70. The trend at the moment is a decreasing one for the overall data. However the restricted method (only those completely and very satisfied) is showing an increase which shows that more people are very or completely satisfied.
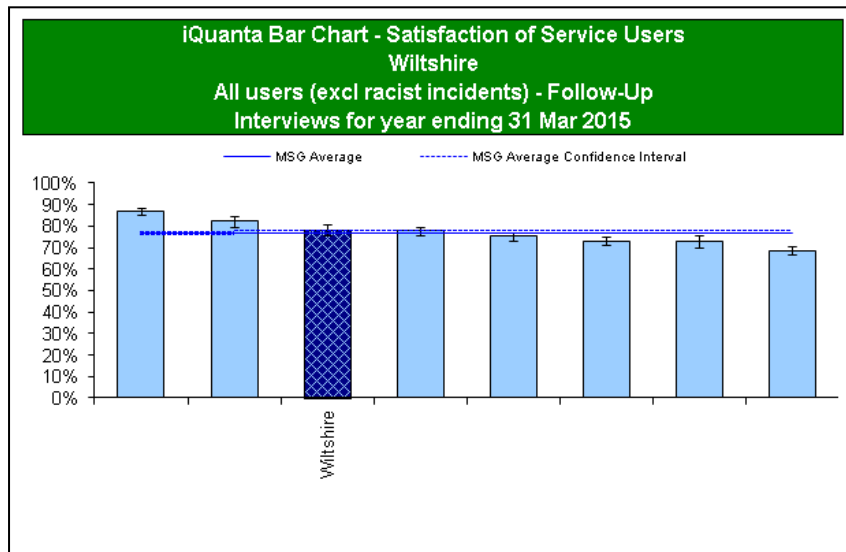
Satisfaction with being kept informed within the similar Force group
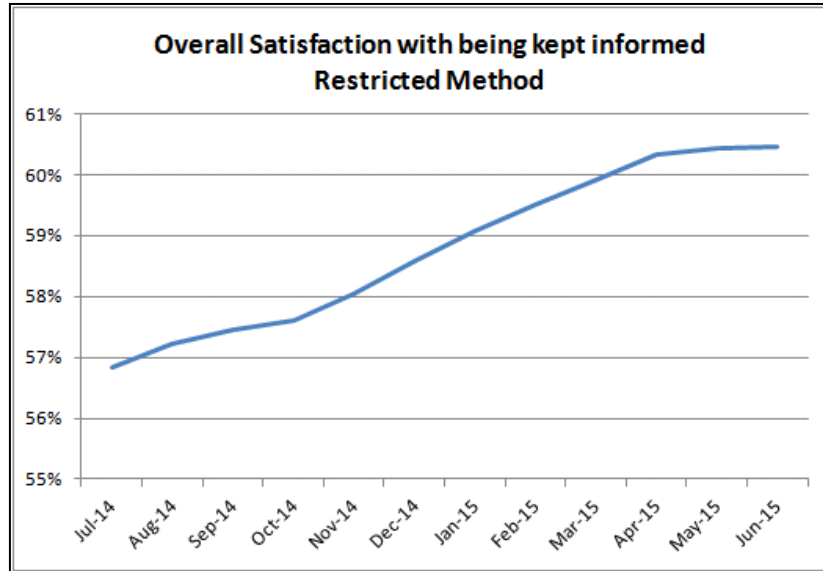
Satisfaction with being kept informed – restricted method

Satisfaction with investigation	70 per cent	
		Overall stable trend but increases with `completely or very satisfied` (Restricted method)

71. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a question mandated by the Home Office. The below chart shows how the results have changed over time, showing a relatively stable picture.

Satisfaction with Investigation
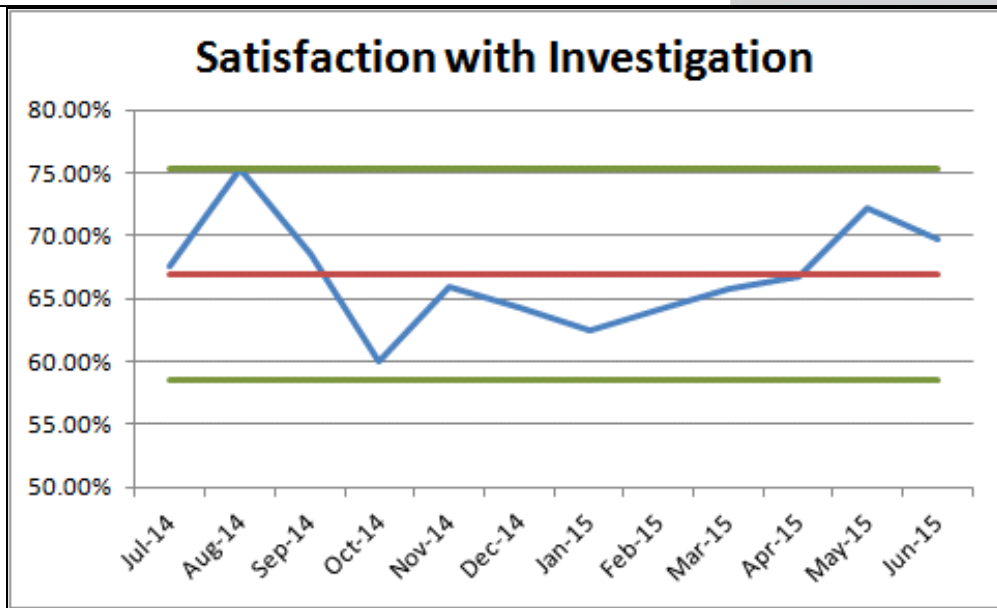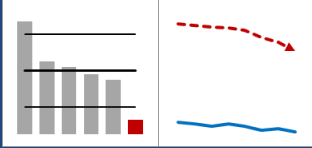
Satisfaction with investigation

72. Although not a question a related theme of satisfaction with the 'actions taken' places the force in line with peers.

iQuanta Bar Chart - Satisfaction of Service Users
Wiltshire
All users (excl racist incidents) - Actions
Interviews for year ending 31 Mar 2015

MSG Average ——— MSG Average Confidence Interval --------
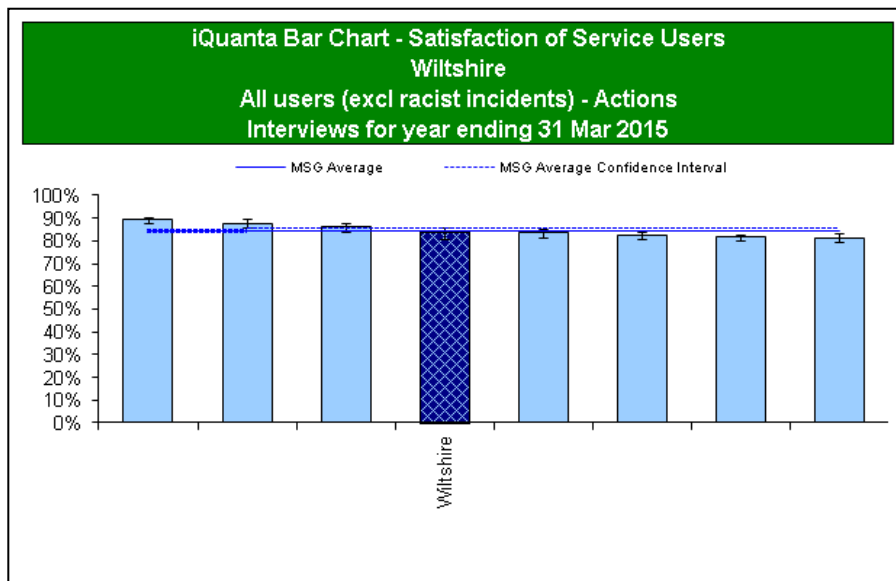
Overall satisfaction with Actions Taken within the similar Force group

Outcome rate	22.8 per cent	
		Outcome rate remains low

73. The resolution rate at the end of the first quarter was 22.8 per cent. This remains significantly below the required position, and significantly below peers.

iQuanta Bar Chart MSG (12 months) - User-defined aggregate per Crime
Wiltshire
Crimes
01 Apr 2014 - 31 Mar 2015
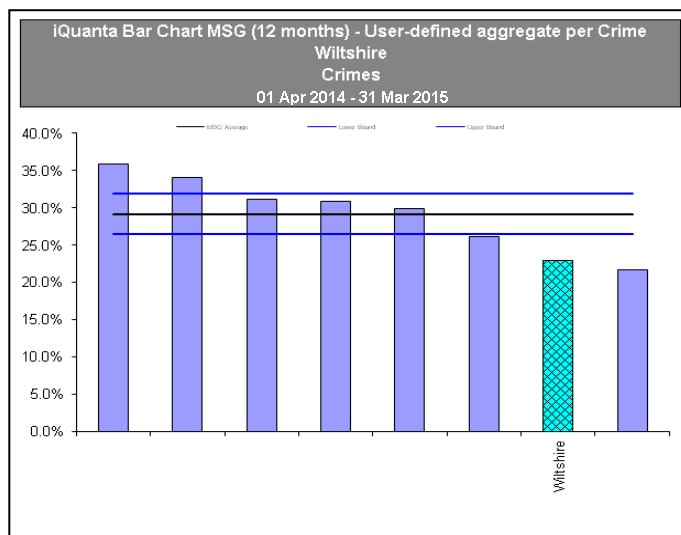
Wiltshire Police Overall Outcome Rate within similar peer group

74. When comparing to other Forces within the region however, the outcome rate has a much closer distribution, albeit Wiltshire remains the lowest.

