Office of the Police and Crime and Commissioner for Wiltshire and Swindon

Quarter Three 2014/15 (1st April to 31st December 2014)

For Police and Crime Panel meeting 5th March 2015

Introduction by Commissioner Angus Macpherson

As per previous reports, this paper provides Members with an update on the current performance of Wiltshire Constabulary. The emphasis of this report is different, however, and will provide Members with a view of how I, in my role of Police and Crime Commissioner, believe the Force is performing.

The Panel will be aware of the performance culture review which has taken place in Force and that I am working closely with the Panel's Performance Review Working Group to consider how this will impact upon future reports to the Panel. This will be reported on by the Working Group at this meeting in more detail.

Members will begin to see some changes in this report and that it has more of a narrative style. Although the reporting is still in line with my key priorities, I have moved away from the red, amber, green status (otherwise known as RAG status). The report will include data where it is relevant to do so but details of the activities that are taking place or planned are also provide, which allows for a more rounded approach to the performance review.

My key priorites remain as:

- Reducing crime and anti-social behaviour
- Protecting the most vulnerable in society
- Putting victims and witnesses first
- Reducing offending and re-offending
- Driving up standards of customer service
- Ensuring unfailing and timely response to calls for help
- Unlocking the resources to deliver (the priorities)

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

Police and Crime Plan – how I assess the Constabulary's performance

1. I use the measures set out in the Police and Crime Plan to assess the progress on each priority.

2. The way in which I assess the Force's performance and the Police and Crime Panel assess my performance continues to be an area of focus. This reporting process and management of performance is being developed within a working group consisting of members of the Police and Crime Panel, members from my office, and members of the Constabulary.

3. The agreed terms of reference of this group are:

    *   To monitor implementation of the Police's performance culture review on the Police and Crime Panel's behalf, reporting back to the Panel as appropriate.

    *   To provide constructive input on the Police performance culture review to the Police and Crime Commissioner as appropriate.

    *   To work with the Police and Crime Commissioner to agree a performance reporting mechanism that enables the Panel to effectively monitor delivery of the Police and Crime Plan. This mechanism should emphasise contributing to a culture of achieving positive outcomes, rather than a culture of perverse incentives.

4. There have been a number of sessions conducted already and it is pleasing to see progress being made to bring the performance framework up to a more modern way of thinking. I would like to thank the Panel members on this group for their commitment and input to this working group.

5. This piece of work, conducted independently by the Constabulary, had set out to ensure officers were operating ethically and with the best interests of the people of Wiltshire and Swindon at the forefront of their minds.

6. I have been kept informed about the progress of the review (from a tactical and strategic level) and am satisfied that the Constabulary is improving the assessment of performance in a scientific and ethical way. Senior management within the Force understand the negative impact of a perverse performance culture. The Chief Constable and his team will be helped in this by the College of Policing's recent publication of the first Code of Ethics for police officers and staff.

7. The current review into performance culture will mean that my performance report to the public and the Panel will have a different look to it. The work on this will begin shortly with the new style of reporting taking effect as from 1 April 2015.

8. In an attempt to adapt the report to be as effective as possible, I have removed all reference to colours. All thresholds that were initially used will continue to be included within the report in the meantime, to maintain some consistency with previous reporting periods.

Her Majesty's Inspectorate of Constabulary (HMIC)

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

10. HMIC has statutory powers to inspect and report on the efficiency and effectiveness of police forces, as set out in the Police Act 1996. A schedule of regular annual inspections is published and includes assessments, such as PEEL (Police Efficiency, Effectiveness and Legitimacy) and other focused areas of policing which, through consultation, have been identified as potentially being of concern.

11. HMIC can also be commissioned by the Home Secretary, and local policing bodies (Police and Crime Commissioners, the Mayor's Office for Policing and Crime) to inspect any, or all, police forces on a particular subject.

12. The public want the police to succeed in their mission to keep people safe and secure. It is in the public interest that the quality of policing keeps improving. By providing accessible information on the performance of forces, HMIC allow the public, and peers, to see how each force is doing.

13. Within the third quarter of this financial year, two publications by the HMIC have generally shown Wiltshire in a positive light. The first is the inspection on 'Police Integrity and Corruption', and secondly the results from the inaugural 'PEEL' inspection. Within PEEL, Wiltshire achieved a grading of 'Good' for all three strands of Effectiveness, Efficiency and Legitimacy.

