



Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter Three 2015-16 (1 April to 31 December 2015)

For Police and Crime Panel meeting 3 March 2016



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Introduction by Commissioner Angus Macpherson

Welcome to the third edition of 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

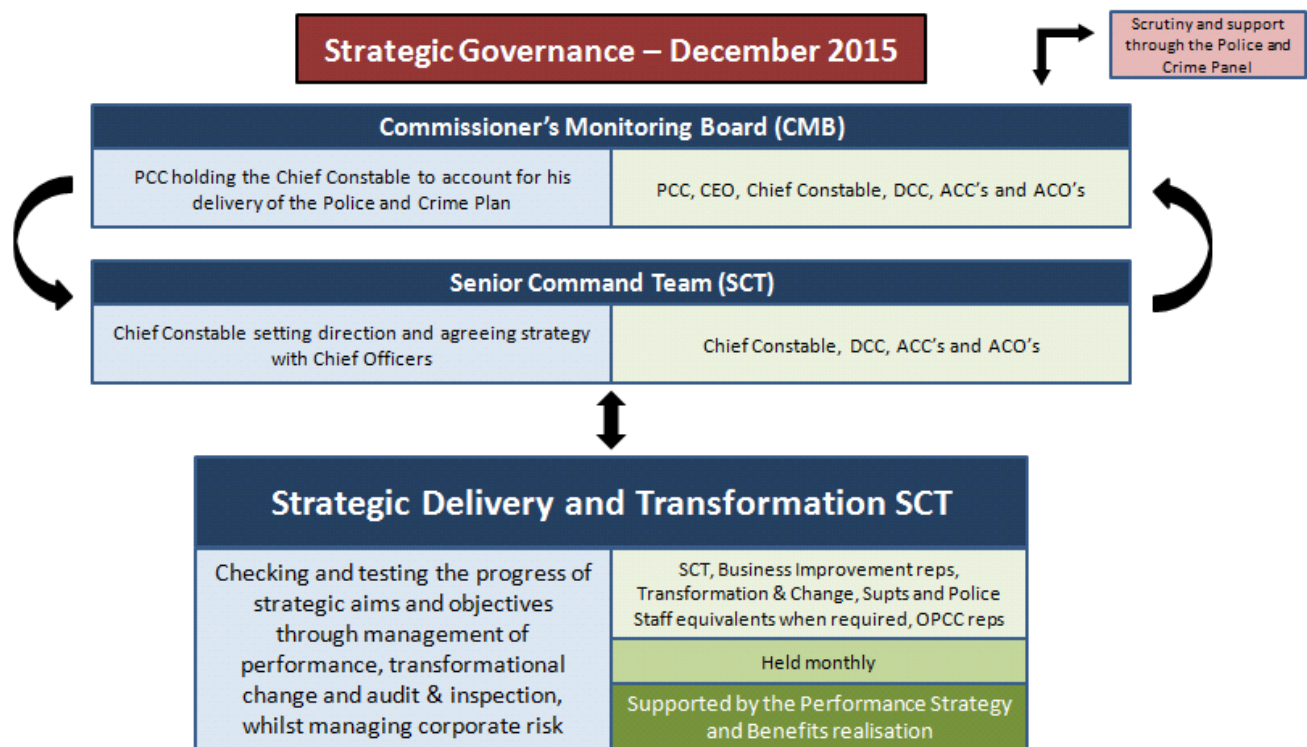
Governance structures

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 of my Police and Crime Plan and 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 holds a weekly Senior Command Team (SCT) which manages the day-to-day running of the organisation. 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.

The data source for each measure can be found within Appendix A



Overall Performance Dashboard

Priority 1: Prevent crime and ASB			
Measure	Data	Infographic	Context
Crime volume	9,843		Significant increasing trend but in line with peers
ASB volume	3,737		Low and significantly reducing
Crime recording compliance	93%		Improving
Satisfaction with visibility	51%		Significant reduction in Wave 13 (Autumn/Winter 2015)

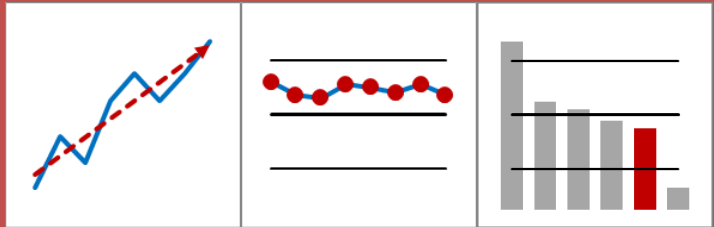
Priority 3: Put victims and witnesses at the heart of everything we do			
Measure	Data	Infographic	Context
Victim Satisfaction	85%		Inline with peers
Satisfaction with investigation	79%		Stable
Satisfaction with being kept informed	80%		Stable trend but restricted method (Completely and Very satisfied) showing improvement
Outcome rate	21%		Significantly lower than peers
End to end time			In development through Community Policing pilot
Cracked and ineffective trials	48%		Stable
Cracked and ineffective trials due to prosecution	15%		Consistently within expected bounds

Key to Symbols	
	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 Discrete 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 Discrete 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

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	74%		Stable since Autumn 2012
Wiltshire Police can be relied upon to be there when needed	66%		Significant decreasing trend
Wiltshire Police treat me with respect	94%		High and stable since Autumn 2012
OCCD 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	97%		Consistently high since November 2014
% of 101 calls answered within 30 seconds	99%		Stable and high
Quality of files	NA		In development following Transforming Summary Justice changes
Volume of complaints	150		Trend stabilising following reduction
% of complaints recorded within 10 days	83%		Significantly improved
% of complaint appeals upheld	33%		9 appeals completed with 3 upheld

1. Prevent Crime and ASB

Crime volume	Q1. 9,447	Q2. 9,638	Q3. 9,843	
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Office for National Statistics (ONS) crime statistics release (12 months to September 2015)

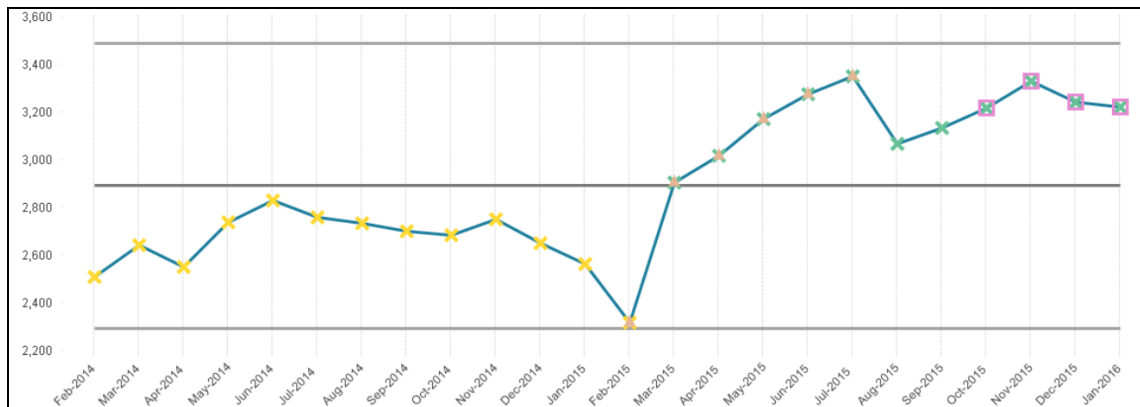
1. On 21 January 2016, the ONS published the national crime statistics for the 12 months to September 2015¹.
2. The key messages were:
 - a. Recorded crime within England and Wales increased by 6.5%. thirty three forces are recording more crime than the previous year.
 - b. Recorded crime within Wiltshire had increased by 8.8%. This equates to 2,830 crimes with a total of 34,959 recorded.
 - c. The main volume driver behind the increase is violence against the person (VAP) which represents an increase of 1,841 crimes. This is explained by improved recording practices following the crime data integrity inspection by Her Majesty's Inspectorate of Constabulary (HMIC) of which the results are reflected in the national research commissioned by Chief Constable Habgood.
 - d. This research included sexual offences which are also increasing locally and nationally but not to a degree where it is having significant impact on total crime volumes.
 - e. There are a number of crime groups now contributing to the increase in all

¹ ONS Crime Stats Release – 12 months to September 2015 <http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/crime-in-england-and-wales---year-ending-september-2015/index.html>

crime. Analysis of the data would seem to indicate that this is driven by improved recording practices, with actual demand coming into the Force remaining relatively stable despite the increase in recorded crime volume.

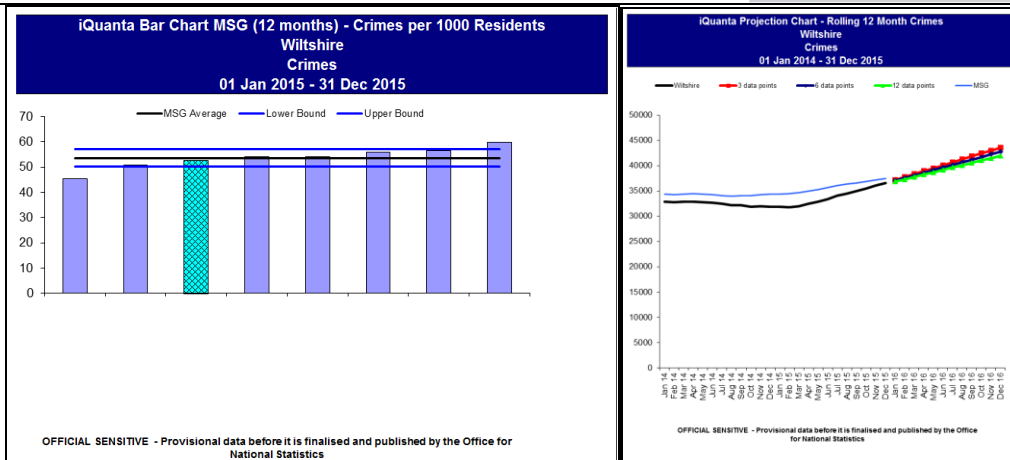
Quarter three performance

3. 9,843 crimes were recorded during quarter three.
4. The control chart below shows that the monthly volume of crime recorded since March 2015 has consistently exceeded the monthly average of the last two years. It was at this point Wiltshire Police changed its recording process from having a 72 hour window to record a crime to just 24 hours.
5. As part of this process change, the focus is on ethically recording the crime and then investigating it, rather than trying to evidence why it is or is not a crime in the first place.
- 6.



All crime up to December 2015 – control chart

7. For the 12 months ending December 2015, Wiltshire recorded 36,610 crimes. This represents a 14.8% increase on the previous year.
8. Whilst 39 forces have increased the volume of recorded crime compared to the previous 12 months, Wiltshire's increase is now ahead of the national (+7.8%), regional (+6.3%) and peer group (7.4%).



All crime up to December 2015 – most similar group (MSG) position and trend

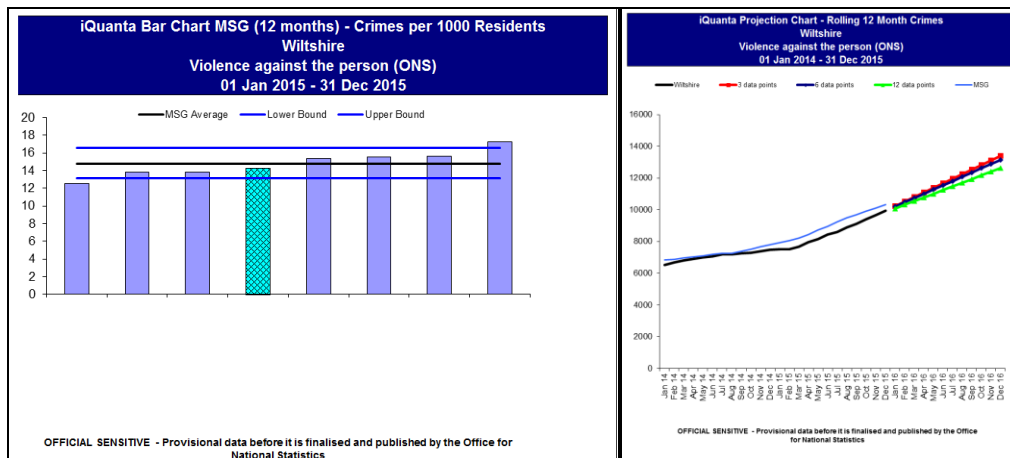
9. A full breakdown of the recorded crime volumes for each crime group can be seen below.

Crime Category	Period		Change	
	Jan - Dec 14	Jan - Dec 15	Numeric	Percentage
All Crime	31,898	36,610	+ 4,712	+ 14.8%
Violence Against The Person	7,475	9,955	+ 2,480	+ 33.2%
Sexual Offences (All)	974	1,265	+ 291	+ 29.9%
Robbery (All)	142	209	+ 67	+ 47.2%
Burglary (Dwelling)	1,110	1,300	+ 190	+ 17.1%
Burglary (Other)	2,425	2,517	+ 92	+ 3.8%
Shoplifting	3,093	3,735	+ 642	+ 20.8%
Vehicle Offences	2,546	2,529	- 17	- 0.7%
Theft from the Person	298	302	+ 4	+ 1.3%
Bicycle Theft	746	888	+ 142	+ 19.0%
All Other Theft Offences	4,604	4,322	- 282	- 6.1%
Criminal Damage & Arson	5,586	5,474	- 112	- 2.0%
Public Order Offences	880	1,923	+ 1,043	+ 118.5%
Possession of Weapons Offences	132	228	+ 96	+ 72.7%
Drug Offences	1,476	1,316	- 160	- 10.8%
Racially/Religiously Aggravated Offences	230	353	+ 123	+ 53.5%

Crime group volume 12 months to December 15 compared to previous year

10. It is recognised that the data above is simply comparing this year versus last year and there are significant flaws and limitations with assessing data in this way.
11. The Business Intelligence team use this information provided by the Home Office in combination with a range of statistical methods and techniques in order to understand whether there are any exceptions which need attention.

12. The key crime groups influencing the overall crime increase continue to be VAP, shoplifting and public order offences, all of which are detailed within this report.
13. The increase in VAP and sexual offences has been well documented both nationally and also within previous Police and Crime Panel reports. The charts below outline Wiltshire’s position and trend for these crime groups.