Areas	Recorded Crimes	Outcomes In Selected Type	Outcome Ratio
England & Wales	3,614,174	927,232	25.7%
South West Region	281,060	74,270	26.4%
	101,669	25,462	25.0%
	79,726	23,845	29.9%
	36,568	10,464	28.6%
	29,700	6,875	23.1%
Wiltshire	33,397	7,624	22.8%
Most Similar Group	381,807	112,327	29.4%
Wiltshire	33,397	7,624	22.8%
	79,726	23,845	29.9%
	28,981	6,244	21.5%
	40,613	12,640	31.1%
	35,921	12,317	34.3%
	64,718	16,787	25.9%
	45,798	16,399	35.8%
	52,653	16,471	31.3%

Wiltshire Outcome rate compared to the most similar group and South West Region

75. The below graph shows the trend of the total outcome rate for total crime. As can be seen, the rate has remained relatively stable, seeing an increase from the start of 2014/15. The increase is not as significant as other Forces, which has put Wiltshire further below similar peers as shown on the previous page.

iQuanta Comparison Chart (12 months) - User-defined aggregate per Crime
Wiltshire
Crimes
01 Apr 2012 - 31 Mar 2015
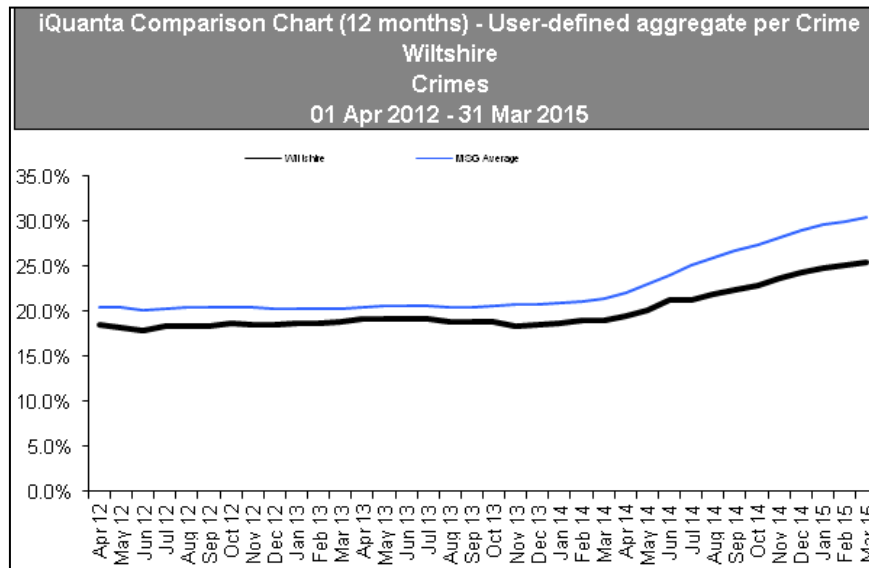
Wiltshire Police outcomes trend

76. The framework in which Forces are assessed in this area has been subject to major revisions recently, with new categories being built to allow for unresolved crimes to be assessed and broken down. The additional breakdown includes:

77. Not in public interest (Police)
78. Not in public interest (CPS)
79. Offender died
80. Prosecution prevent suspect ill
81. Prosecution prevent victim ill
82. Prosecution prevent suspect age
83. Time limit expired
84. Evidential difficulties (suspect identified, victim supports action)
85. Evidential difficulties (suspect identified, victim does not support further action)
86. Evidential difficulties (suspect not identified, victim does not support further action)
87. Investigation complete - non suspect identified

Unresolved categories

88. As this new framework becomes embedded within Policing, I will be able to report any analysis which may materialise to understand the areas and trends of unresolved crimes.

89. Out of court disposals (of which a large proportion are Wiltshire's Community Resolutions) show the following trend under the new framework.

iQuanta Comparison Chart (12 months) - User-defined aggregate per Crime
Wiltshire
Crimes
01 Apr 2012 - 31 Mar 2015
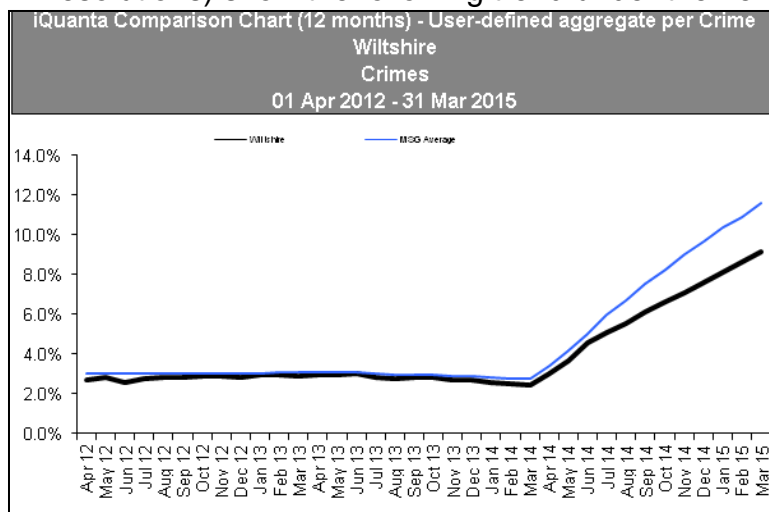
Out of court outcomes trend

90. With the work that has been put into this area over the last year to build the correct and ethical foundations, I will expect to see the compliance remain, and the volume of out of court disposals increase. This is also addressed within section 1.02 of the in-depth focus on priority one, Prevent Crime and ASB.

End to end time		X

91. This is a measure in development through the Community Policing pilot, which is driven by the systems thinking philosophy. The operating model is designed to remove bureaucracy from the system and improve efficiency.

92. The measure assesses how long on average it takes a case to go through the system and can be broken down to particular pinch points within the process where we expect there to be improvements as a result of the new model.

Contact (Call / Walk in etc) → Dispatch → Attendance → Recording → Investigation → Outcome → Court
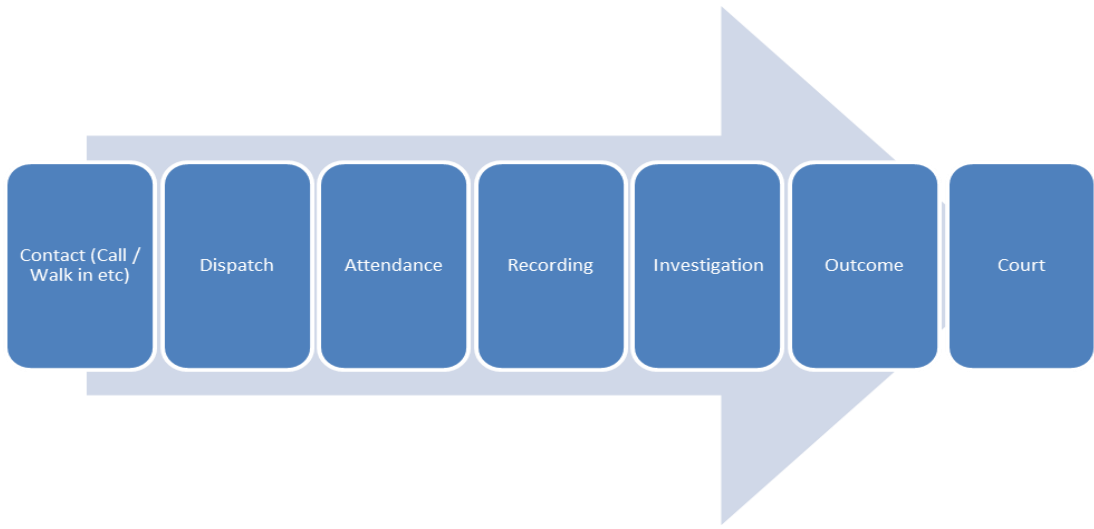
Overview of the customer journey

93. Whilst not all victims and witnesses will go through the whole journey, it is anticipated that with more ownership of the crime or incident there will be fewer hand-offs (passing to a colleague or different department), more timely recording of crimes, shorter investigations and more timely updates to victims and witnesses.

94. The focus of this measurement is not to rush the process or investigation because `quicker is better` but to reduce bureaucracy and unnecessary handing over of files to different departments which can cause delays in the process and a lack of ownership in some cases.

95. The primary objective is to improve the process for the victims and witnesses of which making it more efficient is one of the benefits. This measure helps inform that assessment of whether the overall system is becoming more efficient.

96. If the measure proves to be effective, then it will be applied to the Force level performance framework early in 2016.

Cracked and ineffective trials	43 per cent	
		Stable 3 months with a reducing 12 month trend.

97. 321 trials were listed during the first quarter 2015/16 of which 131 (43 per cent) were cracked or ineffective.