14. I published the following statement on receipt of these inspection results:

"I welcome the positive assessments of the Constabulary in the two reports from HMIC.

"There is ample praise for the Constabulary for its efforts to reduce crime and prevent offending; for its investigations, its commitment to protect those most at risk; and its efforts to tackle anti-social behaviour.

"I am pleased that the inspectors noted the commitment to a culture of professionalism and ethical behaviour.

"It is good that HMIC recognises the effective governance measures which I have established.

"The HMIC speaks of a 'strong and effective relationship' between the constabulary and my office in overseeing misconduct and integrity matters. It notes the scrutiny by my office takes in the prevention of corruption, misconduct complaints and unprofessional behaviour.

"In my view anyone reading these reports will be reassured that Wiltshire Constabulary has a strong workforce, good management and good local governance.

"Our constabulary costs the people of Wiltshire and Swindon less per head of population than almost any other police force. To consistently perform at the level of the very best, with such a low cost base, is highly creditable."

15. Wiltshire Police was one of only 24 forces identified as good at investigating crime in this first national PEEL assessment. Additionally the report into police integrity recognises Wiltshire Police's recent introduction of a People Intelligence Board, which focuses on conduct and integrity issues. It also found that staff are confident in reporting wrongdoing either to supervisors or using other methods and are aware of the need to challenge unprofessional behaviour, with additional guidance for staff being raised as a suggestion by HMIC. All inspections and identified areas for improvement through the inspections are managed locally with clear owners and specific plans in place. They are reported through the Force's Strategic Improvement Board of which I am a member.

16. There are a number of inspections on the horizon for the Constabulary, including Protecting Vulnerable People, Missing and Absent Children, Child Protection, Strategic Policing Requirement, and the Efficiency strand of the next 'PEEL' inspection.

17. All reports into inspections completed by the HMIC are made public and are available through their website (www.justiceinspectorates.gov.uk/hmic).

Police and Crime Commissioner (PCC) Priority Scorecard 2014/15

18. During this transition period to a new reporting style, I will continue to use the scorecard and measures previously developed which attempt to cover all the elements of the Police and Crime Plan which can be measured. This was developed at the beginning of the last financial year and 2014/15 is the second year of its implementation.

19. The table below at Figure 1 shows the final position on the Force's performance for the third quarter of 2014/15.

PCC PRIORITY SCORECARD 2014/15

Reducing crime and ASB

Measure		YTD	Threshold
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	24256	24690
	ASB	17117	18719
People feeling safe during the day		94.8%	93.3%
People feeling safe during the night		60.4%	58.4%
To make watch schemes fundamental to intelligence gathering and crime prevention in communities		Will be reported on in future report	
Volunteering numbers taking part in various watch schemes		6945	6840
Number of Specials		172	235
Average hours contributed by Specials per month		9	16
% of people thinking that young people hanging around is a key issue		16.2%	16.0%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-16.6%	-12.50%
	Organised crime group impact assessment	-15.5%	-12.50%
% of people saying that ASB is a concern in their local area		29.4%	33.4%

Protecting the most vulnerable in society

Measure		YTD	Threshold
To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reduce serious harm crime	841	546

Driving up standards of customer service

Measure	YTD	Threshold
Number of allegations of incivility, impoliteness and intolerance	17.70%	17.00%
Victim satisfaction	90.1%	86.7%
Number of days to finalise a locally resolved complaint	66	54
Prosecutions that fail due to quality of police input Crown Court	12.5%	10.0%
Prosecutions that fail due to quality of police input Magistrates Court	22.0%	17.5%
Data quality	0.96%	0.90%

Putting victims and witnesses first

Measure	YTD	Threshold
To make criminal justice processes shorter Number of days from report to disposal	49	44
Satisfaction with follow up	84.3%	84.4%
Satisfaction with investigation	82.4%	82.1%
Resolved rate	26.9%	32.5%
Victims referred to Victim Support	89.4%	80.0%
Victims satisfied with Victim Support	99%	95.0%
Proportion of cases dealt with out of court	39.9%	48.8%