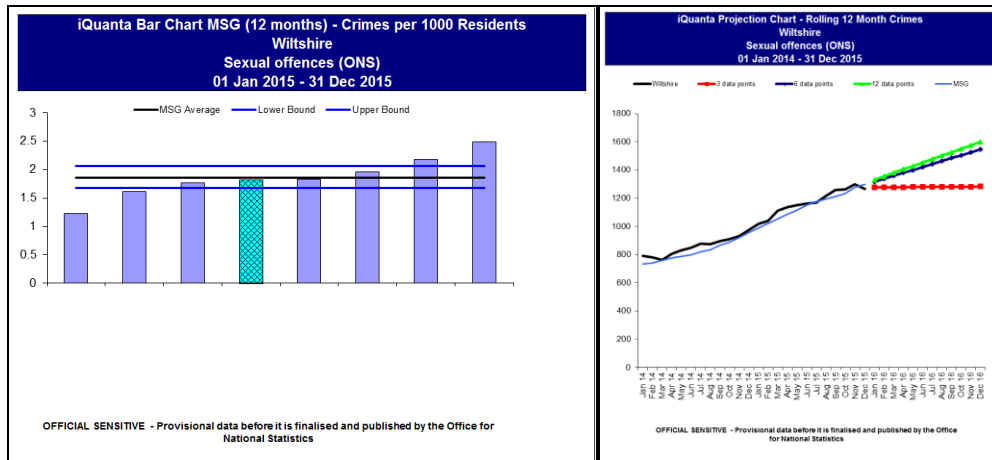


VAP up to December 2015 – MSG position and trend

14. A significant proportion of the VAP increase is related to low level common assaults where there is no injury. This is classified as “violence without injury”.
15. The key message is that calls for service with regards to violent crime are not increasing, but the operators and officers are better at recognising and recording it.
16. Analysts have used hospital admissions data as a proxy measure for understanding whether more violence is occurring.
17. It appears that there is no correlation between the increase in recorded crime and the volume of admissions through hospitals.
18. This further supports the hypothesis that recorded VAP is increasing as a result of improved crime recording practices rather than genuine violence.
19. This will continue to be monitored as part of the research into increasing crime trends.

20. Wiltshire’s 29.9% increase in sexual offences is directly in line with national (+29%), regional (+25.8%) and peer (+33.3%) rates of change.

21.

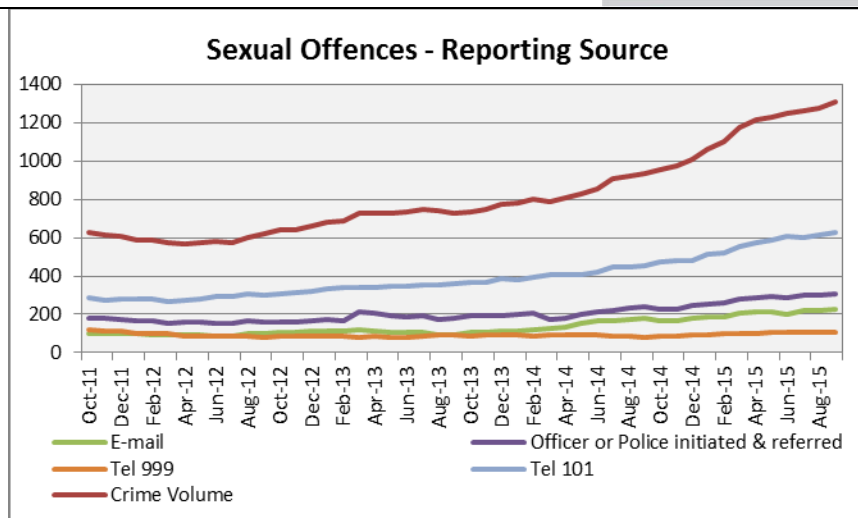


Sexual offences up to December 2015 – MSG position and trend

22. The Business Intelligence team continually reviews these increases and whether the existing theory of improved recording practices still remains.

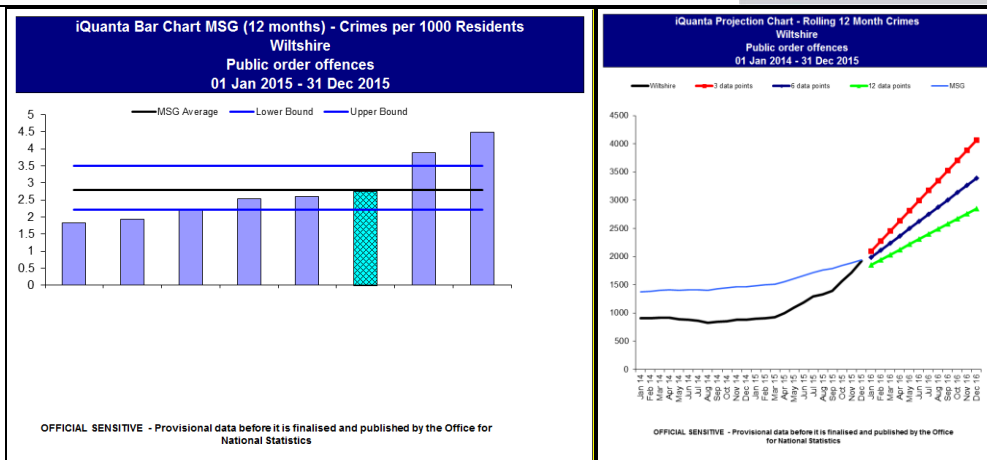
23. The chart below highlights that the volume of crime recorded is driven by increased non-emergency calls, police or partner referrals and email contact rather than 999 calls for service.

24.



Sexual offences – rolling 12 months

25. This indicates either that the Force is better at recording crimes reported via partner agencies or there is a greater awareness through processes such as the multi-agency safeguarding hub (MASH).
26. It also indicates that officers are either better at identifying when offences have been committed or at record additionally disclosed offences which may in turn be a result of an increased confidence to disclose more information.
27. In terms of public order offences, Wiltshire, along with 35 other forces, have seen an increase in recorded volume. This increase represents a significant proportion of the Force's overall crime increase.
28. Whilst the rate of change is significantly high, the actual volume of public order offences is in line with the peer group average.



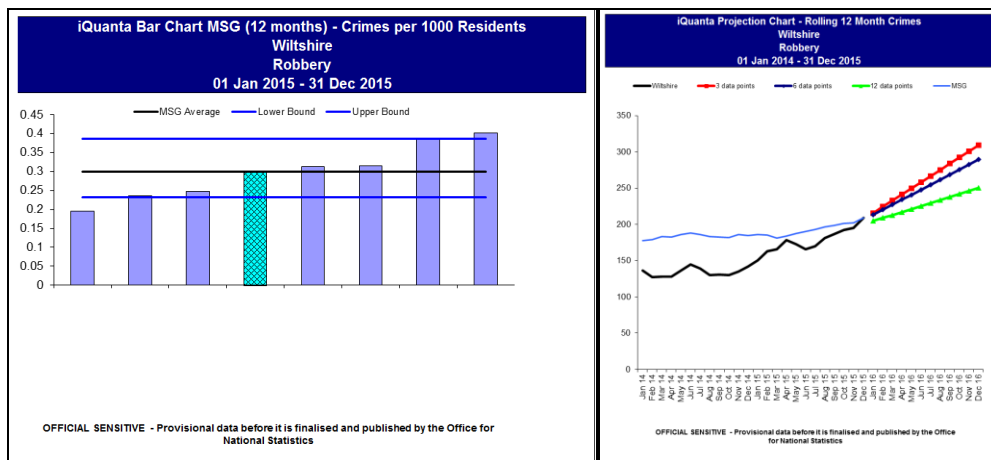
Public order up to December 2015 – MSG position and trend

29. The significant increase coincides with the move to 24 hour recording and also at the time where a significant amount of additional law training was invested in the Crime and Communications Centre (CCC). This was detailed within the “deep dive” section of the Q1 2015-16 PCP report under section 1.12.
30. Wiltshire has seen a significant increase in the volume of recorded robbery offences (+47.2%). However, to keep some perspective, this equates to an additional 67 offences recorded.
31. The volume of robbery offences which occur in Wiltshire is low with 0.27 offences occurring per 1,000 population.
32. The increase in robbery has been offset by a reduction in theft from the person. The relationship between the recorded volumes of each crime type can be seen in the chart below.



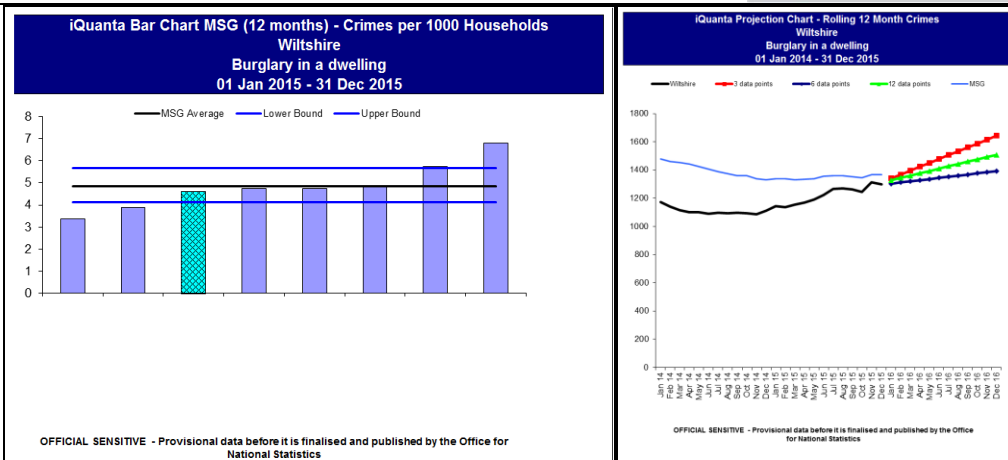
Standardised robbery and theft from the person comparison

33.



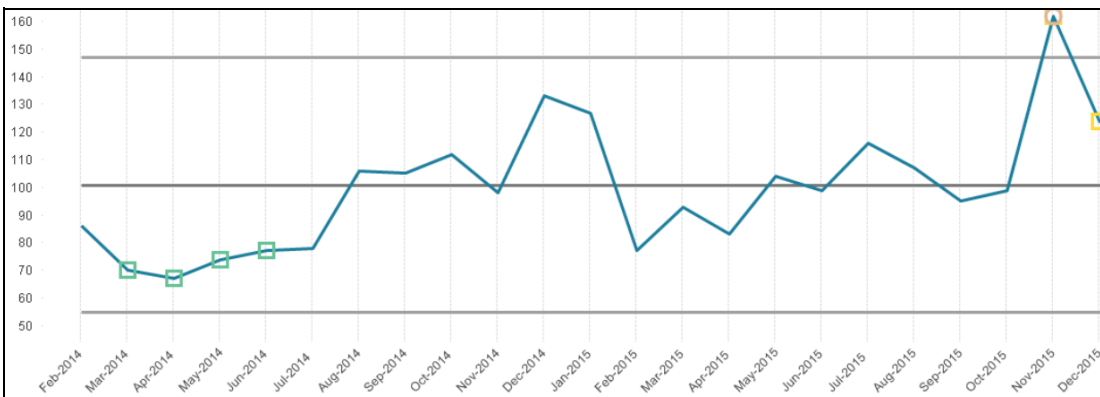
Robbery up to December 2015 – MSG trend

34. Dwelling burglary volume has increased 17% on the previous year. This amounts to 190 more MSG offences. The increasing trend is not statistically significant and forecasts anticipate the rolling 12 month volume to be stable or even to reduce by the end of the financial year.



Dwelling burglary up to December 2015 – MSG position and trend

35. Nineteen forces are seeing an increase in their volume of dwelling burglaries. Four of these forces are within Wiltshire’s peer group and one within the south west region which borders with the west of Wiltshire.



Dwelling burglary up to December 2015 – control chart

36. Of the 162 offences in November 2015, 89 occurred within the Swindon area.
37. Analysis of this spike identified that a high proportion of offences could have been prevented if the premises had been properly secured. It was also identified that on 41 occasions, no items were taken.
38. Of 136 offences that were reviewed between 03/09/15 and 29/11/2015, 114 had limited offender descriptions and crime scene investigation (CSI) opportunities were not available. This will ultimately have an impact on the ability to get a

positive outcome for these offences.

39. A potential series of offences has been identified and Wiltshire is working closely with a neighbouring force with regards to the suspects for these offences.

40. In a simple year-on-year comparison, shoplifting has increased by 21% (642 offences).

41.



Shoplifting up to December 2015 – control chart

42. Monthly volumes of shoplifting offences have come back down to normal levels for quarter three and are not considered an exception.

43. The force has recorded 353 racially or religiously aggravated offences in the 12 months to December 2015. This represents a 54% increase on the previous 12 months (+123 offences).

44. Nationally there has been a 16% increase in the recorded volume of racially/religiously aggravated offences with 33 forces recording more offences than the previous year.

45. A key contributing factor is the recording compliance which is affecting VAP and public order recorded figures which, with the exception of criminal damage, represent the offences classified within this category.

Code	Description
008M	Racially/Religiously Aggravated Harassment
008P	Racially/Religiously Aggravated Assault With Injury
009B	Racially/Religiously Aggravated Public Fear, Alarm or Distress
058J	Racially/Religiously Aggravated Criminal Damage
105B	Racially/Religiously Aggravated Assault Without Injury

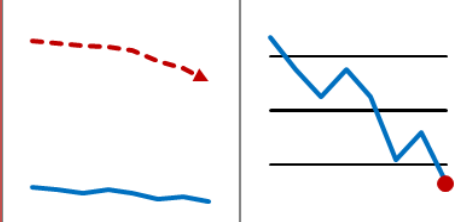
Racially/religiously aggravated offences – crime classifications

46. A separate briefing has been provided to the Police and Crime Panel on this issue (dated 20 January). The key findings from the report were:

- The increase in the volume of racially/religiously aggravated offences is statistically significant and the underlying cause is the improvement in recording processes.
- As the parent groups of VAP and public order increase, the proportions of which are racially/religiously aggravated have increased with the same proportion.
- The increase is predominantly driven by an increase in occurrences of public fear, alarm and distress, which accounts for two thirds of this crime group and is in line with the overall increase seen in public order offences
- Harassment has a lesser part to play in the increase and is reflective of increases seen in this offence which sits within the violence without injury crime group. However volumes for this crime type are small (13 offences between Oct 14 and Sept 15)
- Racially/religiously aggravated criminal damage offences have increased from 22 to 46. However this is attributed to a series of graffiti tagging incidents in one sector area which solely accounts for this increase.

47. The Force records 11 racially/religiously aggravated offences per week on average. The volume of Islamophobia offences reported in the last year is minimal.