98. This figure remains stable against recent months but forms part of a reducing rolling 12 month trend.
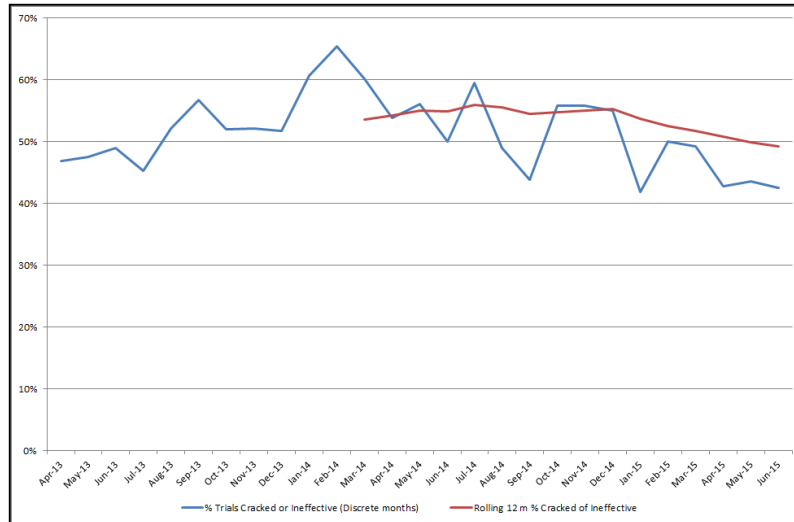
Total trials cracked or ineffective – discrete months and rolling 12 months

99. It is useful for me to be able to monitor this high level measure as it enables me to hold to account members of the Wiltshire Criminal Justice Board for the part they play in providing a good service to the victims and witnesses within Wiltshire.

100. The table below shows Wiltshire in a positive position when compared to the South West Region and national picture especially with regards to crown court.

Magistrates			Crown		
Wiltshire	SW Region	National	Wiltshire	SW Region	National
51%	50%	56%	32%	43%	51%

Q1 2015/16 regional and national C&I trial rate comparison

Cracked and ineffective trials due to prosecution	18 per cent		

101. There were 72 trials cracked and ineffective due to prosecution within the first quarter which equates to 18 per cent of the total trials listed (321).

102. 66 relate to trials listed at magistrates court (92 per cent) with the remaining six listed at crown court (eight per cent). These proportions remain consistent with the breakdown over the last two years.
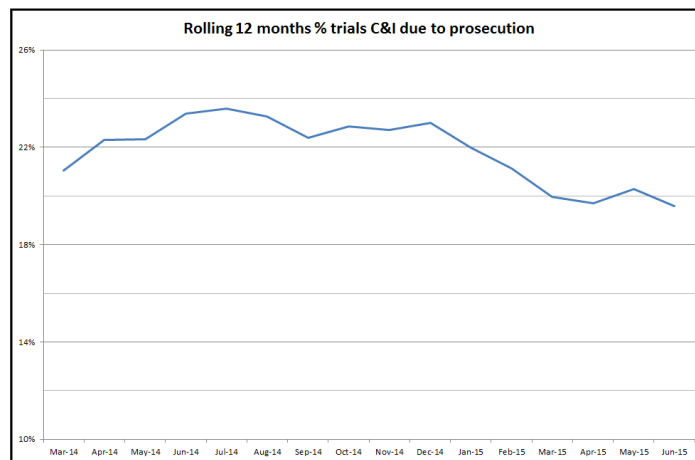
per cent of trials cracked & ineffective due to prosecution – rolling 12 months
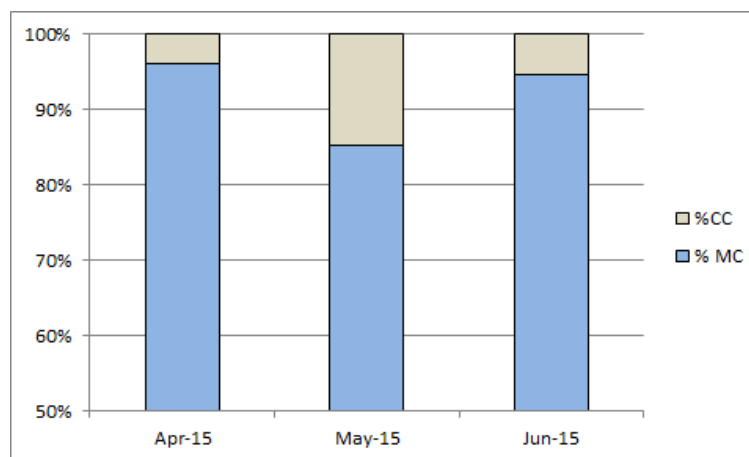
Proportion of Magistrates / Crown Court cracked and ineffective trials

103. Whilst there are no exceptions present with the overall measure, analysts are provided with information which enables them to see the reasons for trials being cracked and ineffective and also which court it relates to.

104. Of the magistrates cracked and effective trials, there are two issues that stand out from the first quarter.

   i.   Nine out of the 11 trials C&I due to not being in the public interest were within Salisbury Magistrates Court.
   ii.   The predominant reason cited for C&I trial due to prosecution is witness absent/withdrawn followed by insufficient evidence.

105. The public interest trials were discussed at the Wiltshire Criminal Justice Board and it was suggested there are more agency / temporary staff fulfilling roles within Salisbury which brings with it less consistency when reviewing files.

106. Whilst the overall trend is improving, there is still more work to be done to support victims and witnesses through the justice system in order to reduce the number of ineffective trials and improve conviction rates.

107. May saw a slightly higher proportion of trials cracked and ineffective through crown court. This in fact relates to four trials, all listed at Swindon Crown Court. There are no clear patterns or trends within the four trials.

108. Managers within the justice department are now getting the unique reference number (URN) information from the cracked, ineffective and vacated trials which in recent months have been seen as the missing piece of the jigsaw puzzle. With this information now available, the Force's Criminal Justice Operations Manager Paul Oatway, in combination with his business intelligence analyst has developed a process surrounding this information.

109. On a month-by-month basis, a group including a member of my office meet and review each file, breaking the information down by a number of identifiable factors such as officer, location and reason for failing. Over the coming months, this build-up of data will allow for the identification of themes which need to be addressed.

110. This is a positive step forward and at the Quarter 2 Police and Crime Panel meeting I expect to be able to give an overview of some of the key learning points from this process and what the organisation has been able to do as a result.

4. Secure, high quality, efficient and trusted services

Public confidence	84 per cent	
		Stable and high

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

116. A sample of 2117 people responded to the Spring/Summer 2015 survey which is statistically significant with a confidence interval of ±2.1 per cent. This means that if I asked the same questions of a different 2117 people, then I would expect the figure to fall within 2.1 per cent either side of 84 per cent i.e. 81.9 per cent and 86.1 per cent.

117. There is very little movement, survey to survey, and the current figure of 84 per cent public confidence in the police remains stable and high as shown within the table below.

Number of Surveys	2067	2341	2112	2167	2149	2114	
Confidence Interval	±2.2%	±2.0%	±2.1%	±2.1%	±2.1%	±2.1%	
Core Measures	Autumn 2012	Spring 2013	Autumn 2013	Spring 2014	Autumn 2014	Spring 2015	Average
Anti-Social Behaviour is an issue	33%	34%	34%	30%	35%	32%	33%
Feel safe during the day	92%	94%	95%	95%	95%	95%	94%
Feel safe after dark	62%	60%	59%	60%	56%	58%	59%
Satisfaction with visibility	60%	55%	57%	59%	58%	58%	58%
Deal with the things that matter to the community	78%	77%	79%	77%	77%	76%	77%
Overall confidence in the police in this area	85%	85%	84%	84%	83%	84%	84%
Teenagers hanging around	16%	16%	19%	16%	18%	16%	17%

Public opinion survey core measures up to Spring/Summer 2015

118. There are no high level exceptions to report on for the most recent survey, with all results in line with previous results.

119. On a yearly basis I review the questions the survey asks the public in order to make sure it remains fit for purpose and adds real value and insight. The picture below is from the Hub Policing Qlikview product which is a performance tool Sector Inspectors use to learn what the public are saying about their local police.

Hub Policing Product – Public Opinion survey

120. It is possible to break the data down in numerous ways such as respondent age, gender, location, MOSAIC profile etc. The bar chart at the top of the image above is broken down by age group of the respondent.

121. Due to the importance of the information this survey produces, I intend to review the breadth, scope and frequency in collecting this data. I am keen to ensure that the survey is robust enough to provide insight for more of the population to better understand public views on policing.

Wiltshire Police deal with things that matter to the community	76 per cent	
		Stable and consistent since Autumn 2012

122. This measure has been monitored for some time, however this is the first time it has been used to inform the progress and success of my Police and Crime Plan.

123. This measure enables me to understand whether the Force is listening to its communities and dealing with things that matter to them.

124. 76 per cent (±2.1 per cent) of people believe that Wiltshire Police do deal with things that matter to the community. This figure remains stable and consistent across all surveys

dating back to Autumn 2012.