Reducing offending and re-offending

Measure	YTD	Threshold
Tackle irresponsible licensed premises	2816	4209
Reduce Re-offending	25.1%	29.1%
Re-offending rate of SWITCH Cohort	34.8%	35.4%

Ensuring unfailing and timely response to calls for assistance

Measure	YTD	Threshold
Immediate response rate	93.9%	90%
999 calls answered within 10 seconds	89.2%	90.0%
101 to report crime - calls answered within 30 seconds	76.9%	75.0%

Unlocking the resources to deliver

Measure	YTD	Threshold
Public satisfaction with police visibility	59.4%	62%
Number of police officers	1031	1020
Number of PCSOs	121	138

Figure 1: PCC Priority Scorecard April 2014 – December 2014

20. Overall, I assess the Force as performing well in most key areas and improving in areas which require attention.

In promoting my intention to increase the policing element of the Council Tax by £3.06 for a Band D property, I cited our HMIC Mrs Sharpling. I do so again:

In terms of effectiveness in general, the force is *good* at reducing crime and preventing offending; *good* at investigating offending; *good* at tackling anti-social behaviour; and the efficiency with which the force carries out its responsibilities is *good*.

I stand by this assessment, which should be considered in the context of resourcing. Of the forty-three forces in England and Wales, only two forces receives less gross income per head of population than Wiltshire Constabulary.

This report highlights the exceptional areas of performance within the scorecard.

Reducing Crime and Anti-Social Behaviour (ASB)

Reducing crime and ASB			
Measure		YTD	Threshold
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	24256	24690
	ASB	17117	18719
People feeling safe during the day		94.8%	93.3%
People feeling safe during the night		60.4%	58.4%
To make watch schemes fundamental to intelligence gathering and crime prevention in communities		Will be reported on in future report	
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Number of Specials		172	235
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% of people thinking that young people hanging around is a key issue		16.2%	16.0%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-16.6%	-12.50%
	Organised crime group impact assessment	-15.5%	-12.50%
% of people saying that ASB is a concern in their local area		29.4%	33.4%

Figure 2: Reducing Crime and ASB

21. The scoring for this priority for the third quarter of 2014/15 is graded as 'Good'.

22. In my plan I state that I want to see fewer than 32,000 crimes take place per year by the end of 2016/17. In the first three quarters of this financial year, 24,256 crimes were recorded which puts the Constabulary well on the way to achieving this aim by the end of this financial year. In addition, the current 'rolling' 12 month trend stands at 31,898 up to the end of December and is continually reducing.

23. Total crime within Wiltshire has continued to fall steadily over the nine months since the start of the financial year, and I am content that this measure will succeed my ambitions by the end of my term in office.

24. Wiltshire is a low crime area, as shown by the recent statistics released by the Office for National Statistics. This data was published up to September 2014, and showed Wiltshire having the fourth lowest crime rate in the country, and performing lower than any other force within the 'most similar group' of peer forces. A 'most similar group' is a group of forces put together based on similar demographics, geography, and society factors, and used to identify when forces are significantly different from each other. I regularly use this as a factor when studying the Force's performance.

25. I am able to publish data comparing other forces up to September 2014 as this is the date to which the Home Office have certified. The below graph demonstrates the continued level of reduction in crime seen in Wiltshire (black line) against the average of our most similar forces (blue line).
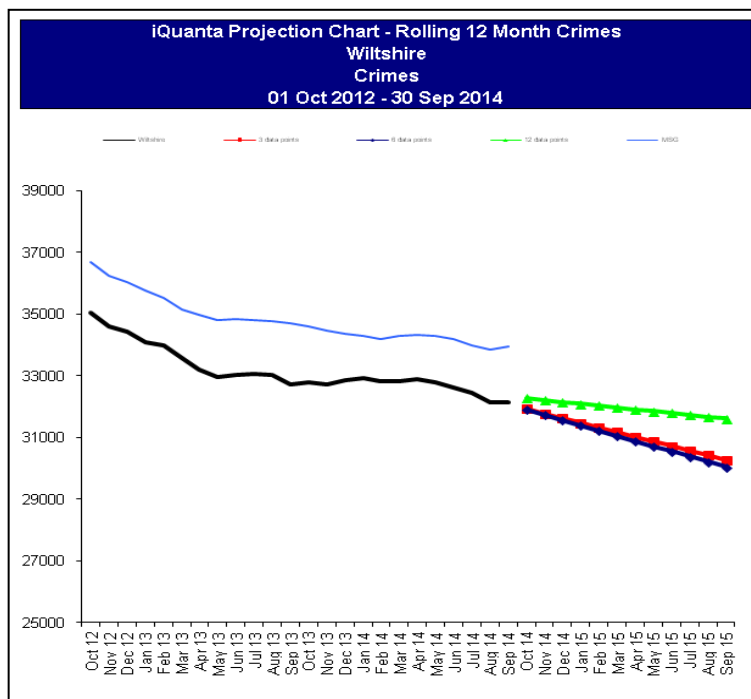