48. There have been no spikes following the events in Paris on 13 November 2015.

ASB Volume	Q1. 5,268 incidents	Q2 5,548 incidents	Q2 3,737 incidents	
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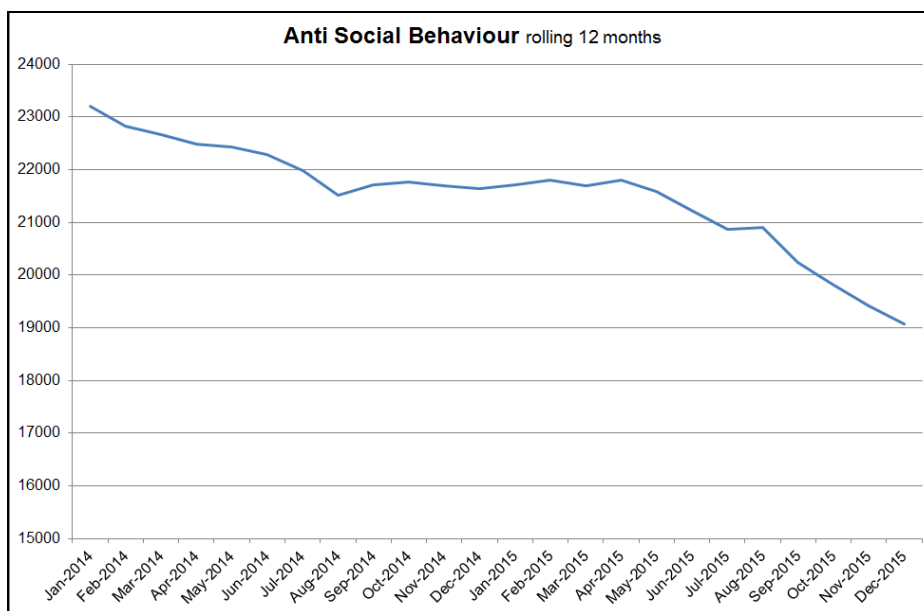
49. The volume of anti-social behaviour (ASB) continues to reduce. There were 3,737 incidents reported during quarter three.

50. ASB volume follows a clear seasonal pattern of higher volume in the summer months and lower volume in the winter months.

51. The quarter two report identified that summer volumes did not peak as high as expected.

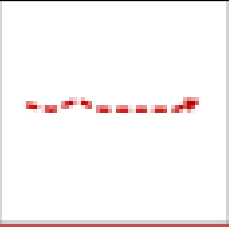
52. It was anticipated that less ASB demand would be present during quarter three. However, volumes dropped exceptionally lower during this period.

53. The effect of these deviations from expected seasonal variance is that the rolling 12 month trend has seen a dramatic reduction from July 2015 onwards.

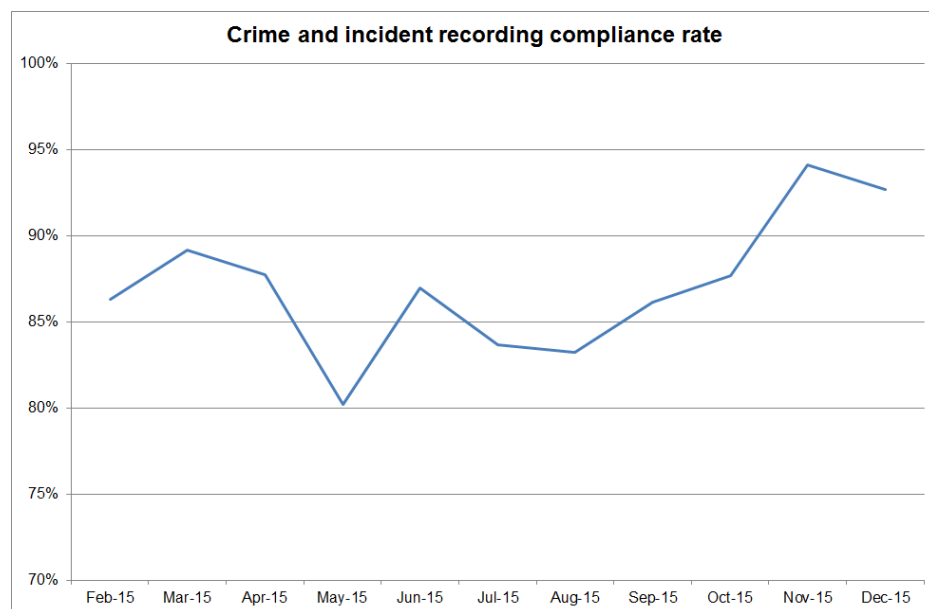


ASB up to December 2015 – rolling 12 months

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

Crime recording compliance rate	93 per cent as of December 2015	
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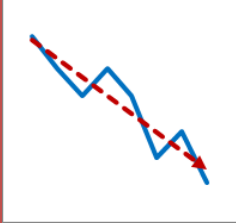
55. The Force conducts a monthly audit into the recording of crime and incidents to ensure they are compliant with the Home Office counting rules (HOCR) and national crime recording standards (NCRS).



NCRS/HOCR compliance rate up to December 2015

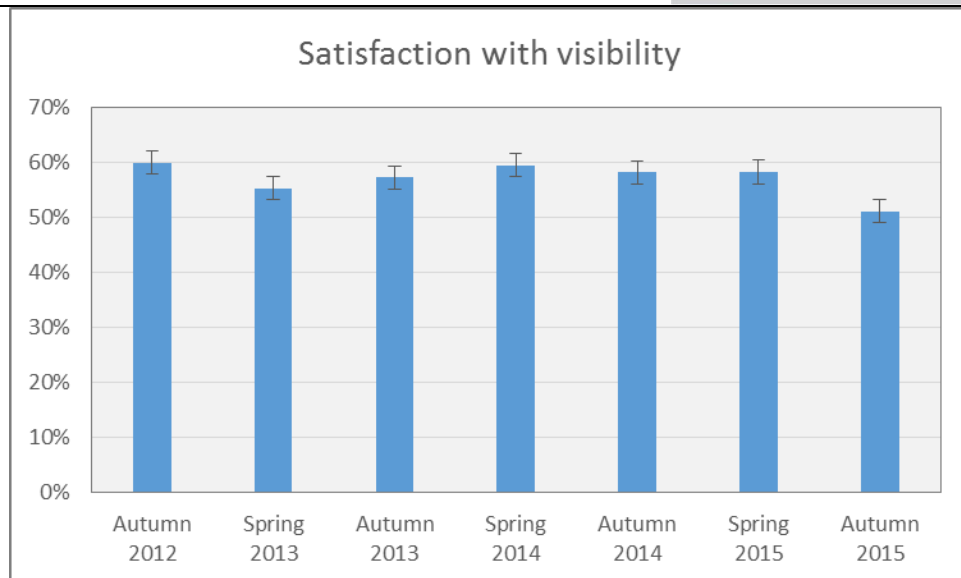
56. There has been significant investment in the training of staff to improve the

compliance rate. November and December is the first time the audit rate has exceeded 90% and shows that good progress is being made.

Satisfaction with visibility	51 per cent (±2.1 per cent; Wave 13 Autumn / Winter 2015)		Significant decrease in the most recent wave following stability since 2012

57. 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.

58. 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, 51 per cent (±2.1 per cent) of respondents say they are satisfied with the level of police visibility. This proportion has been stable since autumn 2012. However the most recent wave saw a significant decrease in satisfaction with visibility.



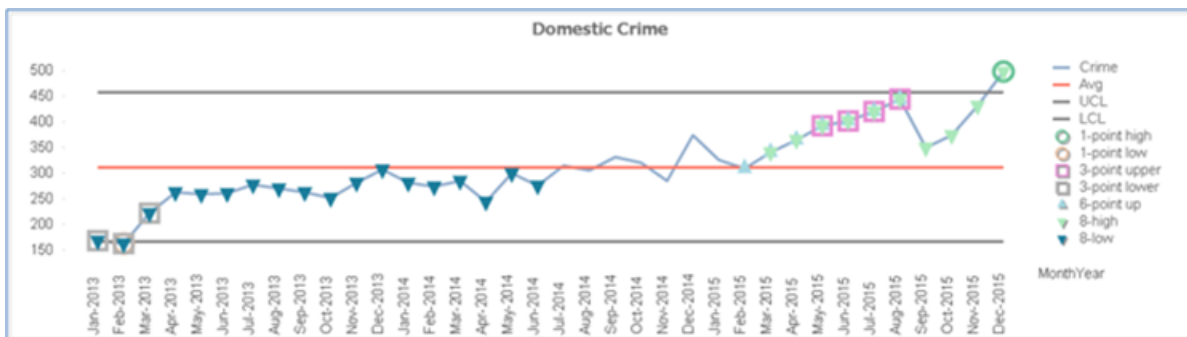
Satisfaction with visibility up to Autumn / Winter 2015

59. For those who are dissatisfied with visibility, comments are typically focused on a lack of presence, a lack of officers on foot patrol and that officers are only there when needed.
60. The Force is investing in technology to enable officers and community support officers to be more visible in the community. I have a great interest in this measure within the survey and will be seeking to understand this reduced public perception in more detail.
61. The word cloud below demonstrates the most frequently used words for those most dissatisfied with visibility.

2. Protect the most vulnerable in society

Management Information

64. It is acknowledged that the nature of vulnerability is wide ranging.
65. There are a number of measures which are used to understand how effective the Force is at protecting the most vulnerable in society.
66. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB).
67. The VDB is a board chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight into 19 strands of vulnerability.
68. One of the key exceptions identified has been the increase in the volume of recorded domestic abuse.



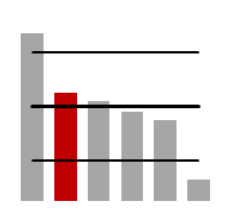
Domestic abuse control chart

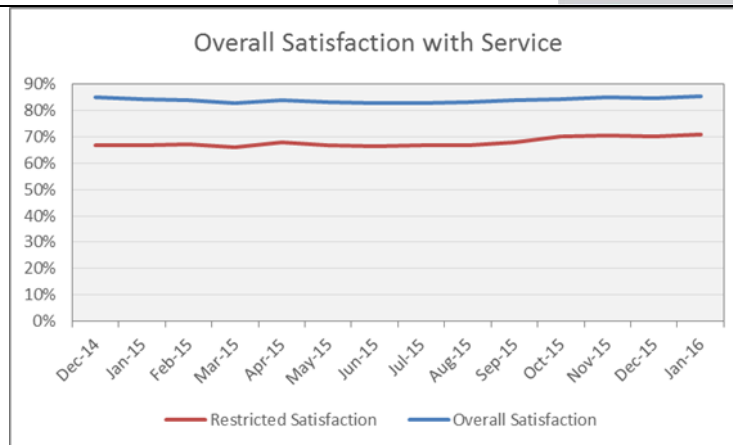
69. The control chart above shows the steady increase in monthly volume from February 2015. These figures relate to all crimes of a domestic dispute nature in line with NCRS but are mainly related to VAP (ABH, common assault and harassment).
70. Analysis was conducted into this increasing trend in a manner somewhat similar to the VAP increasing trend, in that demand for service and recorded crime were compared.

71. Calls for service relating to domestic disputes have not increased whereas the volume of recorded domestic abuse crime has increased.

72. This mirrors the finding from the VAP local and national analysis that recording practices have improved and are a more accurate representation of reality.

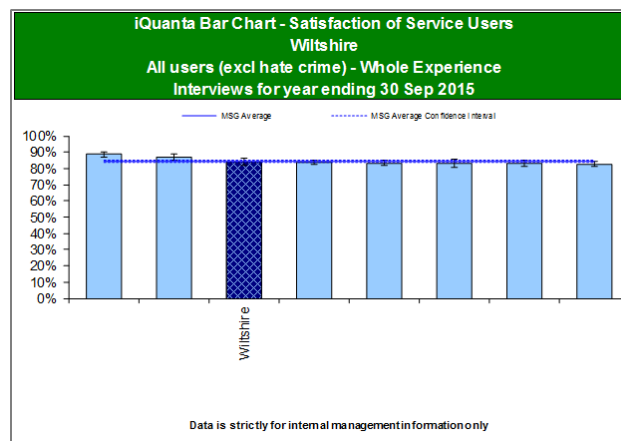
3. Put victims and witnesses at the heart of everything we do

Victim satisfaction	85 per cent (12 months to January 2016)	
<p>73. 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.</p> <p>74. 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:</p> <ul style="list-style-type: none"> 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 <p>75. Wiltshire satisfaction levels remain stable, for both the overall satisfaction level and satisfaction using the 'restricted methodology' (those who respond 'very satisfied' and 'completely satisfied'). This can be seen in the graph and table below.</p>		



	Restricted Sat		Overall Sat	
Year Ending	Jan-15	Jan-16	Jan-15	Jan-16
Satisfaction	67%	71%	84%	85%
Conf Int.	3%	3%	2%	2%
Range High	70%	74%	87%	88%
Range Low	64%	68%	82%	83%
Annual Change	4%		1%	
Comparison	No significant change		No significant change	

76. Wiltshire remains in a good place with victim satisfaction, within a percentage of the average of similar forces for the most recently available data (to Sept 2015).



Overall satisfaction rate within the similar force group

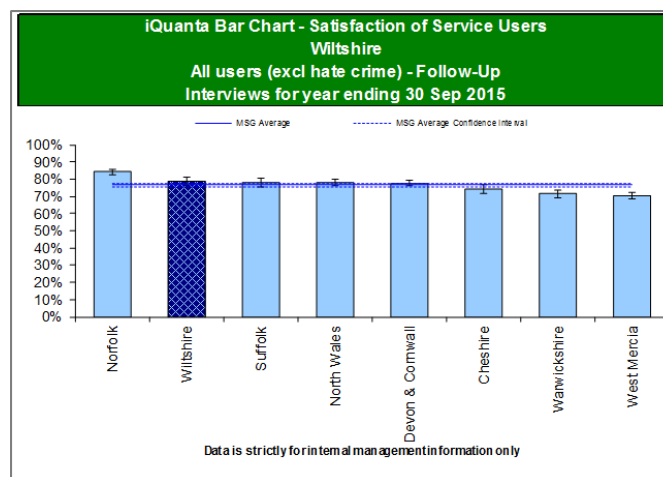
77. The survey is broken down into four sub-groups:

- iv. Violent crime
- v. Vehicle crime
- vi. Burglary
- vii. Hate incidents

78. The most recently available data for the most similar force groups and the national picture (to Sept 2015) places Wiltshire in line with peers for overall satisfaction as well as in the four sub groups surveyed.