125. The dashboard above shows that only 7 per cent of people felt Wiltshire Police didn't deal with things that matter to the community. This leaves 16 per cent of people who either `didn't know` or stated `neither`. This breakdown can be seen on the chart below.
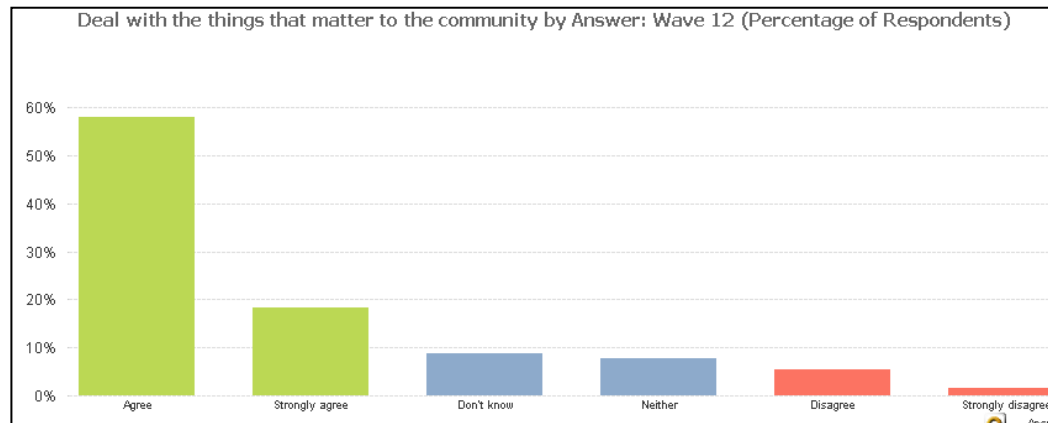
Wiltshire Police deal with the things that matter to the community by answer

126. Given the question that is asked, it is reasonable to expect that not all respondents will know what matters to the community nor will they feel they have adequate knowledge of what the police deal with. There are no verbatim comments associated with this question to learn from.

127. The majority of sectors are in line with the overall Force result with only Swindon Central showing as an outlier with 71 per cent of people believing the issues that matter to them are being dealt with.

128. The Swindon Central neighbourhood policing team (NPT) have been working on developing a town centre survey in conjunction with Swindon Borough Council (SBC) and inSwindon BID (Business Improvement District) company. It is aimed at the retailers and those who work in the town. Staff are working through the majority of businesses and the analysis will be done by SBC so that priorities for them and Wiltshire Police can be agreed and worked on jointly.

129. In relation to the residential areas, the central NPT attends numerous residents and community council meetings which take place at set times throughout the year.

Wiltshire Police can be relied upon to be there when needed	69 per cent		
			Stable and consistent since Autumn 2012

130. This measure within the public opinion survey is again stable at 69 per cent and has seen very little movement since autumn 2012.

Can be relied on to be there when needed by Answer: Wave 12 (Percentage of Respondents)
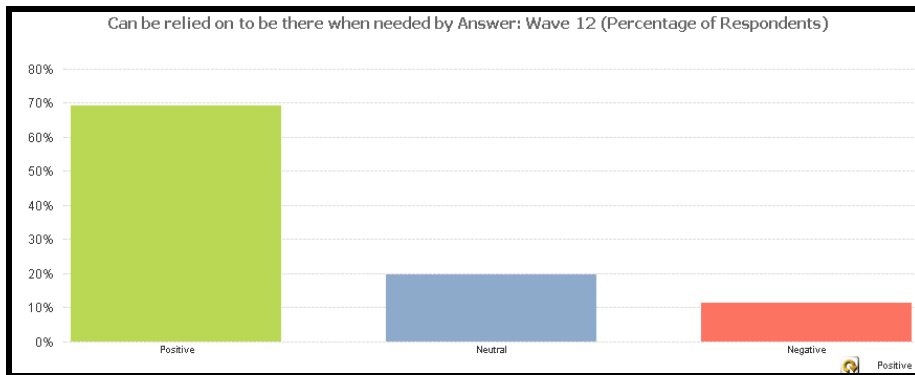
Wiltshire Police can be relied upon to be there when needed

131. The proportion of respondents that gave neutral answers was 20 per cent. This could be due to the fact that a very small proportion of society actually becomes victims or witnesses to crimes or anti-social behavior and would therefore not have a perception of whether the police would have been there for them.

Can be relied on to be there when needed by Sector: Wave 12 (Percentage of Respondents)
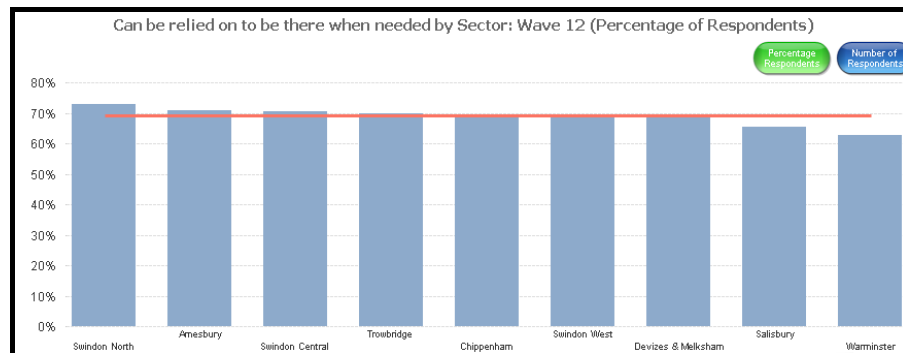
Wiltshire Police can be relied upon to be there when needed – by Sector
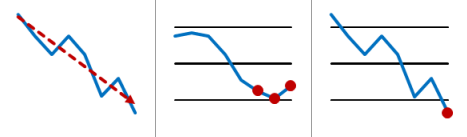
132. The chart above shows people within Warminster and Salisbury are less likely to think Wiltshire Police will be there when needed than other areas within the county.

133. The perception regarding Salisbury does not match reality as Salisbury sector (includes Salisbury, Southern Wiltshire and Wilton) has one of the highest response rates to immediate and priority incidents (86 per cent). This gap in perception may be driven by the prolonged media coverage surrounding the closure of the police station on Wilton Road.

134. The perception within Warminster seems to hold more weight with the sector having the lowest response rate within the county at 74 per cent. This is primarily reflected within the incidents requiring an immediate response.

135. This issue has not been resolved and the Force is conducting more analysis to understand the issue.

Wiltshire Police treat me with respect	90 per cent	
		Stable and high since Autumn 2012

136. Responses to this question show that 90 per cent of people believe they are treated with respect by Wiltshire Police. Three per cent felt Wiltshire Police did not treat them with respect with the remaining seven per cent providing neutral answers.

137. 90 per cent is high and is stable across surveys dating back to autumn 2012.

138. There are no verbatim comments to learn from. All sectors are in line with the Force level and are no outliers to focus on.

Out of court disposal compliance rate	✗	• No audit completed for Q1 • Most recent data end of 2014 was 95% compliant

139. This measure relates to how compliant the Force is with its use of Out of Court Disposals (OoCD). This is to ensure the quality of the method is at the forefront of focus rather than simply seeking to increase the use.

140. There has been no audit conducted for the first quarter of 2015/16. This is due to resourcing challenges which have faced the department where the administrator post has been vacant between January 2015 and July 2015.

141. There is a thorough process in place to ensure OoCD's are compliant but the department has not had the capacity to check this via an audit.

142. The last audit at the end of 2014 was 95 per cent compliant, which was classified as an 'excellent' grading.

Response rate	85%	
		• Decreasing trend due to taking longer to get to priority incidents • Responses to emergency incidents remains stable

143. The response rate measure assesses how frequently Wiltshire Police arrives at emergency and priority incidents within a service level agreement (SLA) of 15 minutes for urban emergencies, 20 minutes for rural emergencies and one hour for priority incidents.

144. The Force attended 13,076 emergency and priority incidents within quarter one, of which 10,576 were within SLA (81 per cent). The chart below shows that the response rate is deteriorating.

145. There are no concerns with immediate response rates with over 95 per cent of all incidents attended within 11 minutes.

146. The deteriorating trend is being driven by priority incidents.
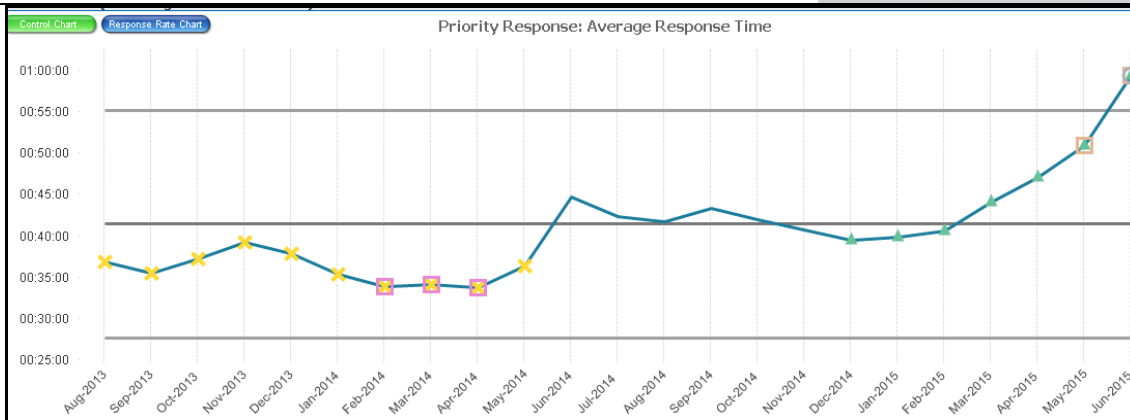
Average priority response time – by month

147. The chart above shows the average response time to priority incidents increasing since March 2015 culminating in an exceptional peak in June 2015.