Figure 3: All crime – rolling year up to September 2014

26. Internally we continue to look at the crime reduction trends, and the following graphs give a more recent view.

All Crime - Rolling Year

Force — UCL: 33173.8 — Mean Average: 32379.8 — LCL: 31585.9 ······ Control Limits: ±2 Standard Deviations
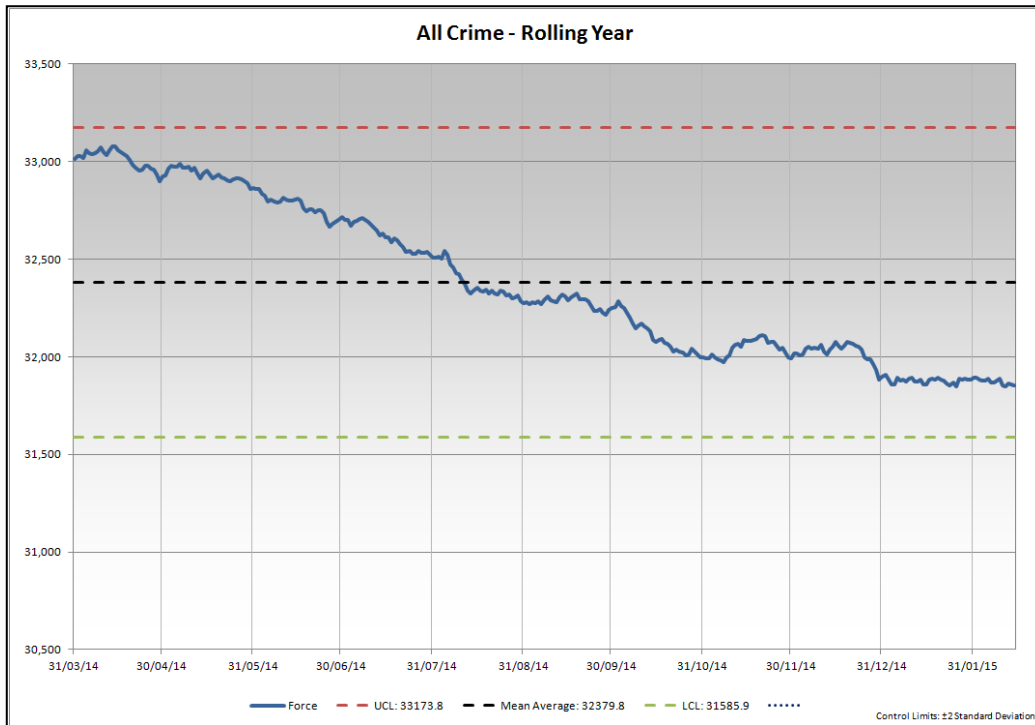
Figure 4: All crime – rolling year

27. Through my monthly oversight at the Strategic Improvement Board, I am also very interested in the accuracy of crime recording. The Force Crime Registrar has monthly meetings with the Head of Crime Standards and Justice (Supt Saunders) and the Deputy Chief Constable Mike Veale. It is clear they have strong management of this area through identification of problematic areas and subsequent action within the Force through training and awareness raising. I monitor all of the activity within this area, following the HMIC inspection on Crime and Data Integrity, through their Continuous Improvement Plan.

28. Crime in the county area as a whole is reducing well, and I continue to monitor local issues and crime trends and will not be complacent about the levels of crime. Different crime types can show varying trends which are regularly analysed within the Force and by me through my regular performance monitoring meetings with the Force.