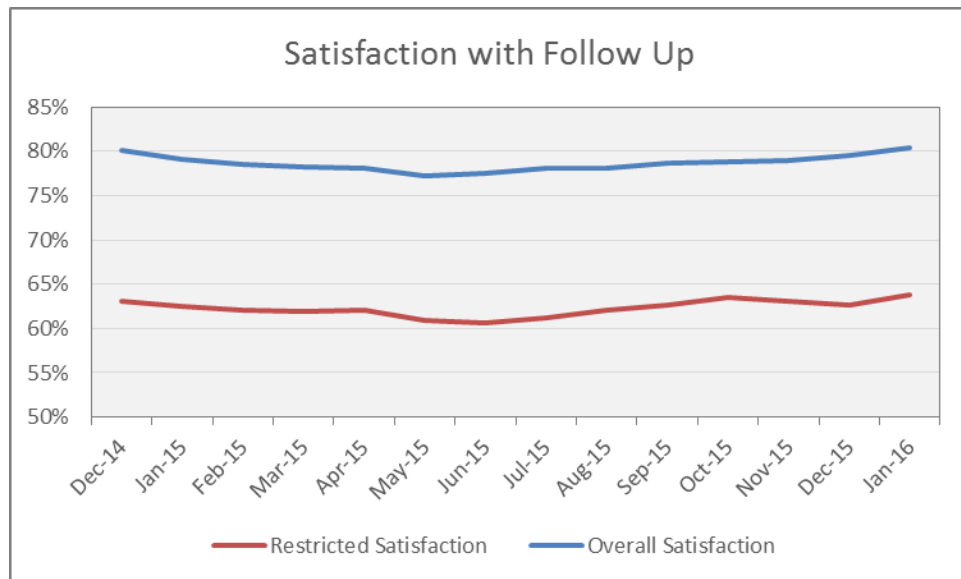
Satisfaction with being kept informed	80 per cent (12 months to January 2016)	
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79. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is above average and remains on the bounds of significantly above its peers. Nationally, Wiltshire is rated seventh 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.


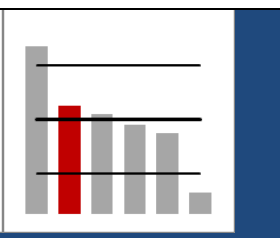


Satisfaction with being kept informed within the similar force group

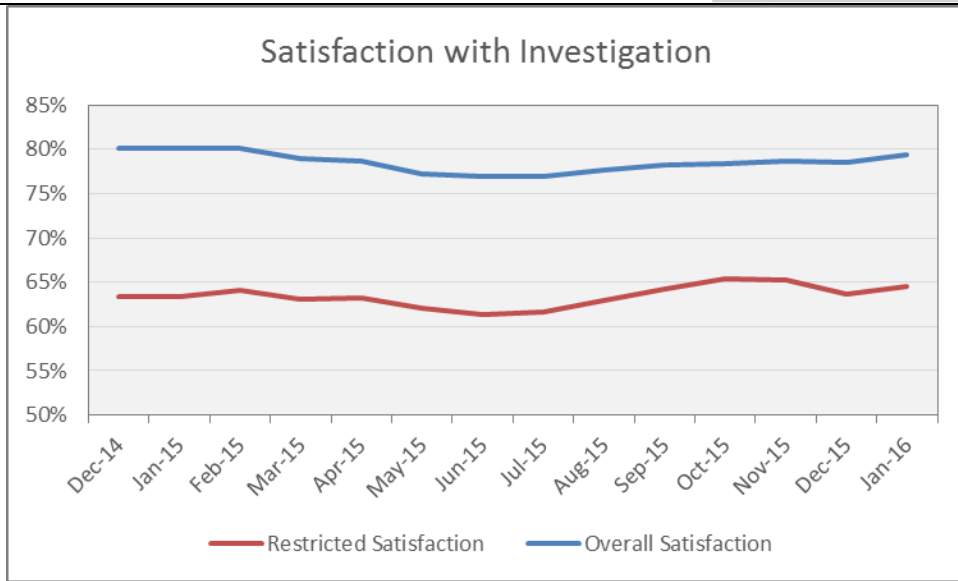
80. The trend at the moment is a stable one for both the overall satisfaction level and restricted method (only those completely and very satisfied).



Satisfaction with being kept informed

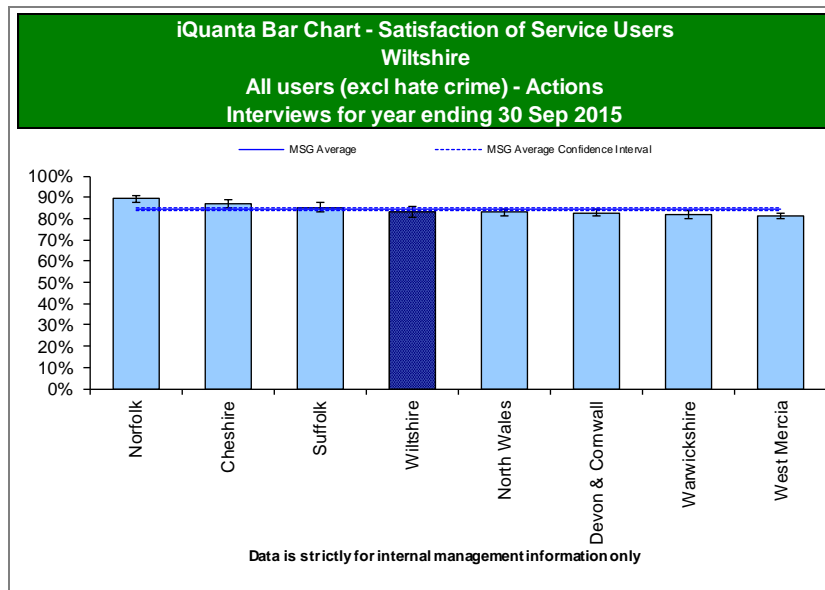
Satisfaction with investigation	79 per cent (12 months to January 2016)		
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81. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a question mandated by the Home Office. The chart below shows how the results have changed over time, showing a stable picture with no significant change.

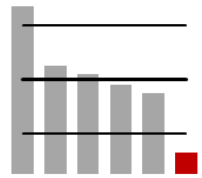



Satisfaction with investigation

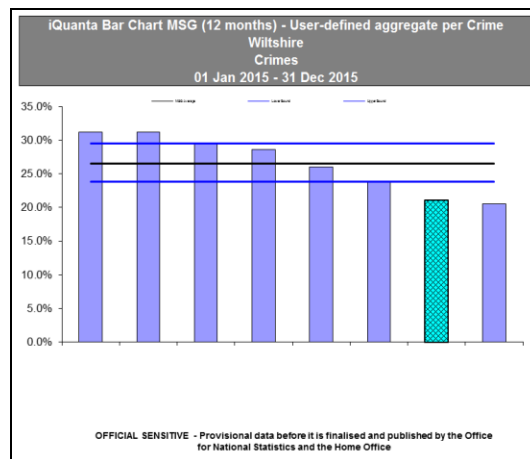
82. Although not a question a related theme of satisfaction with the 'actions taken' places the Force in line with peers.



Overall satisfaction with actions taken within the similar force group

Outcome rate	21.1 per cent (12 months to December 2015)		
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83. The outcome rate for the 12 months to December 2015 was 21.1 per cent. This remains significantly below the average of our peer group.

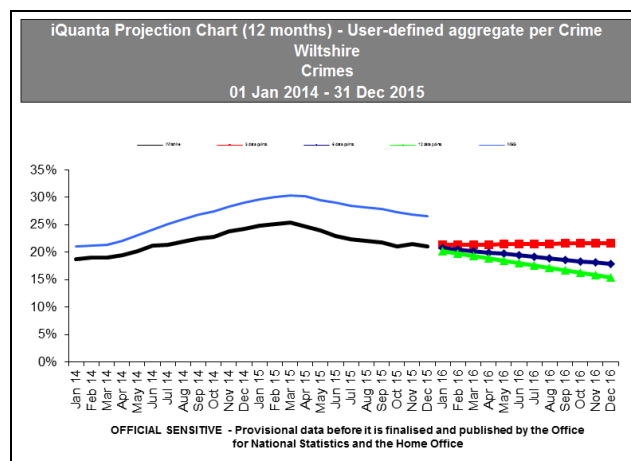


Wiltshire Police overall outcome rate within similar peer group

84. When comparing to other forces within the region, however, the outcome rate has a much closer distribution.

AREAS	Recorded Crimes	Outcomes in Selected Type	Outcome Ratio
England & Wales	3,771,655	885,929	23.5%
South West Region	293,921	65,806	22.4%
	109,923	19,872	18.1%
	77,568	22,164	28.6%
	40,110	9,693	24.2%
	29,710	6,352	21.4%
Wiltshire	36,610	7,725	21.1%
Most Similar Group (Average of Component Forces)	397,114		26.5%
Wiltshire	36,610	7,725	21.1%
	77,568	22,164	28.6%
	30,751	6,332	20.6%
	44,020	11,434	26.0%
	37,480	11,696	31.2%
	70,263	16,690	23.8%
	47,531	14,081	29.6%
	52,891	16,490	31.2%

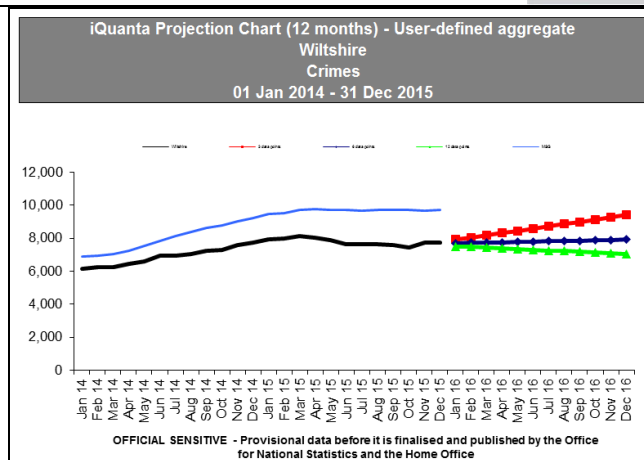
Wiltshire outcome rate compared to the most similar group and south west region



Wiltshire Police outcome rate trend

85. Forces across the country are seeing their overall outcome rate deteriorate as recorded crime increases.

86. The chart below shows that the volume of positive outcomes achieved by the Force is stable and that the deterioration in the outcome rate from February 2015 onwards coincides with the marked increase in recorded crime.



Wiltshire Police outcome volume trend

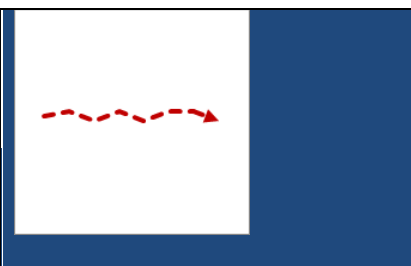
87. At the end of the crime recording process, the crime standards team reviews all outcomes and files them on to the Force’s record management system NICHE.
88. Because of increases in the volume of recorded crime and also vacancies within this team, a backlog of outcomes waiting to be added to NICHE has built up.
89. This backlog means that the figures portrayed within our systems and iQuanta under-represent the genuine outcome rate.
90. It is estimated that additional outcomes within this backlog could be added to our total which would increase our overall rate to approximately 24% which would be classed as in line with peers.
91. The Force has developed an action plan to reduce the backlog and I am satisfied that there is a process which prioritises the filing of outcomes for the most serious offences.
92. The Home Office is putting much more emphasis on understanding the full range of outcomes rather than the traditional approach of looking at “detection rates”. There is recognition that not all outcomes are equal.
93. 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.

End to end time		
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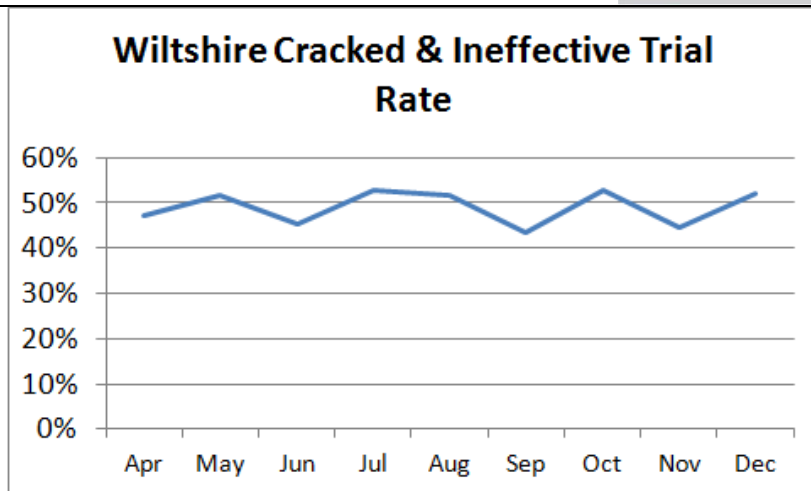
94. This is a measure in development through the community policing pilot, which is driven by the systems thinking philosophy. The operating model is designed to remove bureaucracy from the system and improve efficiency.

95. 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.

96. An evaluation of the pilot is being completed by the business improvement team which will include business process indicators such as end to end time, hand-offs, response times, file quality, and overtime.


Cracked and ineffective trials	Q1 43 per cent	Q2 49 per cent	Q3 48 per cent	
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97. A total of 405 trials were listed during the third quarter 2015/16 of which 195 (48 per cent) were cracked or ineffective.



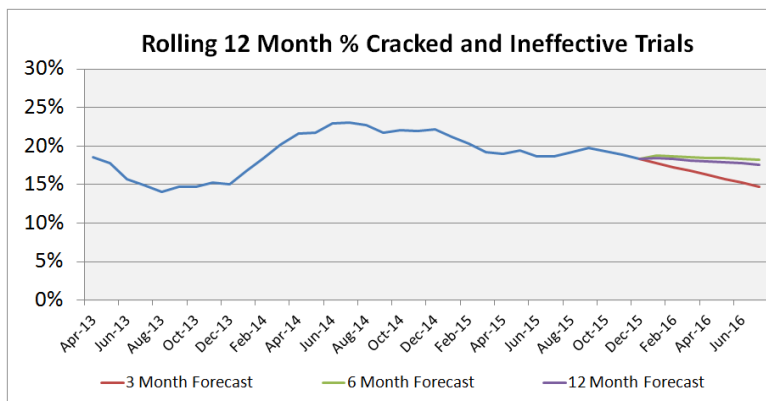
Wiltshire cracked and ineffective trial rate 2015/16

98. It is useful for me to be able to monitor this high level measure as it enables me to work with Wiltshire Criminal Justice Board partners to ensure we all play our part in providing a good service to the victims and witnesses within Wiltshire.
99. The cracked and ineffective rate for Crown Courts in Wiltshire was higher than expected for quarter three. This is due to 26 out of 53 trials being cracked or ineffective as a result of a defence or administrative failing.
100. Only four of the 53 trials listed were cracked or ineffective because of a prosecution failing, with the remaining trials being listed as effective.