148. Initial analysis has revealed that the time taken to dispatch incidents has increased, as has the time taken to travel to the scene.

Priority incident – average dispatch and travel times

149. Dispatch time refers to the length of time operators within the crime and communication centre (CCC) take to task a police resource to attend the incident.

150. Research shows that the longer it takes to assign a resource, the less likely they are to arrive at scene within SLA.

151. All late dispatch / arrivals require the operator to provide context behind why this happened. The apparent cause for delay in dispatching is due to no unit being available.

Late priority incident – reason due to no unit available

152. The combination of these drivers indicate resourcing issues. Further analysis is being conducted within the Force to understand this trend in greater detail.

999 calls answered within 10 seconds	93 per cent	
		• Stable and high since November 2014

153. 93 per cent of all 999 calls received during quarter one were answered within ten seconds.
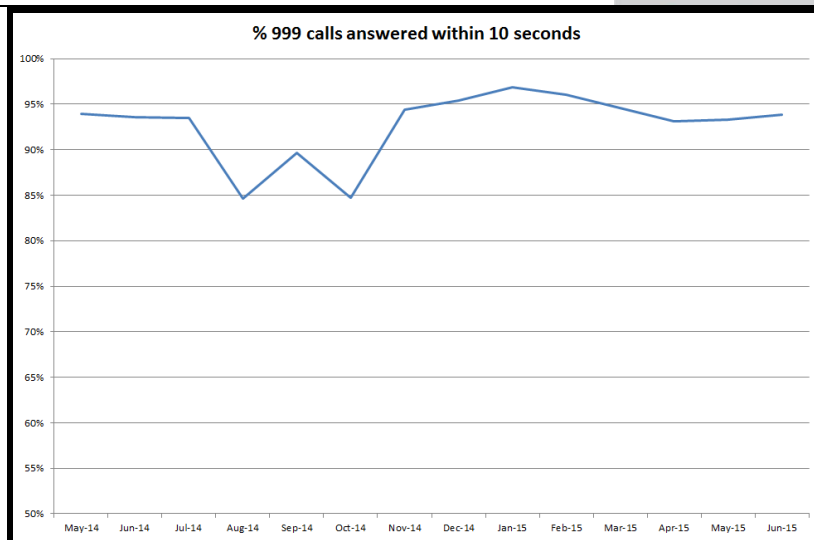
% of 999 calls answered within 10 seconds – by month

154. There are no concerns with Wiltshire's capability to answer 999 calls.

101 calls answered within 30 seconds	95 per cent	
		• Stable and consistently high

155. 95 per cent of 101 calls during quarter one were answered within 30 seconds. This figure remains stable and consistently high.

101 calls answered in SLA (%)
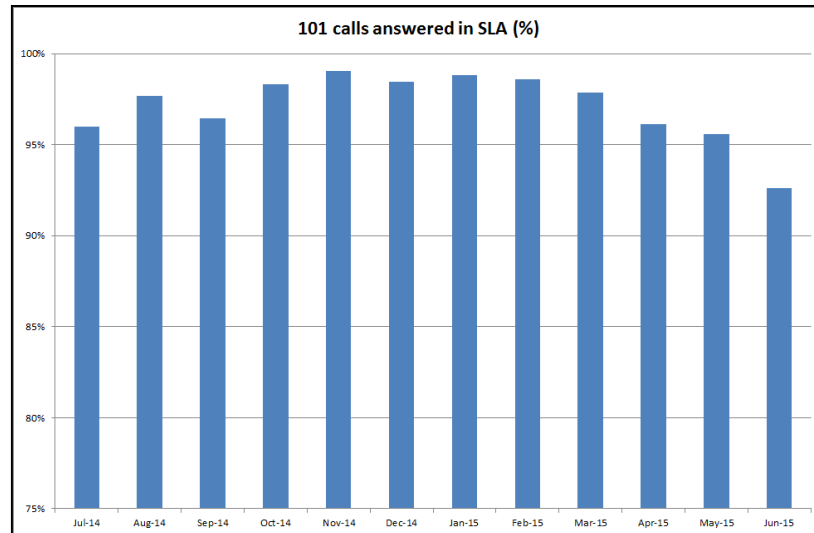
% of 101 calls answered within 30 seconds

156. June 2015 appears to have a low rate when compared to previous months, but at 93 per cent, this is still very high. The trend will continue to be monitored to see if this trend continues, or reverts back to a normal higher level of performance.

Quality of files	96%	
		• Improving trend and high

157. This measure relates to an internal assessment of the quality of first files and full files which the Force submits to the crown prosecution service. The framework which supports this assessment enables managers to learn common errors and therefore can target training at individuals, teams or departments.

158. The quality of files during the first quarter was 96 per cent. This means that only four per cent (18 files) had a `quality` flag error against it. The flag indicates there is element within the file which is not up to standard in terms of timeliness, content or accuracy.

Quality of Full Files
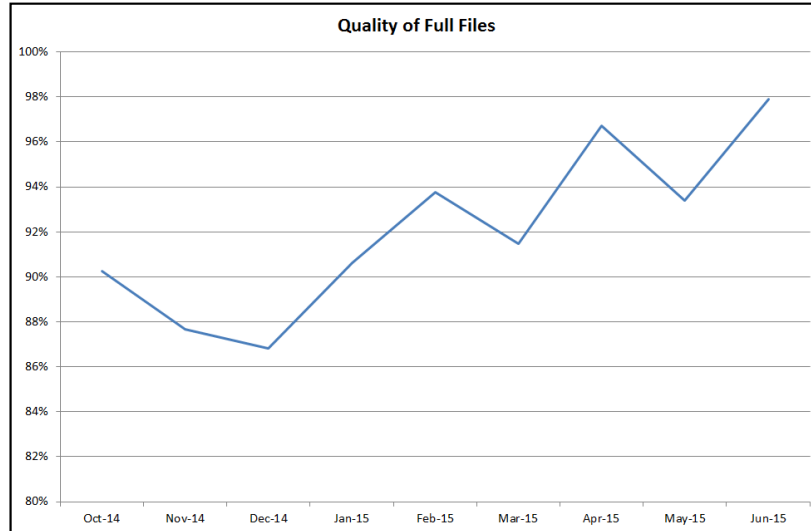
Quality of full files – by month

159. The framework which assesses the quality of files is the most comprehensive it has ever been and judging by the improvements seen, is adding value.

Volume of complaints	143	
		• Stable following reducing trend

160. During the first quarter of this financial year, 143 complaints were recorded. This has meant the reducing 12 month trend since January 2015 has begun to stable.

Complaint Cases Recorded - Rolling 12 Months
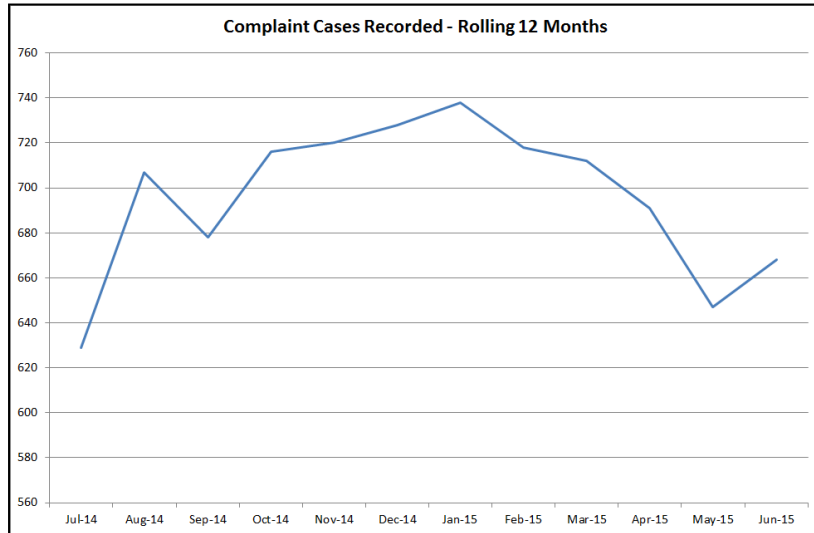
Volume of recorded complaint cases – rolling 12 months