29. Theft offences (which mainly include Dwelling Burglary, Non Dwelling Burglary, and Vehicle Crime) make up about 50 per cent of the police's recorded crime, and have shown a large reduction throughout the last year, and also strong performance compared to other forces. Reductions have been as strong as 11.9 per cent since the start of this financial year, equating to 1,547 victims of crime in six months. The graph below demonstrates the level of reduction seen within this crime group.
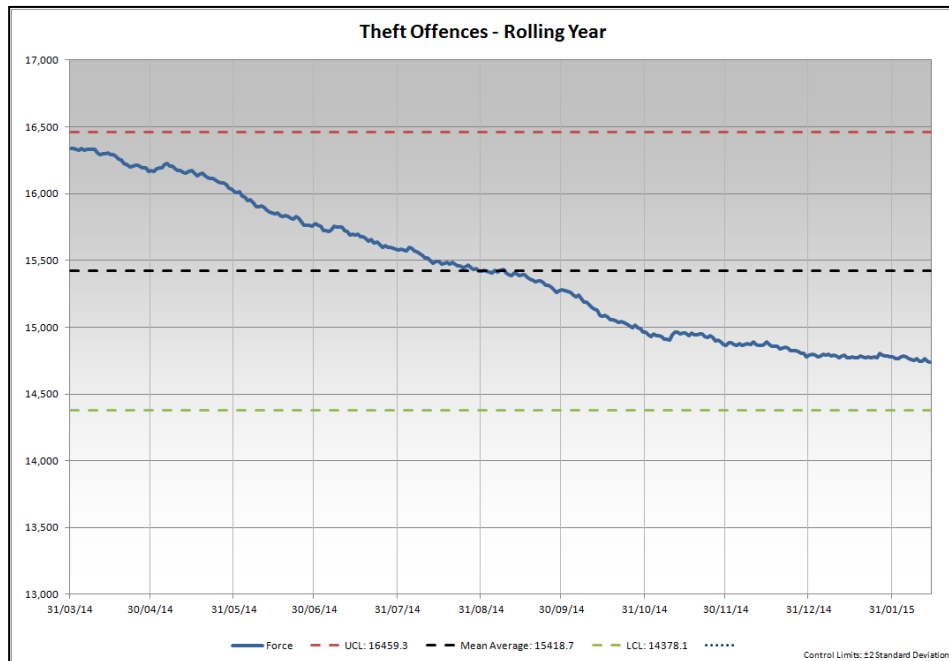
Figure 5: Theft offences – rolling year

30. Against peers, this crime group continues to see positive reductions, out-performing the average of the most similar group up to September 2014.
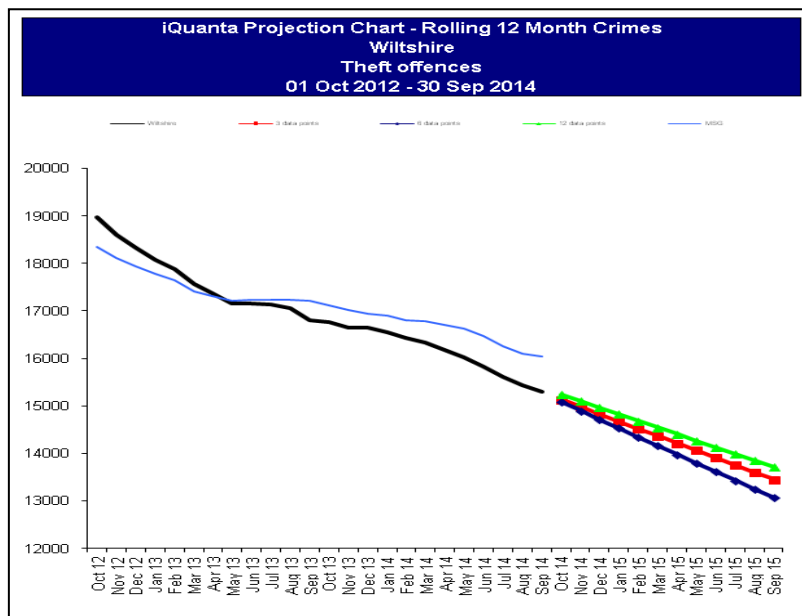

Figure 6: Theft Offences – rolling year up to September 2014

31. Within the most recent Home Office crime release reporting on the year up to September 2014, Wiltshire is positioned fourth lowest nationally for Dwelling Burglary, tenth for Vehicle Crime and 19th for Non Dwelling Burglary. All of these areas continue to show significant reductions in Wiltshire and Swindon as a whole, and I am satisfied the trends are going in the right direction.