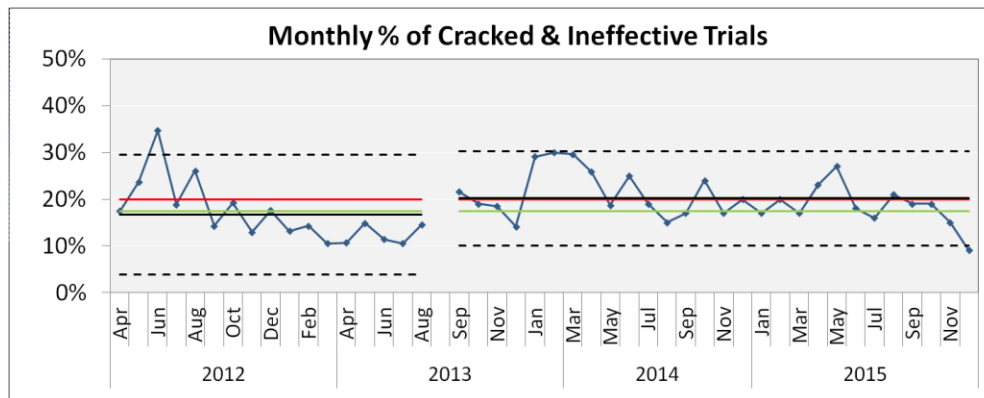
Cracked and ineffective trials due to prosecution	Q1 18 per cent	Q2 19 per cent	Q3 15 per cent	
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101. There were 62 trials cracked and ineffective due to prosecution within the third quarter which equates to 15 per cent of the total trials listed (405).

102. A total of 58 relate to trials listed at magistrates court (94 per cent) with the remaining four listed at crown court (six per cent). These proportions remain consistent with the breakdown over the last two years.



Percentage of trials cracked & ineffective due to prosecution – rolling 12 months



Percentage of trials cracked & ineffective due to prosecution – discrete months

103. During quarter three Wiltshire has seen a significant decrease in the percentage of cracked and ineffective trials due to prosecution. With four consecutive

months exceeding the expectations of the Crown Prosecution Service (CPS) and the latest three months decreasing consecutively.

104. I am pleased with the performance improvement and will continue to monitor this improved performance.

105. Of the magistrates cracked and ineffective (C+I) trials, there are two issues that stand out from the third quarter.

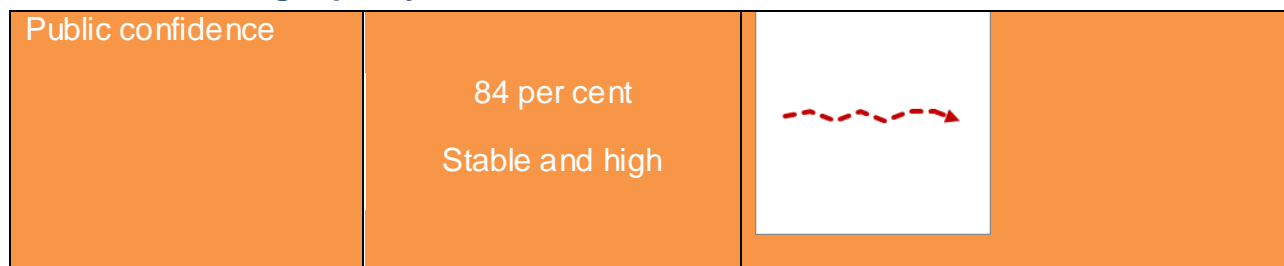
- i. 37 out of the 46 trials C&I due to not being in the public interest were within Salisbury Magistrates Court.
- ii. The predominant reason cited for C&I trial due to prosecution is witness absent/withdrawn followed by insufficient evidence.

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

107. The WCJB are in the planning stages of delivering a rejuvenated business plan for 2016-17. This will set the clear vision for the WCJB in terms of how the collective services work together to provide a better criminal justice system for victims and witnesses in Wiltshire.

108. This plan will be supported by an effective performance framework which will focus on understanding and improving the service to the public as opposed to attaining targets or service level agreements.

4. Secure, high quality, efficient and trusted services



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

110. A sample of 2,117 people responded to the Autumn/Winter 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 2,117 people, then I would expect the figure to fall within 2.1 per cent either side of 83.5 per cent i.e. 81.4 per cent and 85.6 per cent.

111. There is very little movement, survey to survey, and the current figure of 83.5 per cent public confidence in the police remains stable and high as shown within the table below.

Number Surveyed	2067	2341	2112	2167	2149	2114	2117	
Confidence Interval	$\pm 2.2\%$	$\pm 2.0\%$	$\pm 2.1\%$	$\pm 2.1\%$	$\pm 2.1\%$	$\pm 2.1\%$	$\pm 2.1\%$	
Measure	Autumn 2012	Spring 2013	Autumn 2013	Spring 2014	Autumn 2014	Spring 2015	Autumn 2015	Average
<i>Feel safe during the day</i>	92%	94%	95%	95%	95%	95%	94%	94%
<i>Feel safe after dark</i>	62%	60%	59%	60%	56%	58%	58%	59%
<i>Satisfaction with visibility</i>	60%	55%	57%	59%	58%	58%	51%	57%
<i>Deal with the things that matter to the community</i>	78%	77%	79%	77%	77%	76%	74%	77%
<i>Relied on to be there when you need them</i>	73%	72%	71%	71%	69%	69%	66%	70%
<i>Overall confidence in the police in this area</i>	85%	85%	84%	84%	83%	84%	83%	84%
<i>Teenagers hanging around</i>	16%	16%	19%	16%	18%	16%	13%	16%

Public opinion survey core measures up to Spring/Summer 2015

112. Despite overall confidence in the police remaining stable, and teenagers hanging around being the lowest since before Autumn 2012, there are exceptions in reduced satisfaction with visibility (as discussed earlier in the report) and a reduction in the proportion of people who feel that Wiltshire Police will be there when they need them.

113. 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. Using this product we are able to deduce that 7% of those people surveyed are not confident about the police in their area



Hub policing product – public opinion survey

114. The bar chart at the top of the image in the example above is broken down by age group of the respondent. However it is also possible to view the data in numerous ways such as gender, location, MOSAIC profile and ethnicity.

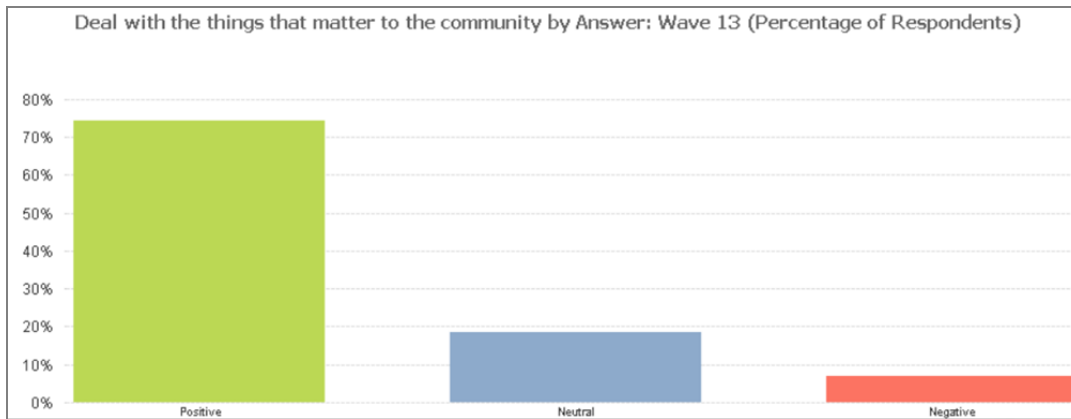
Wiltshire Police deal with things that matter to the community	74 per cent Stable and consistent since Autumn 2012	
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115. This measure enables me to understand whether the Force is listening to its communities and dealing with things that matter to them.

116. The proportion of people who believe that Wiltshire Police does deal with things that matter to the community remains stable at 74.4 per cent (±2.1 per cent).

117. The dashboard below shows that only seven per cent of people felt Wiltshire Police did not deal with things that matter to the community. This leaves 19 per

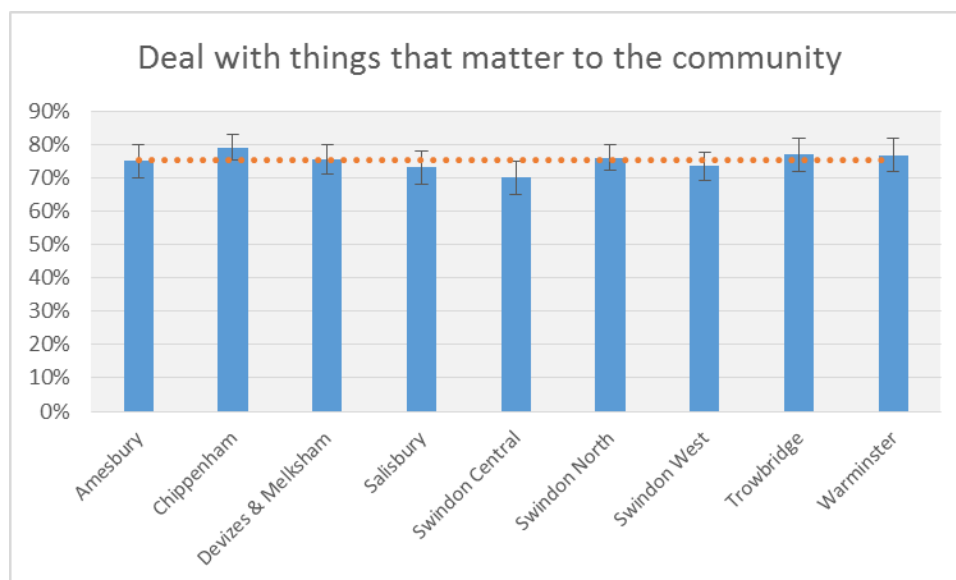
cent of people who either `didn't know` or stated `neither`.



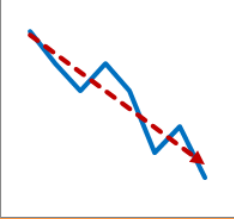
Wiltshire Police deal with the things that matter to the community by answer

118. 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.

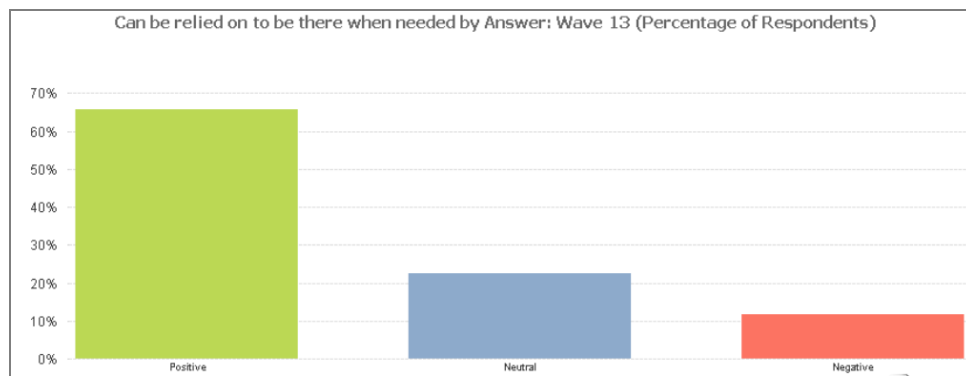
119. All sectors are in line with the overall Force result, with the separate areas reporting between 70 and 79 per cent of respondents who believe that issues that matter to them are being dealt with. There are no significant reductions noted in the year-on-year comparisons at sector level.



Wiltshire Police deal with the things that matter to the community by sector

<p>Wiltshire Police can be relied upon to be there when needed</p>	<p>66 per cent Significant decrease</p>	
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120. This measure within the public opinion survey has seen small consecutive decreases amounting to a significant decrease compared to 73% in Autumn 2012



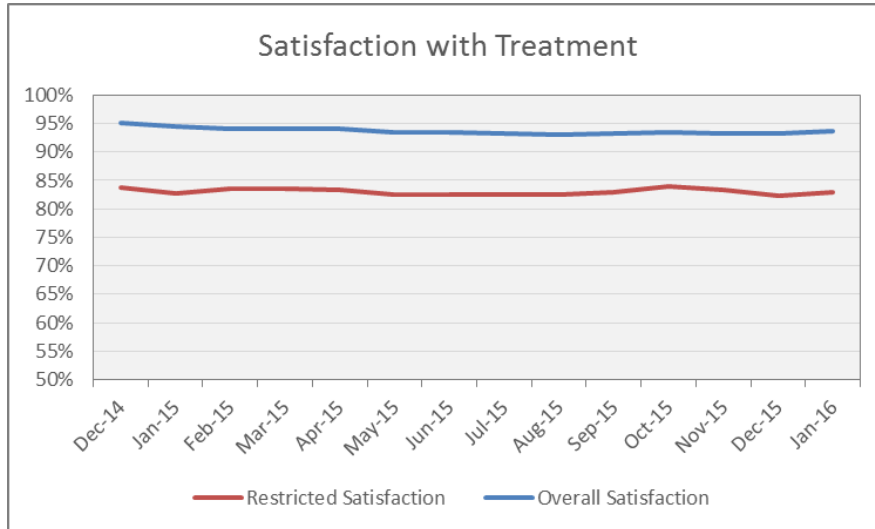
Wiltshire Police can be relied upon to be there when needed - by answer

121. Analysis of this decrease shows that there has been no change in the proportion of people that disagree with this statement. There has been a shift in the number of people agreeing with this response to providing a neutral answer.

<p>Wiltshire Police treat me with respect</p>	<p>90 per cent Stable and high since Autumn 2012</p>	
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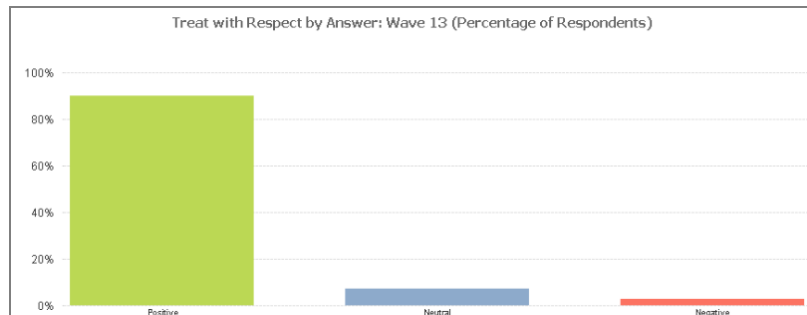
122. Responses to this question in the satisfaction survey show that 94 per cent of people believe they were treated with respect by Wiltshire Police when

they were a victim of crime.



Wiltshire Police treat me with respect – overall and restricted satisfaction

123. Added to this, 90 per of those surveyed in the public opinion survey believe that they would be treated with respect. This is stable across all surveys dating back to autumn 2012 and across the different sector areas. seven per cent of the remaining respondents gave a neutral response, with only three per cent stating that they did not believe that Wiltshire Police would treat them with respect.



Wiltshire Police treat me with respect - by answer

Out of court disposal compliance rate		<ul style="list-style-type: none"> • No audit completed for 2015-16 • Most recent data end of 2014 was 95% compliant
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124. 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.

125. An audit of the compliance rate of OoCD has not been undertaken for some time due to a vacancy within the administrator post. When this was last done, the rate was 95 per cent compliant. The next audit is due to take place in April 2016.

126. An OoCD scrutiny panel met on 15 December 2015. This panel is independently chaired and contained representatives from my office as well as operational officers and representatives from partner agencies such as Wiltshire Youth Offending Team and magistrates.