161. The table below shows how Wiltshire compared to its peers.

Cases

	Apr - Jun 14	Apr - Jun 15	% change
	378	340	-10%
	152	148	-3%
Wiltshire	187	141	-25%
	95	135	42%
	139	127	-9%
	118	100	-15%
	96	69	-28%
	43	62	44%
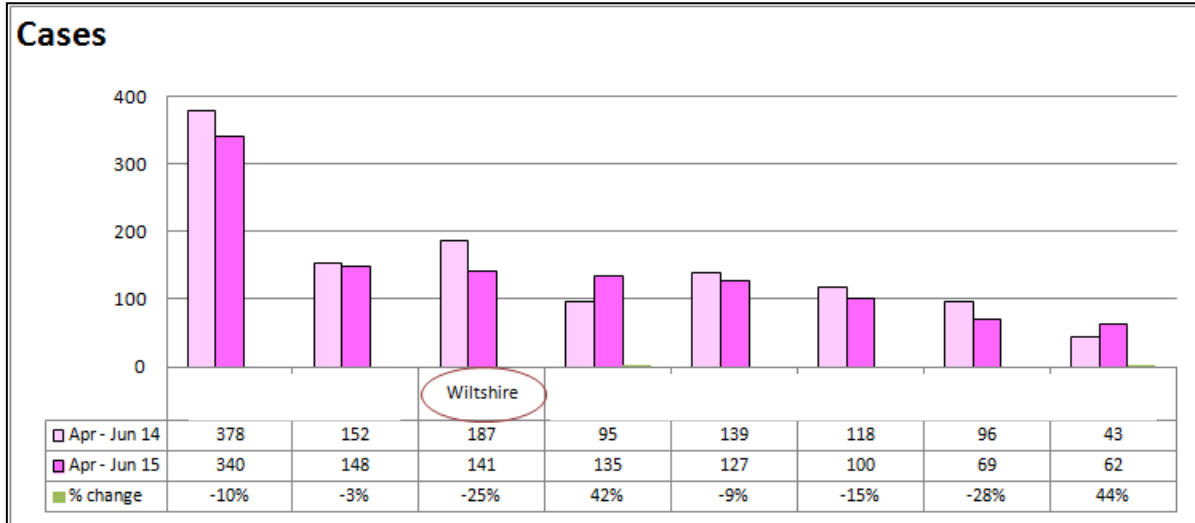
Volume of complaints recorded – Q1 peer comparison

162. It must be noted, the figure of 141 quoted within the table for Wiltshire was correct at the time it was prepared for an separate report. 143 remains the most up to date accurate figure.

163. Wiltshire have seen a high percentage reduction of 25 per cent when compared to Q1 of

2014/15. This is due to the fact that volumes are low which can exaggerate percentages, the volumes for Q1 of 2014/15 were exceptionally high, and the improved processes which have been put in place since a review of the department in 2014/15, as reported in previous panel meetings.

per cent of complaints recorded within 10 days	45 per cent	
		• Long term increasing trend with temporary drop off in quarter one

164. The performance in this area has been subject to previous panel reports, where it was shown that following a review and subsequent recommendations, performance significantly improved, back towards a required rating of 90 per cent recorded within ten working days.

165. The first three months of this financial year however have seen a deterioration in this performance, with the average number of days to record a complaint being 14 days instead of the required ten on average.
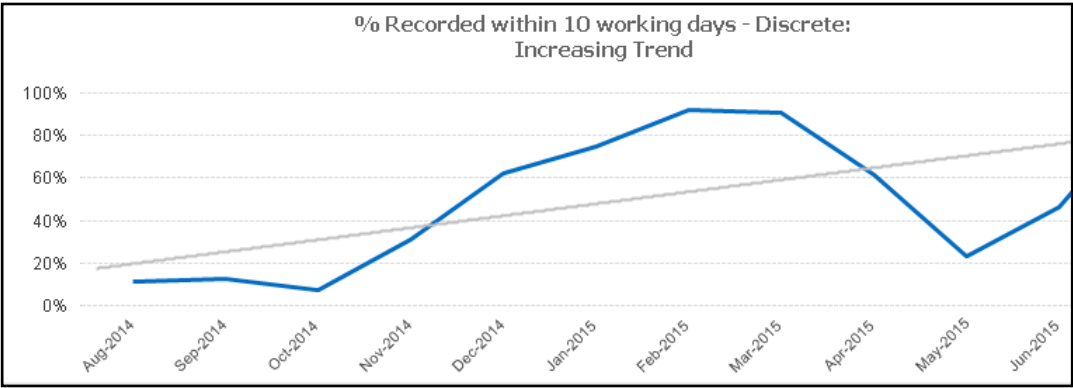
Percentage of complaints recorded within 10 days

166. This is as a result of staffing changes within the department, specifically at the role of Authorising Officer, where complaints need to be validated and progressed. This has been addressed internally and performance in July has subsequently improved and I am therefore confident this has been resolved. I will continue to keep a close eye on this

| per cent of complaint appeals upheld | 13 per cent | |
| | | • Very low proportion with one upheld in the first quarter |

167. This is the first time this measure has been used as part of the assessment of my plan. 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.

168. If this proportion is high, it would indicate that the outcomes from our complaint processes are not effective.
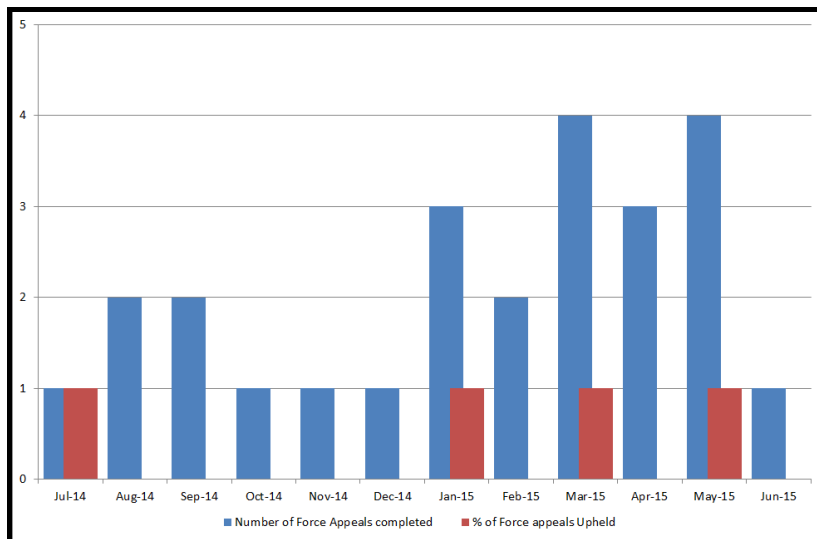
Force appeals and appeals upheld

169. There were eight appeals received during the first quarter. Only one appeal was upheld (13 per cent). In the last 12 months, there have been 25 appeals with only eight being upheld (16 per cent). This is a low proportion and does not raise any concerns.

Focus on particular Police and Crime Plan objective

Introduction

Previously, every quarterly performance report received by the Panel provided an update on all seven objectives of my Police and Crime Plan. The Performance Working Group felt that a more detailed approach within specific areas at different times of the year would be more appropriate, to enable effective conversations and scrutiny within the time limits provided. This approach has been adopted by other Panels across the country and appears to be successful.

To avoid potentially missing anything significant from a priority, this report will include a section where these things can be raised by me if appropriate.

The new 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

Figure X: Distribution of priority focus

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

Prevent Crime and ASB

I want everyone in Wiltshire and Swindon to live without the fear of crime and anti-social behaviour. Everyone should be protected. I want to continue to work with communities to address the issues that affect them. If you are a victim you should have the confidence to report the crime to the police, knowing that you will be listened to, and that the crime will be properly investigated.

There are three objectives within this priority:

- Initiatives are undertaken with local communities and community safety partners to prevent and reduce crime and anti-social behaviour.
- Wiltshire Police is visible, approachable and trusted in all communities,
- Wiltshire Police has specialist teams to deal with organised crime, high tech crime, major incidents and national threats.

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

Within the priority 'Prevent Crime and ASB', there are 15 initiatives which will all be covered in this report, under their respective objective.

Objective one

Initiatives are undertaken with local communities and community safety partners to prevent and reduce crime and anti-social behaviour.

1.01 Working with partners to co-ordinate our approach and response in tackling ASB and utilise appropriate powers to prevent ASB in our communities

Creating a consistent and well informed set of policies and procedures is essential when working with partners as this gives a consistent approach in how we manage and attempt to resolve ASB. The Wiltshire Police ASB procedure document was fully circulated to officers in April 2015. This incorporates the new Hate and Risk Assessment questions (HARA) with associated guidance (depending on level of vulnerability/risk). Both Swindon Borough Council and Wiltshire Council had input into the content of this procedure and have maintained contact with the Force lead, Insp Schorah, to review new ASB tools and powers which came into action from autumn 2014. In April 2015, the new ASB internal site launched for use by front-line practitioners with various guidance notes and links for Police Constables and PCSOs.

Meanwhile, ASBRACs (Wiltshire Council) and Local Taskings (Swindon Borough

Council) continue with joint monthly meetings attended by the Youth Offending Team, education, drug & alcohol workers, social services and police to discuss our most vulnerable victims and persistent young offenders.

Ongoing work relates to embedding new tools and powers such as Community Protection Notices and Criminal Behaviour Orders as these are rarely used, although guidance for police officers and staff is available on the internal site.

1.02 Working with partners to deliver community resolutions such as mediation, face-to-face meetings to provide early and swift justice that involve victims and the community in the justice process

Wiltshire Police has an Out of Court Disposals (OOCD) manager who is responsible for the effective and appropriate use of this form of disposal.