32. Violent Crime has been an area of consistent review and analysis over the past 12 months. Trends within this crime type have been increasing within Wiltshire, and nationally, since December 2013. There has been a 15.9% increase in Violence

Against the Person up to September 2014, with Wiltshire seeing an increase of 18.1% in this time period. Wiltshire's performance is in line with the national and regional trend, where Wiltshire is positioned 18th out of 42 forces up to the most recent data of September 2014.
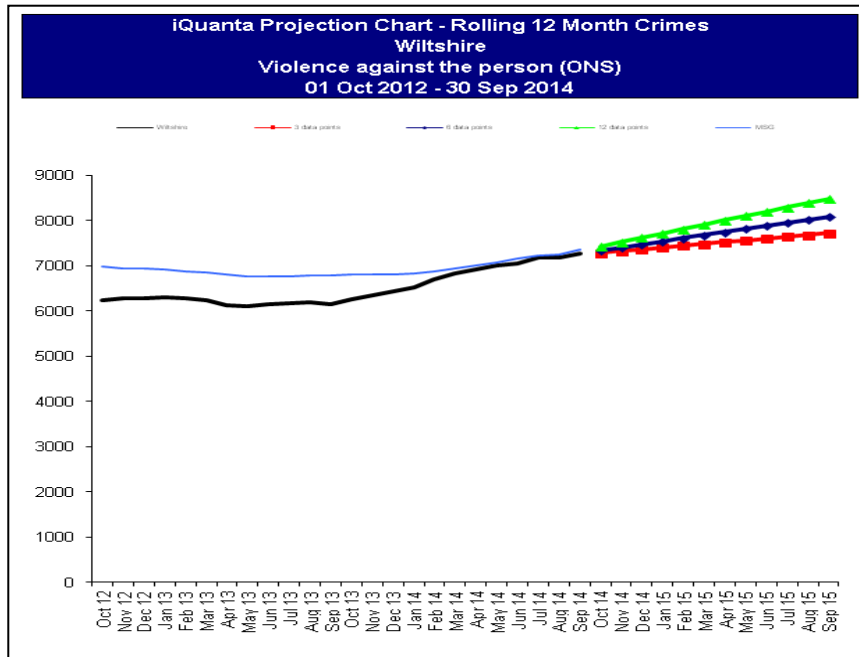

Figure 7: Violence Against the Person – rolling year up to September 2014

33. The national view on the increase in Violence remains consistent, following the national statistics watchdog saying it could no longer approve figures recorded by the police because they were unreliable. This prompted major revisions of how each force handles its figures. Internally, Wiltshire continues to review and analyse the crime groups to ensure the local findings correlate to national reports. This includes assessing locations, themes and offenders.
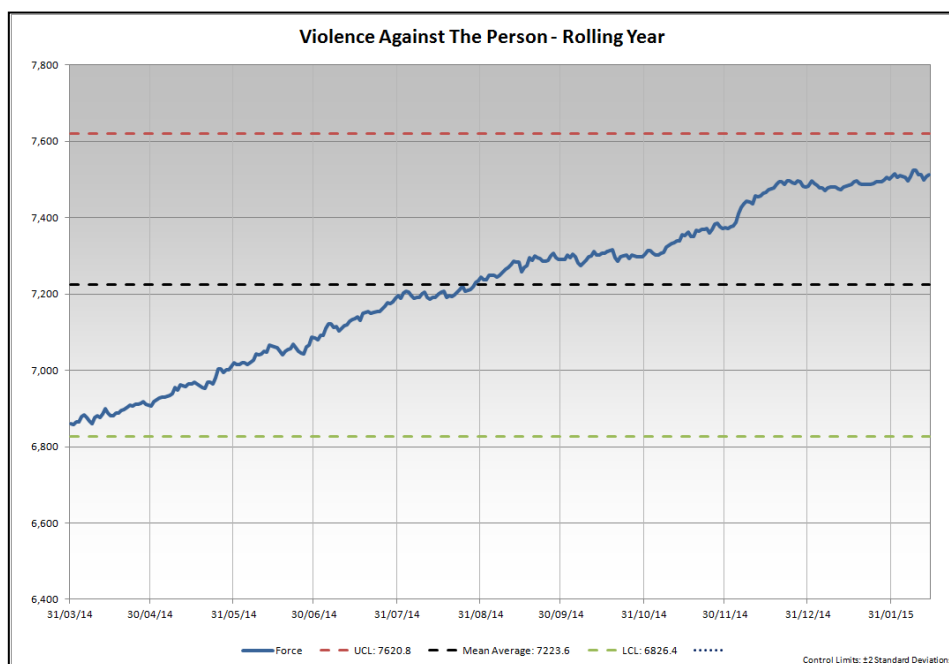