127. The panel scrutinised a sample of OoCDs. The results were good and the panel was happy with what the Force is doing.

128. A particular case was progressed to a “deep dive” with a meeting held in January 2016.

Response rate	Q1 85 per cent	Q2 79 per cent	Q3 81 per cent	
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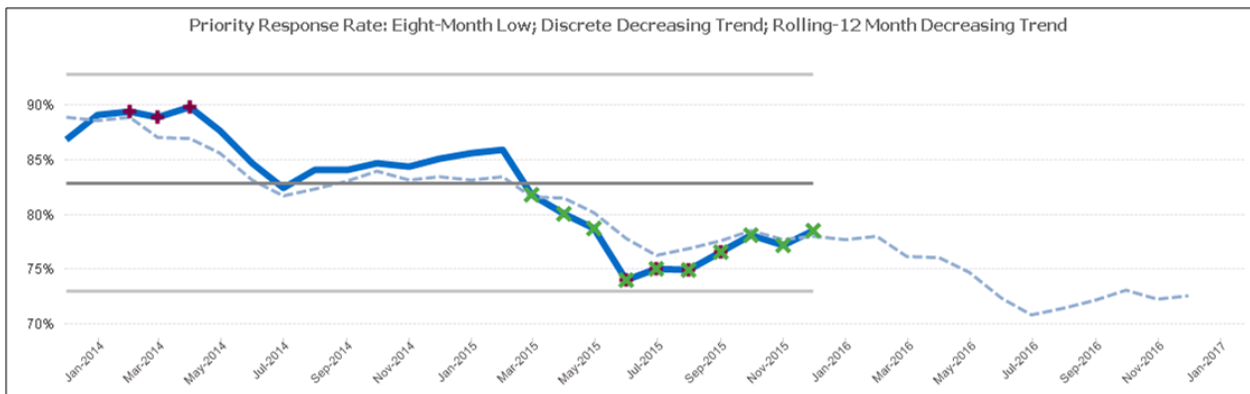
129. The response rate measure assesses how frequently Wiltshire Police arrives at emergency and priority incidents within a service level agreement (SLA) of 15 minutes for urban emergencies, 20 minutes for rural emergencies and one hour

for priority incidents.

130. The Force attended 12,907 emergency and priority incidents within quarter three, of which 10,441 were within SLA (81 per cent).

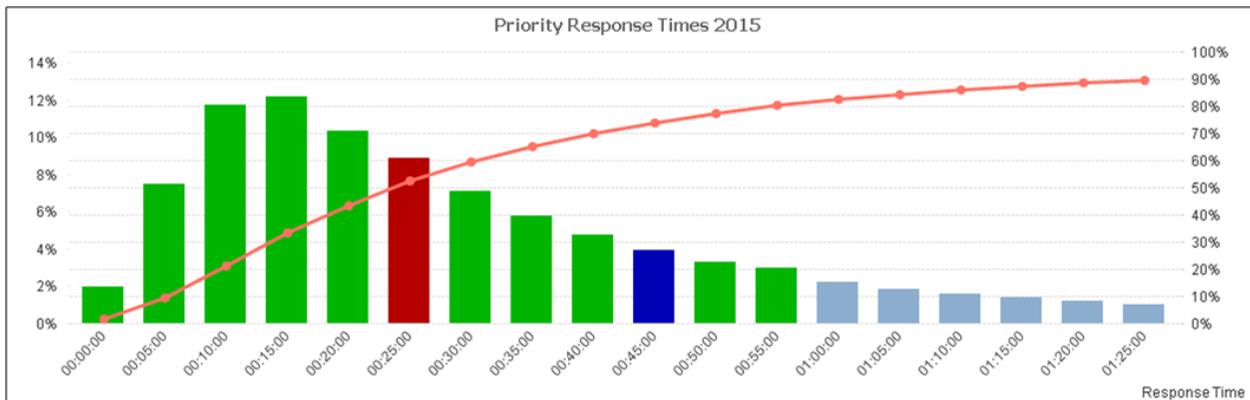
131. Priority response comprises nearly two thirds of the response demand incidents, and thus has the greatest influence on Force performance.

132. The chart below shows the priority response rate and whilst performance has appeared to improve from quarter two, 75.5% to 77.9% with 35,342 incidents attended within one hour, this remains to be an area of focus.



Priority response rates

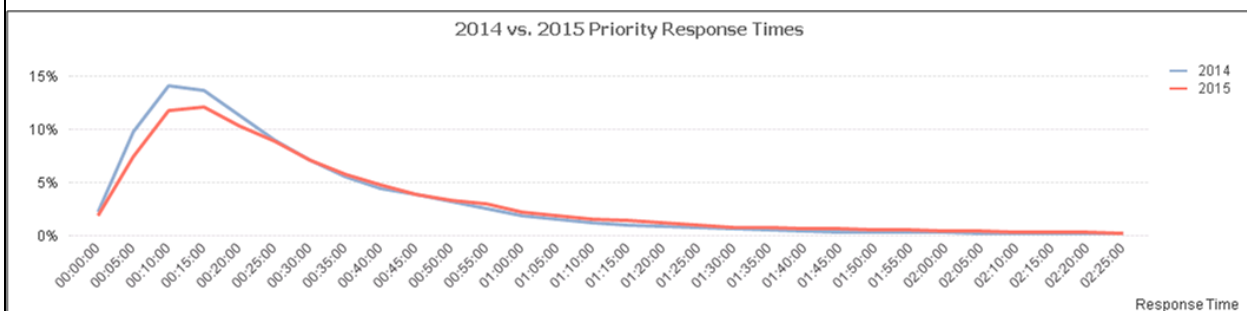
133. The chart below shows the distribution of priority response times for quarter three with the mean average highlighted in blue, the median average in red and all times within the 60 minute target in green.



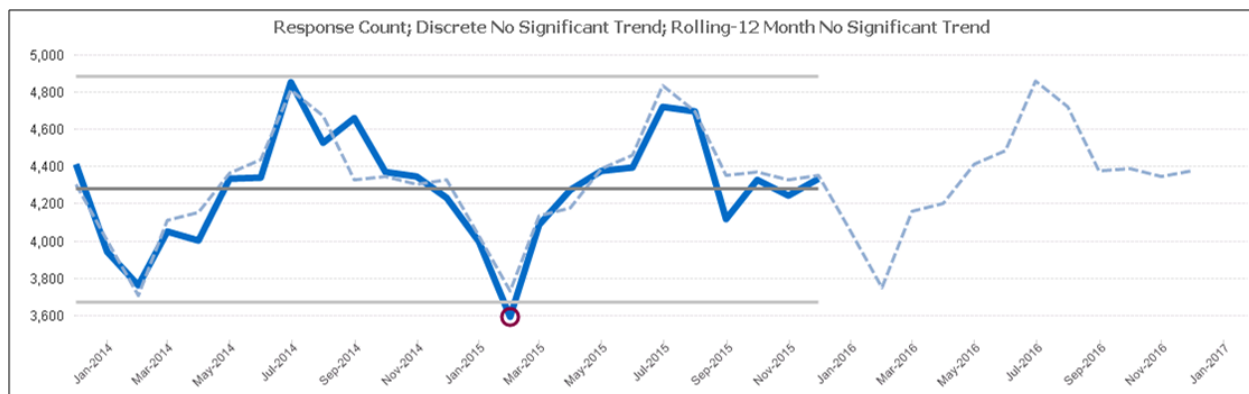
Priority emergency response time distribution

134. The disparity between the median and mean average for priority response is due to the volume of incidents with long response times.

135. The chart below shows the difference in priority response rate compared to the previous year's distribution. It shows that the Force is not attending as many incidents within ten to 20 minutes and this proportion difference is spread out across the time distribution (notably between 00:40:00 and 01:50:00).



136. Response demand continues to follow expected seasonal variation, peaking in July and August and reducing to a low in February. The chart below shows the last two years' response demand and a projection for the next 12 months.



Response demand (emergency and priorities)

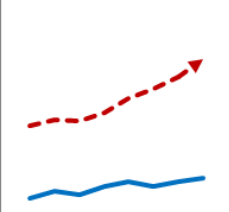
137. Analysis has revealed that the time taken to dispatch incidents has the greatest influence on the capacity to respond within expected times. Dispatch time refers to the length of time operators within the Crime and Communication Centre

(CCC) take to task a police resource to attend the incident.

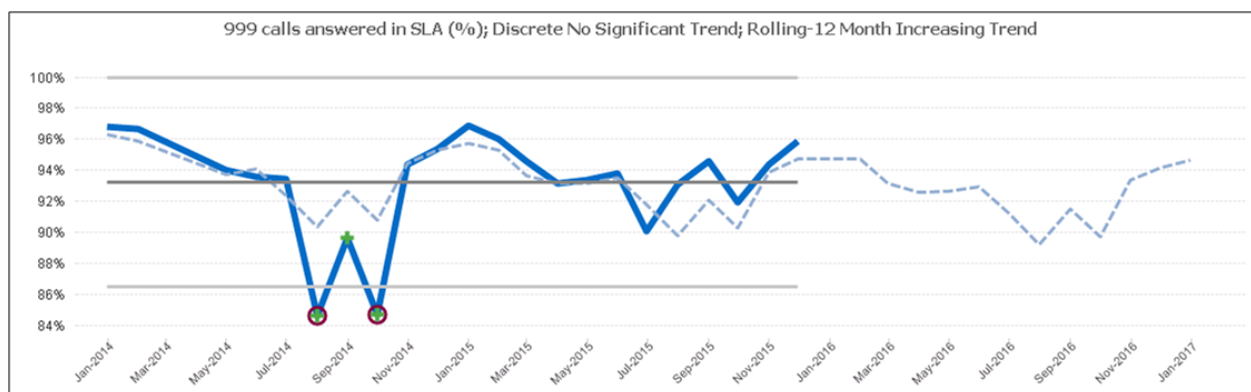
138. Research shows that the longer it takes to assign a resource, the less likely they are to arrive at scene within SLA.

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

140. The Force has undertaken a number of focus groups with CCC staff and response officers, the recommendations of which have been reviewed by the operational superintendents who have developed a plan to identify more potential factors influencing the Force’s capacity to meet response times, and put reasonably activity in place.

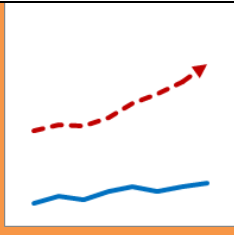
999 calls answered within 10 seconds	Q1 93 per cent	Q2 93 per cent	Q3 97 per cent	
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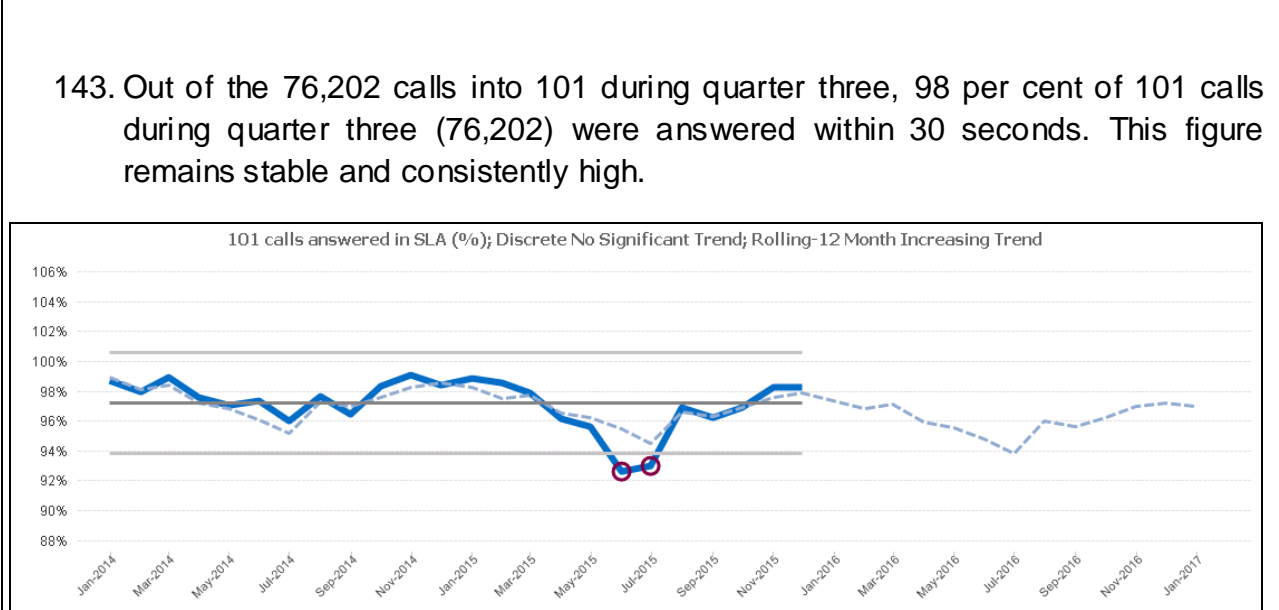
141. Of all the 999 calls received in the third quarter of this financial year (16,941), 97 per cent were answered within ten seconds.



Percentage of 999 calls answered within ten seconds


142. There are no concerns with Wiltshire’s capability to answer 999 calls.

101 calls answered within 30 seconds	Q1 95 per cent	Q2 95 per cent	Q3 98 per cent	
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Percentage of 101 calls answered within 30 seconds

144. There are no concerns with Wiltshire’s capability to answer 101 calls.

Quality of files	Q1 96%	Q2 100%	Q3 N/A	
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145. This measure relates to an internal assessment of the quality of full files which


the Force submits to the Crown Prosecution Service.

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

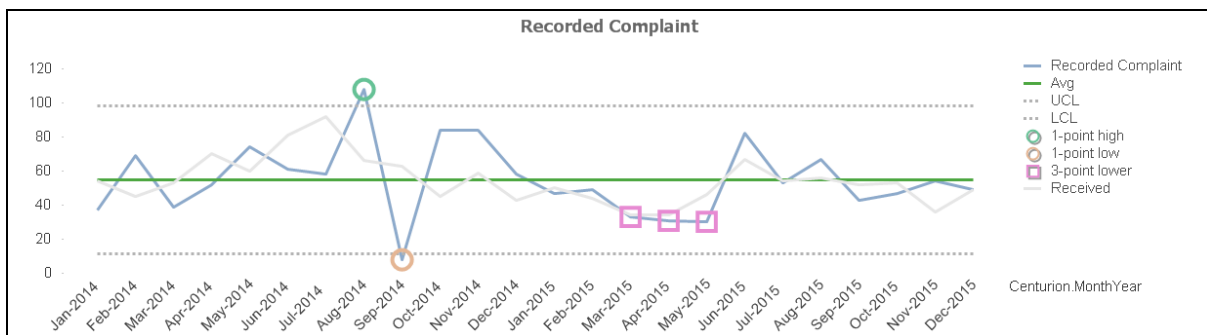
147. The framework which assesses the quality of files is the most comprehensive it has ever been and, judging by the improvements seen, is adding value.