The OOCD manager has provided training to all Response, neighbourhood policing teams and local crime teams across the force regarding the new community resolution and restorative justice force procedure guidance. Officers were given examples of how to use restorative justice and to ensure that they understood what mediation and restorative justice conferences were. Officers who attended training have been given 'restorative question cards' to help prompt them with their on-the-street restorative conversations between victims and offenders.

The OOCD manager has helped to design a community remedy document with the opcc which lists the options available for victims in terms of community resolutions and restorative justice. This document will be printed in the form of leaflets for officers to hand out to victims and also in the form of posters around stations. There is a view to having some officers trained in restorative justice and it is apparent that there is an appetite for this amongst teams, with some officers approaching the OOCD manager to make their interest known.

There has already been an improvement in the quality of community resolutions that are being delivered with officers thinking beyond the norm of financial reparation and letters of apology following the training. The training has also been given to new recruits and is now a permanent feature on future training schedules for new intakes and sergeant and inspector leadership programmes.

The OOCD manager is working with the OPCC to shape "Restorative Wiltshire" which will be a model to bring together partner agencies and members of the community in order to deliver restorative justice consistently throughout the county and knit together services that are provided. The OPCC is currently in the process of employing a restorative justice co-ordinator to help develop this further.

1.03 Encouraging the active participation of the public by increasing the prominence and diversity of volunteer roles within the police including 'watch' schemes; increasing the value and engagement of special constables, volunteers, and police cadets. In addition, recognising the valuable role volunteers play in supporting local communities and creating strong communities

There has been significant development within this area in the first quarter of the year, including the establishment of a 'volunteer panel' (which is now part of the Constabulary's Resource Management Panel) to progress new volunteer roles. The Wiltshire Police volunteer policy has been reviewed resulting in changes to reflect the best practice championed by the College of Policing. The Force are now able to 'cost' the financial impact of volunteering and capture the hours donated by volunteers.

Community Speed Watch (CSW) has grown to 133 sites across the county. CSW will soon benefit from the deployment of a marked police volunteer vehicle (supplied by Volvo), dedicated to CSW teams, providing a visible presence and immediate impact towards reducing speed.

The currency of volunteering is value and recognition, and we have more work to do to achieve valuing the contribution our volunteers make. We are committed to providing 'authority to operate' cards, with lanyards identifying our volunteers as such, but have failed to deliver upon this due to the inability to secure funding. Our volunteers are now recorded on the 'rostering' system (GRS) and we have next of kin details (a requirement of our insurers) and up-to-date contact information. The volunteer recruitment section of the Wiltshire Police website has been developed and is attracting notifications of interest. As more roles are approved by the 'volunteers panel' and advertised on the site it is anticipated that role-specific opportunities will increase the volunteer application numbers.

In February 2014 Wiltshire Police established their first Volunteer Police Cadets (VPC) since 1981. Wiltshire Police now has three units (North Swindon, South Swindon and Trowbridge) with funding secured for a further two units. It is planned that Wiltshire Police will support five Volunteer Police Cadet units with an estimated 125 cadets. The VPCs have been used in a variety of community events/taskings:

   • Leaflet drop giving crime prevention advice following an increase in burglaries in the Highworth area
   • After witnessing a live ASB issue involving children and young people hanging around outside a local shop, cadets have conducted enquires including door to door enquiries and are currently developing a 'respect poster' with the idea that each

shop can signpost children and young people.
• Autumn 2015, cadets will be the lead in a planned county-wide operation to raise awareness of 'children and young people' cyber safety.

The Specials recruitment strategy is being developed with the expectation of going before the Senior Command Team in September 2015. A new training package is being developed in conjunction with regional forces and is likely to be utilised for the first intake of Specials in Jan/Feb 2016. Force-wide Op TIRA took place in May 2015 demonstrating the operational benefit of the Special Constabulary across the county with good publicity and media interest.

In May 2015, a substantive promotion process for the Special Constabulary took place, resulting in five promotions to Special Inspector and 12 to Special Sergeant, giving value and confidence to individuals who have been carrying out the role for several years in an acting capacity. Special Constabulary awareness evenings have been held during the period to encourage applications and to give guidance over the process.

Specials have been, and will continue to be used to support the summer events calendar, including Summer Solstice, Armed Forces Weekend, carnivals, and the Emergency Services Show.

There is a planned intake of a further 16 Special Constables in September 2015 which will add to the current establishment of 153. The value of Specials is essential as, if all were to complete the expected 16 hours per month, this would equate to 14.1 FTE. Unfortunately just under a quarter of all Specials have no hours recorded within the last six months. This shows that quality and duration of work is as important as the desired and actual volume of Specials Constables volunteering for Wiltshire Police.

1.04 Working with Wiltshire Council, Swindon Borough Council, Youth Offending Boards and third sector partners to provide a range of engagement activities for young people to support those at greatest risk of being victims or offenders

There is a range of activity going on within this area. As previously mentioned, the police now have three cadet units in the force - two in Swindon and one in Trowbridge. There is also funding for a further two. However, the challenge is finding the volunteers to be cadet leaders. This scheme is a great way to engage with young people, but also provide a positive example to the community.

the youth engagement officers (YEOs) are currently up and running. They have been getting to know young people in their areas and will "hit the ground running" when term starts in September.

Bluez n zuz discos are continuing to be of use as a tactical option to Neighbourhood Policing Teams. A new scheme in Amesbury section has been very well received.

The junior good citizen scheme has recently taken place in both Wiltshire and Swindon which is a large-scale engagement opportunity.

1.05 Working with the National Probation Service and Community Rehabilitation Company to improve the Integrated Offender Management service to reduce offending

The Integrated Offender Management (IOM) service used by Wiltshire Police is the Swindon and Wiltshire Integrated Targets for Change programme (known as SWITCH). This is a partnership venture involving Wiltshire Police and the probation service which seeks to steer repeat offenders away from committing crime by offering them professional support and guidance.

The principal purpose of SWITCH is to manage repeat offenders who commit acquisitive crimes. Some of those offenders may have used an element of violence, but they are not the most serious causers of harm in the community. A pilot has been running in the south hub where an extra member of staff is used to encourage the response officers to target the most serious offenders. This has started to show some results, with a marked improvement in the amount of interaction between police and SWITCH offenders.

High risk individuals now being accepted on to the cohort. There is still more work to be done with the Community Rehabilitation Company around them taking greater ownership and engaging with the National Probation Service.

The 'Buddi' system of voluntary tagging, used to show where people are on a minute-by-minute basis, was approved and implemented in January 2015. This tagging system currently has three tags in use, but it is too early to provide any data at this stage. Anecdotally it seems to be having a positive impact on the service users who are trialling them.

1.06 Working with partners to fulfill their responsibilities to develop more effective support for offenders, including the provision of suitable housing to steer repeat offenders away from committing crime.

This has been identified as a strategic challenge that will be raised by the PCC and Chief Constable at the next Crime Reduction Board with partners in November 2015.

This is a probation-led activity, and whilst police attend relevant meetings and can support such requests the provision and direction is a probation role.

1.07 Working with partners to improve the management of evening and night time economies in Swindon, Chippenham, and other larger market towns.

The licensing department within Wiltshire Police has undergone a number of resourcing challenges in recent months, with vacancies and restricted officers influencing the productivity. During this time, the department has been led by an acting Licensing Manager who has worked hard to maintain the momentum built in this area over the last year.

The new licensing delivery plan has been reviewed and incorporates issues with late night hot food licences in relation to vulnerability and exploitation. This is the first delivery plan for licensing, and shows a strong desire for continuous improvement in this important area.

Joint licensing meetings between Swindon Borough Council, Wiltshire Council and Wiltshire Police have taken place to agree a common approach for events licensing, as well as consideration of wider licensing issues.

The safer community partnership in Salisbury is co-ordinating improvements to the night time economy including purple flag and developing a sustainable solution for staffing of Salisbury CCTV system. I am supporting the use of volunteers within the CCTV project and have provided £25,000 to support transitional arrangements for this to happen.

The Licensing Continuous Improvement plan is recording progress in a number of key areas including:

- Trialling intoxilisers in Swindon (September) – working towards getting premises to breathalyse individuals on entry to understand preloading and to benchmark levels of alcohol consumption

- Supporting neighbourhoods to plan for Christmas in relation to responsible drinking

- Meetings with key supermarkets to increase engagement and support the management of irresponsible drinking

- Recruitment of a Locations Manager to assist the resourcing of the department

1.08 Extending the community messaging scheme to increase the numbers signed up and include important messages from partners

Within the last year, the Constabulary has implemented the new Community Messaging tool which allows those who have signed up to receive messages about policing and crime matters in their area (such as community policing news and events).

All Neighbourhood Policing Teams (NPTs) have had the Community Messaging system rolled out within their area, which has included a number of electronic, paper-based, and face to face meetings with staff, to enable them to promote the system to the public.

NPTs are continuing their work with local Neighbourhood Watch (NHW) Co-ordinators and the Force lead for NHW, Amanda Clarke, to get all scheme members on to the system. Each NPT has also nominated a Community Messaging 'champion' who will be the main contact for ensuring high quality messages and promotion of Community Messaging in their area as well as keeping in touch with their local NHW members. This 'champion' will help integrate Community Messaging promotion into everyday standard practice for officers, encouraging them to sign people up who they come across as part of their everyday roles. It is hoped this message will also be reinforced by senior officers. It is an ongoing process and the numbers are steadily increasing.