Figure 8: Violence Against the Person – rolling year

34. Violence within specific areas continues to be monitored closely and is identified and analysed at a local level. For instance, in the last quarter the level of public space violence within Swindon West was identified by the Business Intelligence Team as being above expected 'normal' levels. This was passed to the Criminal Intelligence Team who carried out some more in-depth analysis focusing on smaller locations, hot spots, themes within the offences, repeat addresses and victim/offender relationships. Issues are identified effectively and analysis is used to inform local tasking, bringing the volumes back down to normal levels.
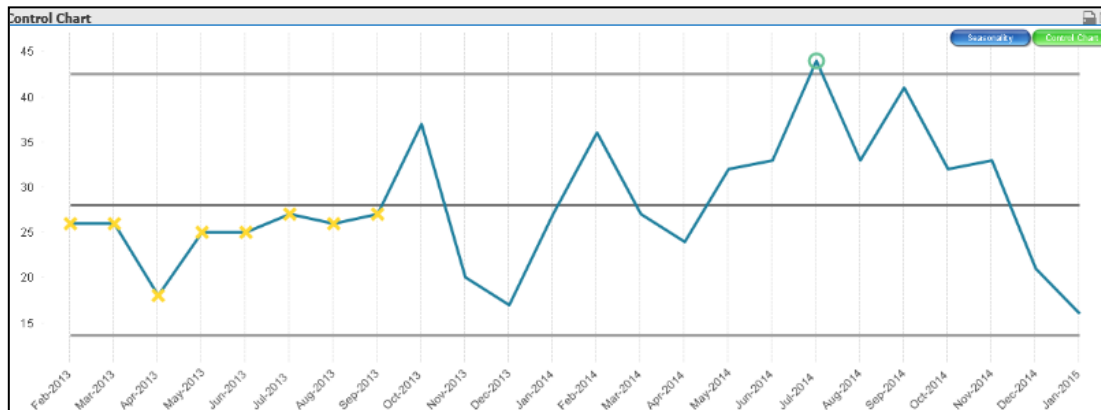
Swindon West Public Space Violence:

Figure 9: Swindon West Public Space Violence

35. An assessment of crime volume is only one of a handful of measures that can be used in determining the success of my Police and Crime Plan, which is why using a balanced scorecard is so important to get an overall view. There are some crimes where an increase in reporting may be seen as a success. Where this represents an increase in confidence of victims resulting in an early reporting to the police, it is to be welcomed.