148. As a result of recent changes within transforming summary justice, Wiltshire Police has had to change the way that the Force assesses the quality of files. As a result of these changes, the framework has to be adapted to ensure it remains an accurate and fit for purpose method of assessing file quality.

149. Information for this area will be made available for quarter one of 2016/17.

Volume of complaints	Q1	Q2	Q3	
	143	163	150	

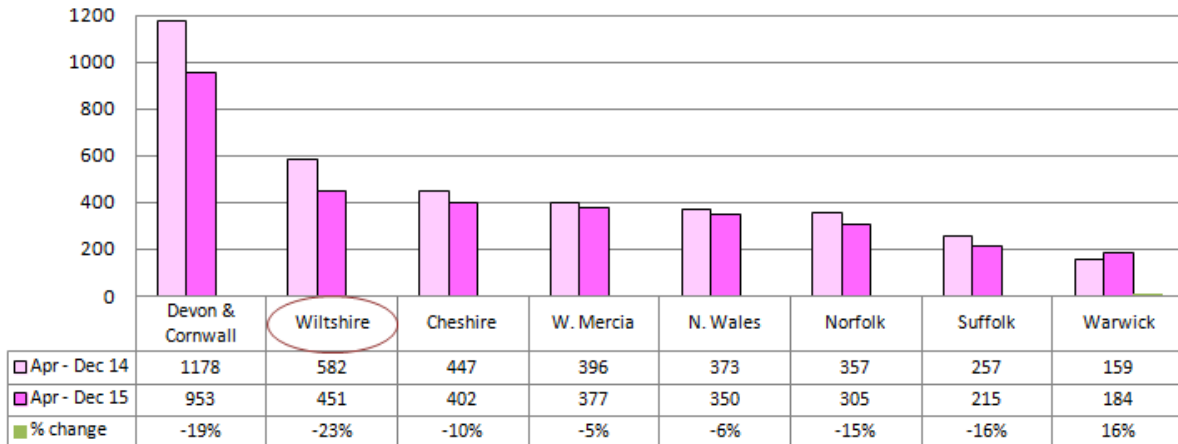
150. The volume of complaints recorded remains relatively stable and within expected levels as can be seen in the graph below.



Recorded complaint volume

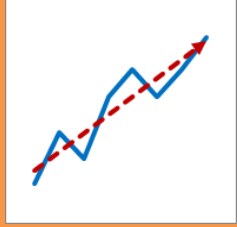
151. The table below shows how Wiltshire compared to its peers.

Cases

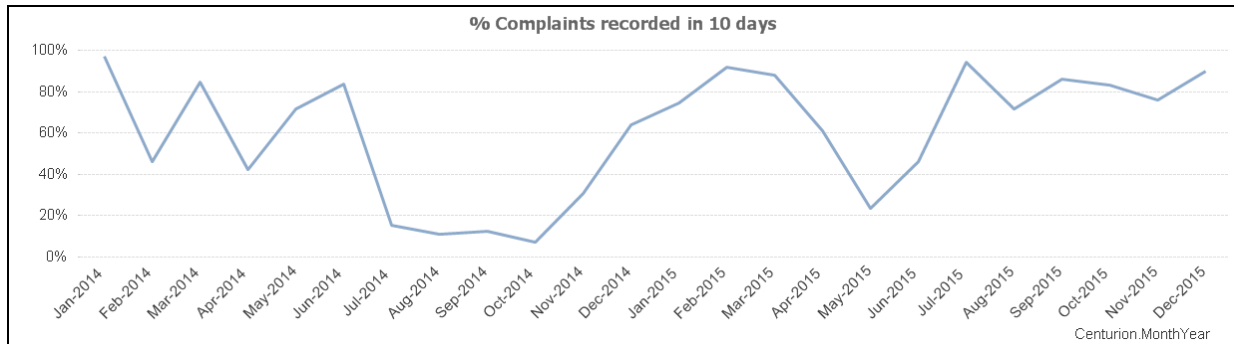


Volume of cases recorded up to December 2015 - MSF

152. Wiltshire Police is one of seven forces within the MSF group that has seen a fall in the number of complaint cases recorded when compared to the previous year.
153. The volume of complaint cases is the total number recorded. This does not take into account the size of the police force; therefore the picture can be skewed depending on the population in the particular force area and/or number of police officers and staff.
154. Since the previous quarter the professional standards department (PSD) has continued to reduce the backlog of complaint cases still showing as either 'live', 'sub judice' or 'in appeal process' from 158 cases to 125.

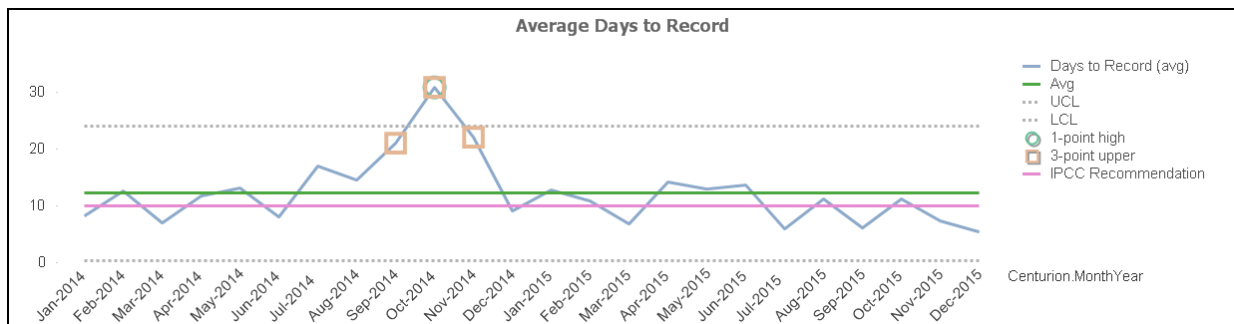
Percentage of complaints recorded within 10 days	Q1	Q2	Q3	
	45 per cent	85 per cent	83 per cent	

155. The performance in this area remains consistent with the previous quarter with the majority (80-90%) of complaints being recorded within ten working days.




Percentage of complaints recorded within ten days

156. In the latest quarter it took eight days on average to record a complaint. This is below the IPCC's ten working days level of expectation.



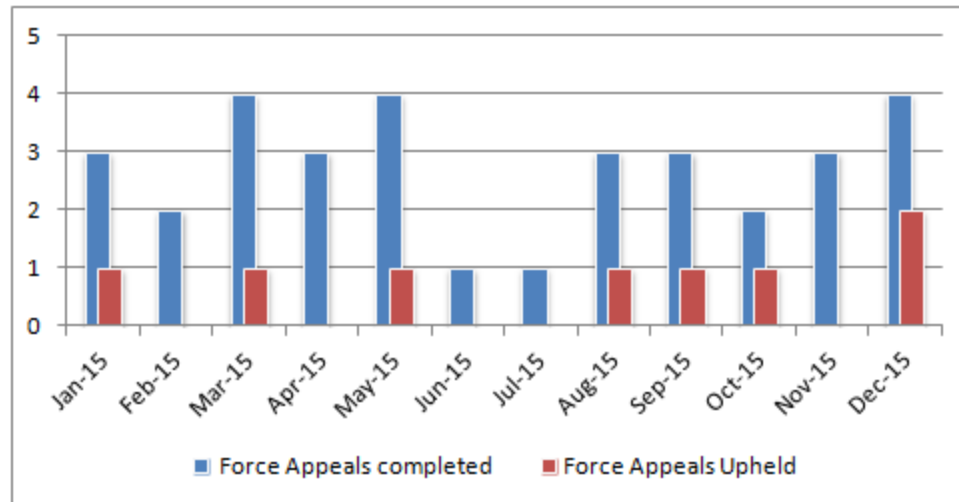
Average number of days to record a complaint

Percentage of complaint appeals upheld	Q1 29 per cent (1 out of 8 appeals)	Q2 29 per cent (2 out of 7 appeals)	Q3 33 per cent (3 out of 9 appeals)	
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157. 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.

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



Force appeals completed and Force appeals upheld

159. In the last 12 months, there have been 582 complaints recorded. 33 complaints resulted in an appeal and, of those 33 complaints, only eight were upheld (24 per cent).

160. For quarter three, three of the nine completed appeals were upheld. This is a low proportion in relation to the total number of complaints recorded and does not raise any cause for concern.

Focus on particular Police and Crime Plan objective

Introduction

This section of the report provides a more focused overview of a particular priority within the plan. Rather than attempting to review the whole plan in detail, this approach is more appropriate to enable effective conversations and scrutiny within the time limits provided of the Police and Crime Panel meeting. The 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 also include a section where these things can be raised by me if appropriate.

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

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

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.

Putting victims and witnesses at the heart of everything we do

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

There are three objectives within this priority:

- Ensuring high quality services to help victims of crime and anti-social behaviour
- Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system
- The Chief Constable will be held to account to ensure that the police listen to, support and protect victims

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

Context

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

There has been substantial change in the area of victim services with PCC's taking over responsibility for commissioning from the Ministry of Justice in April 2015. Services have been developing locally as improved information and understanding of the needs of victims is identified. At the same time the establishment of the Victims code of practice and EU legislation has provided a framework for the quality of services victims should receive for the first time.

During the same period Citizens Advice Bureau became the new national providers of services for witnesses in court.

Future changes include the continued development of victims services and ensuring there is sufficient specialist support, the MOJ announcement of the closure of Chippenham Court and the budgetary pressures on the criminal justice service.

Objective one

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

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

Horizon was launched in March 2015. All victims of crime are contacted and made aware of services available to them. Any victim identified as entitled to enhanced services under the Victim Code of Practice 2015 (VCOP) is phoned by a Horizon officer who becomes their single point of contact on their journey through the criminal justice system. Horizon works alongside officers to update victims, and supports victims and witnesses as cases come to court. By 8 February 2016 Horizon had supported 2,000 vulnerable victims.

The Horizon service is beginning to assess if it can expand its support beyond victims who receive the enhanced service to other vulnerable groups and crime types. Horizon would ensure that any growth for this relatively new service does not impact on the positive support already provided.

3.02 Commissioning additional services to provide practical and emotional support for victims who require help to deal with the impact of crime

I have commissioned the organisation Victim Support to provide practical and emotional support to victims of crime and ASB, except victims of sexual and domestic abuse. This provides further support to those victims who are identified as vulnerable or who request help after initial contact and support from Horizon. As this pathway continues to develop I will continue to assess if this is meeting the needs of victims and providing the right level of support and the right level of capacity.

I have allocated additional resource to the Wiltshire SARC (sexual assault referral centre) to support victims of sexual abuse, and have jointly commissioned services with Wiltshire Council to support victims of domestic abuse. In Swindon I have provided additional resources to support victims of domestic abuse within health settings in partnership with Wiltshire Council.

3.03 Analysing victim experiences to help improve services and provide

innovative schemes which will reduce repeat victimisation and the impact of crime

I have listened to personal testimony from victims of domestic abuse on their experience of the criminal justice system. There has also been some work carried out to assess victim feedback from pre-Horizon and post-Horizon victims which shows a positive response.

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

Citizens Advice witness care staff work closely with Horizon to support witnesses. They are available to do pre-trial visits so witnesses feel more comfortable with facilities and arrangements when they come to trial. They can also support witnesses whilst at court and help out with special measures if required. This is now embedding following Citizens Advice becoming the provider of this service nationally.

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

We work closely with Wiltshire Council and have this year jointly commissioned services to support victims at high risk of further harm from domestic abuse. This service is now delivered by SPLITZ Support Service which we also jointly fund to provide an 'outreach' service to standard and medium risk victims.

In Swindon we have supported two additional independent domestic violence advisor (IDVA) posts based in health settings to support victims of domestic abuse. We are working closely with the borough council to support the re-commissioning of all DA services in Swindon from April 2017.

We continue to provide funding towards the delivery of the Wiltshire SARC services alongside health partners, and have funded an additional independent sexual violence advisor (ISVA) post to support victims.

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

We have provided additional support to victims of lesbian, gay, bisexual and transgender (LGBT) related hate crime across Wiltshire and Swindon. We are continuing to work alongside the Police and other partners to identify other groups where support may be lacking for victims of hate related offences.

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

THIS ACTION HAS BEEN COMPLETED.

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

Objective two

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

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

The code of practice for victims of crime was updated in 2015 and sets out best practice and service levels victims should receive. Horizon works alongside officers to ensure that the police meet their requirements under the victims' code and help them to cope and recover. Victims are made aware of their right to review and we support the delivery of the Witness Charter.

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

Since Autumn 2015, the Chief Constable has been chairing the WCJB chair and has been working to establish a collective vision for criminal justice and recognition of the impacts and challenges of the criminal justice system.

An away day was planned in February 2016 for the board to develop strategy, priorities and activities. As part of this and further development a performance framework is being developed for the WCJB by Wiltshire Police. This framework aims to work across organisations and agree shared measures to assist in developing the collective ownership and support of performance by the WCJB.

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

witnesses and defendants

There are three general areas of activity to improve the experience of victims and witnesses.

Horizon Victim and Witness Care continues to settle and develop, with staff becoming more confident in their new ways of working and delivering an enhanced level of service for victims and witnesses. We need to see how that progresses over the coming months.

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

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

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

A video link facility has been set up on the upper floor of the sexual offences referral centre (SARC) building on the Gablecross site. Horizon works with the witness service to ensure special measures are delivered to victims and witnesses if they are required.

Following the decision by the Ministry of Justice to close Chippenham Court and retain and develop Swindon there will be opportunities to improve facilities and to influence any further development.

Objective three

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

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

Horizon service provide a large amount of contact for VCOP victims (see above). In addition to this and for all suitable crime times, the 'Track My Crime' project is being developed. This is a secure online system, hosted on police.uk, which allows victims of crime to receive updates from the police on the investigation of their case. The system allows victims to receive electronic updates at a time which is convenient for them. It also allows for two-way communication between officers and victims via a messaging facility, on the system. There are options available for the use of SMS text messages to be sent to victims via Track My Crime to provide updates. The Ministry of Justice (MoJ) will provide funding for 3,750 messages, with additional messages paid for through Force/PCC budgets at 4p per message.

At the moment, the business case has been signed off, and the implementation is dependent on an upgrade of another internal system to link to Track My Crime. The anticipated timescale for delivery is summer 2016.

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

Vulnerable victim suites are an important way for vulnerable victims to feel safe and comfortable in giving evidence via video. Currently there are three suites across the county which are fit for purpose and in line with current guidelines. Due to the changes in police estate in the Salisbury area, the reducing lifespan and potential refurbishment of the suite in Salisbury, and the wider implications of the new Community Policing model, a review of the Force-wide estate provision for vulnerable victims needs to be carried out. Analytical work is currently being done to understand historic and likely future demand due to the increasing volume of crimes which may involve vulnerable victims. This work will inform the business case due in the next few months.