To mark the one year anniversary of Community Messaging, in the four initial areas, selected NPTs are holding two weeks of community engagement events. There will be 18 events in total and the main aim of them is to talk to the public about Community Messaging and sign them up to the system. This year's Emergency Services Show (13 September) will have the main police focus to push Community Messaging and sign up the public in attendance. Last year's show had an attendance of over 10,000 people.

1.09 Updating the Automatic Number Plate Recognition system across the Wiltshire and Swindon to enhance capabilities to respond to crime

The Automatic Number Plate Recognition (ANPR) improvement project addresses mobile fleet, static cameras, more flexible ways of accessing the information and new ways of exploiting the data. Procurement is progressing to acquire new ANPR cameras to close the strategic infrastructure gaps identified. A new ANPR policy is in development and training is also in progress to ensure the enhanced data coverage is exploited more fully.

An ANPR researcher is being recruited to bolster the administrative support for the

ANPR manager and to provide quality assurance on evidential ANPR work. Discussions regarding how ANPR could be progressed more collaboratively are now in progress with Avon & Somerset and approaches are being made to Gloucestershire as well. New ways of capturing and measuring the output of ANPR (i.e. impact on crime and ASB) are being progressed through the Regional ANPR Working Group.

Objective two

Wiltshire Police is visible, approachable and trusted in all communities

1.10 All communities have local policing teams with a named senior police officer who is known in their area, and responsible for local policing

Working with the community, and keeping policing local is a really important element of the plan. There are currently nine sectors within the area served by Wiltshire Constabulary, each with an Inspector leading the police officers and staff which protect the communities. The inspectors or sergeants will attend Community Area Boards in Wiltshire and Localities in Swindon, which take place every two months, to provide an update to the public on policing and other work that has taken place.

Sector inspectors continue to have meetings with the local press to support the publication of news stories, and also communicate regularly with local councilors on significant items.

Wiltshire Police is currently undergoing a review and pilot of the operational policing structure which will put more control of resources with the sector inspector. I will continue to update the panel as this pilot develops.

1.11 Mobile technology is used effectively, allowing officers and staff to work flexibly in our communities by December 2015

The majority of staff now have personal issue laptops or tablets depending on their role. This rollout is due to be completed by the end of September 2015, and has been positively received so far. An internal newsletter is produced to provide updates to the organisation on how well this rollout is going. This is provided as an attachment to

TransformingTimes_issue13.pdf

inform the panel.

New smartphones are currently being tested for rollout to be completed by December 2015.

1.12 Communities can trust that crimes that are reported are recorded appropriately

Since October 2014, detailed auditing has taken place within the 'command and control' and 'records management' systems (Storm and Niche) to determine the forces' compliance with the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) in relation to the conversion of incidents to crime and the correct classification of crime records. The incidents selected were considered high risk and those most likely to reveal mis-recording or under-recording of crime.

Compliance within the MASH has significantly improved since the department took responsibility for classifying their own crime reported through referrals. Improvements have been made within the Crime and Communication Centre. However there is still work to be done in relation to ensuring reports of assault and public order are recognised as crimes and recorded effectively.

NCRS compliance for the areas audited to date is 86 per cent. One hundred per cent compliance is the aspiration.

Monthly meetings are held with the Chief Constable to discuss the audit results and this is followed by a crime recording meeting in which tactical leads take action to improve compliance based upon the audit results.

Training sessions have been provided to the Crime Communication Centre (CCC) and MASH staff by the Force Crime Registrar and further law training is scheduled to be delivered to the CCC by People Development throughout September and October. An action plan is being created to identify sustainable methods to improve the accuracy and timeliness of recording crime.

Objective three

Wiltshire Police has specialist teams to deal with organised crime, high tech crime, major incidents and national threats

1.13 The South West Regional Organised Crime Unit which covers Wiltshire and Swindon

The Regional Organised Crime Unit (ROCU) known as Zephyr was established in 2010 involving all five regional forces, each paying a contribution. Its aim is to identify, disrupt and dismantle organised crime groups impacting on the South West of England and it encompasses specialist departments including the Regional Cyber Crime Unit, Fraud Team and Asset Recovery Team. Phase 2 of ROCU is in development which will include the regionalisation of additional specialist covert policing capabilities.

1.14 The Major Crime Investigation Team which covers Wiltshire, Avon and Somerset and in the future Gloucestershire police forces

The Major Crime Investigation Team (MCIT) currently covers Wiltshire and Avon and Somerset Police Force areas. Discussions are ongoing with Gloucestershire to be part of this partnership.

Formal consultations with teams and staff associations have now taken place in respect of this expansion of the existing collaboration (currently called the Brunel Collaboration). It is anticipated the three Force model will be in place with effect from December 2015, after which staff can be deployed across the Force areas in response to homicide or other major crime necessitating a significant policing response.

A project board has been set up to oversee the delivery of this change – this is chaired by ACC Berry from Gloucestershire Police. All Forces are suitably represented.

1.15 Tri-force services for firearms, roads policing and dog teams

In Tri Force there are three proactive strands that have the capability to target organised crime, high tech crime, major incidents and national threats.

Wiltshire-based dogs have been deployed at 226 incidents/operations in the current financial year. The top five types of deployment have been:

- Burglaries – 45 (20 per cent)
- Offences involving violence – 41 (18 per cent)

- Suspicious incidents – 37 (16 per cent)
- ASB (inc criminal damage and dangerous dogs) - 26 (11.5 per cent)
- Proactive drugs searches – 26 (11.5 per cent)

In total there have been 28 arrests as a direct result of police dogs attending these incidents since the 1 April 2015.

Roads Policing officers continue to patrol the strategic route network, giving specific attention to the arterial routes with the highest traffic flow. ANPR assets have been deployed to provide continuous screening of any Police National Computer markers, including those of national interest.

Roads Policing assets operate in line with the national calendar of events, and during this review period a number of operations have taken place including some aimed at organised crime group (OCG) and terrorist activity. Ongoing development of counter terrorism intervention activity is being progressed with the South West Counter Terrorism Intelligence Unit (SWCTIU) and Special Branch as part of some national work (being led by the Roads Policing Operations (RPO) team within Tri Force). With regard to major incident planning, the RPO team have conducted detailed research and liaison with Wiltshire Fire & Rescue Service (F & R S) and Devon & Somerset F & R S which has resulted in some joint training being planned for late 2015.

Firearms operations are supported through the Authorised Firearms Officers (AFO) and Specialist Firearms Officers (SFO) deployed across Wiltshire. With the raising of the national threat assessment, work is currently underway linking in with the national portfolio holder for preparation of any national threats or counter terrorism incidents and ensuring the preparedness of the policing response should there be any repetition on the mainland of a Paris, Copenhagen or Tunisia-style attack. This work is being managed for Wiltshire through the Tri Force portfolio holder for firearms and plans are in place through the policing plan.

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:

IPCC investigation into Wiltshire Police

I was made aware on Monday 3 August of the IPCC's intention to announce an investigation into Wiltshire Police's handling of allegations of offending in the 1990s. As you will all now be aware, this announcement featured Sir Edward Heath and suggested that he may have been involved in offending that Wiltshire Police failed to investigate properly at the time

I have been aware of the matter for some months and investigations are continuing. I understand that the Force had conversations with the IPCC in relation to the announcement and the management of all the stakeholders involved. However, the IPCC made it clear that they were naming Sir Edward Heath in their statement.

The IPCC's decision to release the name is within their scope and they wouldn't seek the Force's approval for this decision. It was right that the Force appealed for any victims to come and speak to us; giving the right advice and ensuring any vulnerable people are supported is key to getting this right.

Her Majesty's Inspectorate of Constabulary (HMIC)

HMIC's core role is to inspect and monitor police forces, provide advice and promote improvements to police efficiency and effectiveness. This fits in with Wiltshire Police's commitment to ensuring continual review and improvement of its business areas to maximise effectiveness.

Within the last quarter, an inspection of vulnerability has taken place which will look to publish its findings in February 2016. This was an important inspection which aimed to answer the following questions of Wiltshire Police:

- How well does the Force identify vulnerability and assess levels of risk?

- How well does the Force response to vulnerable victims?

- How well does the subsequent police action, and work with partners, keep victims safe?

- How well does the Force respond to, and safeguard, specific vulnerable groups and how well prepared is it to tackle CSE?

In October, the HMIC will conduct the Effectiveness and Legitimacy part of PEEL which will include assessing how effective the force is at preventing and investigating crime. They will also examine how well the force understands, engages and treats the people it serves.

As previously reported to the panel, all national and local reports can be found on the HMIC website (www.justiceinspectorates.gov.uk/hmic)

Reviewed performance and delivery governance

Finally I would like to highlight the significant progress Wiltshire Police, my office and the PCP have made to move away from a target driven culture and to deliver my revised police and crime plan.

This review demonstrates our desire to create an approach to performance, accountability and scrutiny that is transparent and effective. I anticipate that over the coming months this process will continue to be refined but I would like to thank panel members and officer involved in developing this report.