Securing high quality, efficient and trusted services

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

There are four objectives within this priority:

- Delivering a high quality police service that is accessible to communities
- Delivering a police service that is highly efficient and embraces innovation and technology.
- Work with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system
- Have a police service that is trusted, professional and respectful to the public

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

Context

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

The policing environment continues to change and reform and modernisation is fundamental to delivery of the police and crime plan. Opportunities to collaborate continue to be explored as well as maximising the benefits of existing collaborations with both other police forces and local authorities.

HMIC inspections have identified the positive the cultural and ethical behaviours framework in which Wiltshire Police and the track record of delivering financial savings has been good.

This priority continues to be critical and whilst the Autumn statement means the pressure to deliver substantial savings quickly is reduced I see this as providing more time to make improvements to make Wiltshire Police even more efficient and effective.

Objective one

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

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

Calls to the police are assessed against Home Office standards, potentially placing this area of business outside of the ethos generated by the performance culture review. Emergency calls to 999 must be answered within ten seconds and non-emergency calls to 101 should be answered within 30 seconds.

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

Further information on calls being answered and being responded to effectively can be found within the performance section.

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

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

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

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

- Teamworking
- Professionalism
- People first

- Honesty and integrity
- Personal responsibility

Alongside these values and behaviours, the Force implemented a people strategy which provided the framework for delivering far-reaching change in the way the Force leads, develops and manages all colleagues.

In order to ensure the values are more than just a set of words on a wall, they have been embedded into all aspects of people leadership, for example into annual appraisals and decision making – alongside the National Decision Making Model, leadership programmes and professional standards cases.

Following an inspection in late 2015 by Her Majesty's Inspectorate of Constabulary (HMIC), the inspection team noted:

“Following our inspection, we found the chief constable and chief officer team in Wiltshire Police promoted a culture of professionalism and ethical behaviour and there was an established force ethics board which contributed to leadership development, training, and informing policies and practices. We found some innovative approaches to leadership in the force.

“The force had good processes for understanding and managing the wellbeing of its workforce and it had developed a values based appraisal system and more transparent procedures for promotion and selection.”

There are many activities which the Force conducts to continue embedding the values and behaviours, which include leadership development training for first and second line supervisors, values based personal appraisals, Chief Constable leadership events, and staff surveys.

Diversity in the workplace is really important and is a key priority within the Force's people strategy for the next 12 months. The Chief Constable is leading this initiative and I have supplied additional funds to support an external company to carry out benchmarking within the Force. Progress on this initiative will be provided to the panel in due course.

Objective two

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

4.04 Achieve a minimum rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in its Police Effectiveness, Efficiency and Legitimacy (PEEL) programme

All assessments have now been published after the first full year of inspections under the new PEEL framework. This has been explained in previous reports, and all reports can be seen on the HMIC website.

The Force has received overall gradings of “good” from these publications which meets my requirements.

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

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

The five year medium term financial strategy was taken to the panel on 16 January 2016, which provides the update for this activity.

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

The pilot for Community Policing commenced on 14th September 2015. The pilot team and the officers and staff who were took part in the pilot gave their feedback and views throughout the pilot period, and a recent evaluation has shown that generally the pilot was well received.

The decision has therefore been made to consult with officers and staff across the rest of the force area on any potential changes to roles and shift patterns, gain wider views

and feedback on the proposed model, and scope what a full roll-out across the county could look like. This wider feedback will be shared with the Office of the Police and Crime Commissioner and the Senior Command Team at a meeting scheduled for 17 May.

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

This activity is updated at every Police and Crime Panel and so, to save duplication, no formal update will be provided here. Updates are available through the minutes of previous meetings.

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

Front counters have been co-located in Monkton Park (Chippenham) and Bourne Hill (Salisbury), offering both council and police services to the public.

Front counter co-location for Swindon Borough Council (Wat Tyler House) went live on 30 November 2015 and is subject to a six month pilot.

Further opportunities to co-locate the front counter in County Hall (Trowbridge) are being scoped in line with the estates strategy.

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

In the spring of 2015, a review took place to establish how many custody units Wiltshire Police should have, and to identify the best location for these suites to be. In July 2015, the lead for this project, Temporary Assistant Chief Constable Paul Mills, and I presented the findings of the review and consulted with internal staff, the media, and the local courts in Salisbury. The conclusion of this work established that the county required two units to deal with demand, and that the units would be best positioned in Swindon and Warminster. Therefore, this activity is complete.

Currently, staff engagement has taken place to develop an outline specification for the building and identify which teams could benefit from working in the new unit in

Warminster. The Force is continuing to look at how we can collaborate with partners, including Wiltshire Council, Dorset and Wiltshire Fire and Rescue and South Western Ambulance Service, looking at opportunities for working in shared accommodation. A land agent has been appointed and we have been discussing options with Warminster Town Council, Warminster and Villages Community Partnership and Wiltshire Council.

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

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

Within Trowbridge, there is co-location in the form of the multi-agency safeguarding hub. Further opportunities are being explored with all partners through the One Public Estate Board in Wiltshire which brings together local public bodies to consider the public estate collectively.

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

My office and Wiltshire Police are committed to co-locating in Wiltshire's campuses as far as possible and this is reflected in our estates strategy. This will be a long-term activity due to the time needed to plan, design and build the campuses. Our experience with the Corsham campuses, and other shared facilities, has shown how effective such working can be.

A shared facility within Tisbury is progressing, with the new council health and well-being centre being chosen as the site. It is anticipated that the police will be able to move in during autumn 2016. This location will provide a police presence during leisure centre hours, a front counter signposting service, and a private interview room. The ability to share accommodation in this way improves the service to the public, and also makes policing and other public services more efficient.

The Melksham campus is delayed due to a redesign, and is likely to be a ready in 2018.

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

It is essential that the storage of digital evidence captured meets national guidelines for data retention and integrity. Wiltshire Police was included in the innovation fund bid submitted by Avon and Somerset Constabulary to the Home Office to provide a regional digital evidence management system to meet the needs of data maintenance. The bid was also designed to make best use of technology within policing, such as smartphones and body-worn cameras.

This is a highly complex project and involves many stakeholders discussing regional connectivity. The requirements for a digital evidence management solution are currently being considered and overseen by the South West Regional Collaboration Programme.

Due to development delays and desire for alignment across the region it is highly unlikely that this will be delivered by April 2016.

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

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

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

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

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

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

Initial conversations are taking place within the strategic alliance, to develop a joint approach to bringing in technical improvements on the basis of doing it once and doing it right.

Broad principles are being established for the ways in which the strategic alliance will deliver its services through a range of contact channels that provide better value for money, are more accessible and are designed with the citizen in mind.

The priorities within the channel strategy are:

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

The aims of the channel strategy are to:

- Ensure best value for money in the delivery of services
- Better understand customer needs and wants
- Maximise effectiveness and efficiencies in service delivery
- Maintain public confidence and manage expectations
- Influence customer behaviour to encourage use of specific channels
- Understand the true cost of each service transaction by channel

Objective three

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

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

During February 2014, Wiltshire Police started prosecuting at the county's designated police-led prosecution court, Salisbury Magistrates Court, for low-level summary traffic-related offences where a guilty plea had been submitted to the Crown, or a conviction on proof of absence.

These courts are fortnightly and the day's business is in the region of 90 cases with cost applications of £85 for each case. The successful conviction rate is in excess of 90 per cent with very few cases being withdrawn.

In May 2015 the Home Secretary announced that the Government intended to make greater use of the police-led prosecution scheme, by widening the offences available for police prosecutors.

Implementation planning teams are in place and it is anticipated that the go-live date will be April 2016, with the process now being managed by a single magistrate and legal advisor, removing the need for a prosecutor within the single justice process.

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

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

Objective four

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

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

The draft Police Reform Bill has now entered the parliamentary process. The transfer of complaints powers to PCCs is included within this bill. The OPCC is monitoring the progress of this Bill and will be exploring the options to enable the PCC to make a decision once royal assent is received.

4.18 Providing an independent appeals process for complainants

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

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

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

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

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

In January 2016 the OPCC completed the recruitment of a new cohort of ICVs to maintain ongoing resilience.

Raising awareness of significant topics

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

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

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

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

Recorded crime figures

There is extensive analysis within this report about the continued increase in recorded crime but due to the importance of this exception I felt it important to highlight the issue.

Recorded crime within Wiltshire has increased by 8.8%. This equates to 2,830 crimes with a total of 34,959 recorded. The main volume driver behind the increase is violence against the person (VAP) which represents an increase of 1,841 crimes. This is explained by improved recording practices following the HMIC crime data integrity inspection, the results of which are reflected in the national research commissioned by Chief Constable Habgood.

This research included sexual offences which are also increasing locally and nationally but not to a degree where it is having significant impact on total crime volumes.

To assure myself that this is the case I examine other indicators of crime particularly during a period of crime recording practice and culture changes. In addition to recorded crime I consider Home Office crime recording compliance levels, calls and demands on police services, national comparators and the British Crime Survey.

I am reassured by the extensive work in this area that we are recording crimes correctly and we are witnessing an adjustment with the recording of crime figures. Home Office crime recording compliance is good and improving. Whilst seeing a rise in recorded crime there is a substantial fall in ASB incidents reported. This could explain the recorded crime increases in VAP which historically would have been recorded as ‘ASB’ as part of perverse performance cultures.



There is no increase in the calls and demand for police services, which continues to be static. Wiltshire recorded crime increases are in line with national levels and British Crime Survey has seen crime.

There are specific fluctuations in local areas such as shoplifting. These are being managed through the intelligence and tasking procedures within local teams.

Response rates

This is also covered in great depth within the performance section above. There has been declining performance in this area for six months and this has triggered significant analytical work to understand what is causing this decline. This has been supplemented with extensive focus groups with all relevant staff to understand the challenges in more depth. An improvement plan to address performance in this area has been developed and is being implemented. I have asked the chief constable for a detailed report into how response rates will improve and will be monitoring this at the Commissioner's Monitoring Board.

PEEL – Effectiveness

This report is one of the strands under the HMIC's PEEL national inspection framework by which Her Majesty's Inspectorate of Constabulary (HMIC) examines police effectiveness, efficiency and legitimacy.

Wiltshire Police has been awarded a 'good' rating for effectiveness by HMIC for the way in which it keeps people safe and reduces crime. Inspectors praised Wiltshire Police for "demonstrating a strong commitment to reducing crime and anti-social behaviour, protecting the vulnerable and reducing offending".

In the report HMIC has acknowledged the consistency of the Force, which also received a good rating in the 2014 HMIC crime inspection.

HMIC says "in terms of preventing crime, the Force operates effectively; standards of investigation are generally high; and the skills of the officers are well matched to the cases they investigate."

There is still work to improve understanding by the Force on how they understand and respond to missing children. This was reported as part of the specific HMIC inspection of vulnerability in December 2015.



Protecting vulnerable children and adults is one of the top priorities in my Police and Crime Plan which is why I invited Her Majesty's Chief Inspector of Constabulary Sir Tom Winsor to Wiltshire to discuss vulnerability last November. I was considering commissioning an additional inspection into vulnerability, but Sir Tom, in our meeting, reassured me about the thoroughness of the HMIC inspection regime. HMIC will continue a robust assessment of all forces in this crucial area of work, including our own.

Significant improvements have been made to address these areas to improve how vulnerable people are supported; which includes response to missing children. Action has been taken which includes updates to technological systems and training for staff and officers, right through from those who take the initial 999 call, to the officers on the frontline.

Work is ongoing to improve partnership information sharing and in particular intelligence gained from missing children as part of the requirement for local authorities to conduct return home interviews. In 2015/16 I commissioned additional support and capacity in this area and, working with both Wiltshire and Swindon, we are developing further improvements.

PEEL – Legitimacy

HMIC graded Wiltshire Police “good” for the way it treats the public under the legitimacy strand of PEEL.

It carried out a thorough review of the culture within Wiltshire Police under what it calls the legitimacy strand of its PEEL inspections. HMIC says it considers a force to be legitimate if it has the consent of the public, and if those working in the force consistently behave in a way that is fair, ethical and within the law. The force must also generate the trust and co-operation of the public.

Inspectors found “the chief constable and chief officer team in Wiltshire Police promoted a culture of professionalism and ethical behaviour”. The report also noted some “innovative approaches to leadership”. The inspectors said the Force had implemented a plan that set out how officers and staff should interact with the public, and that the Force and my office consulted with the public to understand the views of local communities.

As PCC I believe that the HMIC has correctly identified that officers and staff who feel they are treated fairly and with respect by the Force are more likely to treat the public

fairly and with respect. I was pleased that the inspectors found that the Force had good processes for understanding and managing the wellbeing of the workforce and that it engages well with the communities it serves.

The area of concern and immediate improvement is the lack of compliance with the best practice for “stop and search”. Along with 12 other forces that require improvement Wiltshire has been removed from the best use of stop and search scheme until compliance has been reached. Since the draft HMIC report was produced immediate action has taken place with a detailed action plan to address the areas for improvement. Whilst the use of stop and search is low in Wiltshire, it is critical that the process is transparent, non-discriminatory and open to scrutiny. These improvements have included establishing an independent stop and search scrutiny panel to review, supervise, and hear complaints about stop and search. This panel has recently held its first meeting and I look forward to meeting the panel to discuss its important work.

The Chief Constable has said the full implementation of an action plan on ‘stop and search’ is an urgent priority and I will asking for bi-weekly progress on its implementation.

Overall, this is an overwhelmingly positive report from HMIC and I think it speaks volumes for the leadership of the Force by the Chief Constable and his senior team.

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

Future inspections

HMIC announced they will conduct unannounced inspections on crime recording compliance to ensure that forces are recording crimes as required. The inspection will test:

- how well the Home Office counting rules are applied and an audit will be completed using the same methodology as in 2014
- assess the extent to which recommendations in HMIC’s 2014 crime-recording inspection have been implemented, involving the completion of a self-assessment template by the Force, giving detail of the progress made against these recommendations
- a period of in-force inspection fieldwork
- HMIC’s methodology will also include a representative survey of officers and staff to gauge attitudes towards crime recording – results from which will be used to inform further lines of enquiry during fieldwork.



Over the last year the performance culture changes have placed Wiltshire Police in a very good position. Home Office crime compliance is included within my police and crime plan and is good and continues to improve.

PCC Elections 2016

There will be Police and Crime Commissioner elections on May 5 2016. To ensure that all statutory obligations are met, the chief executive has established an election group to put arrangements in place to support prospective candidates. Stephen Taylor of Swindon Borough Council will be the Policing Area Returning Officer.

The next meeting of this panel will be attended by the newly elected PCC

Appendix A