36. As far as anti-social behaviour (ASB) is concerned, I continue to be pleased with the level of reported incidents to the Force. There has been a 4.5 per cent reduction compared to the start of the year, and a 5.2 per cent reduction compared to the same period last year. This has equated to 959 fewer incidents. The trends have stabilised since September which is indicative of the large reductions seen at the same time in the previous year.
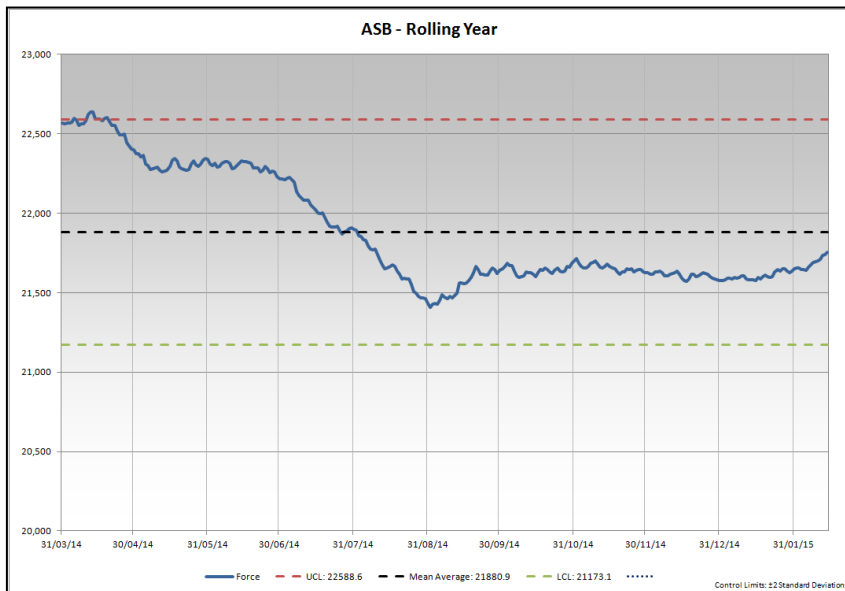
Figure 10: Anti-Social Behaviour – rolling year

Public Opinion Survey

37. My office commissions a public opinion survey twice a year. More than four thousand Wiltshire and Swindon residents complete the survey each year. I use the results to understand how policing influences people's sense of security and wellbeing.

38. Results have been analysed for the most recent wave which was conducted in late 2014. In addition to the key measures listed within this scorecard, I also view all questions put to members of the public, and take particular interest in differences between perception of crime and reality in order to test engagement in local areas.

39. Overall, there were no exceptions in the Force-level measures in the Winter 2014 results as all results fell within the expected range compared to previous surveys. Verbatim commentary, location and demographic information is now available through the new performance product aimed at sector inspectors.
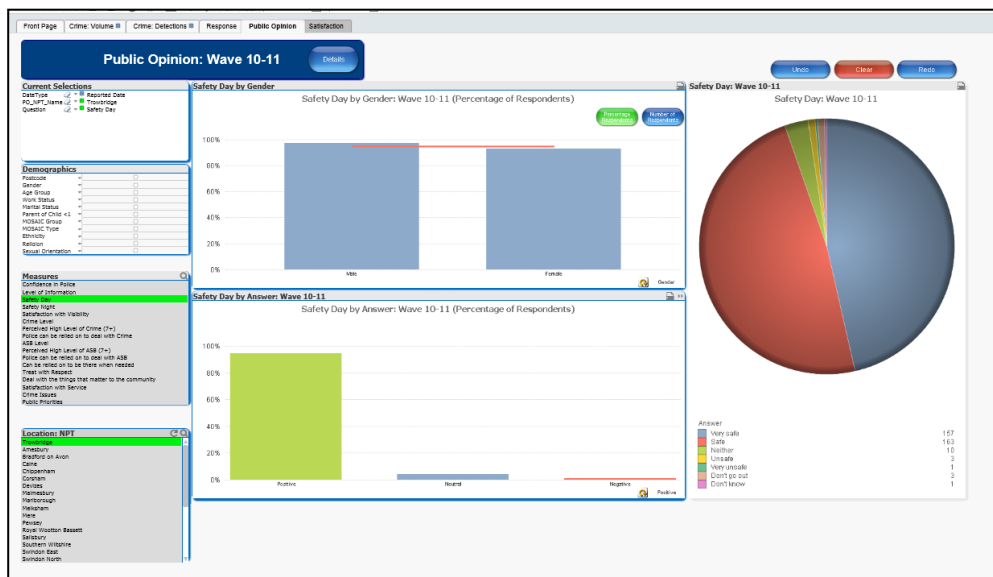

Figure 11: Public Opinion product for Sector Inspectors

40. Since the publication of the results, there has been much work conducted internally, with local information being provided to sector inspectors to inform their local plans. In addition, the results for the survey have supported communication strategies to target different locations in different ways according to their needs.

41. The majority of measures which are included within this scorecard have remained stable or have improved compared to previous surveys.

Confidence Interval	±2.2%	±2.0%	±2.1%	±2.1%	±2.1%
Survey Wave	**7**	**8**	**9**	**10**	**11**
Feel safe during the day	92.5%	93.7%	94.9%	94.8%	94.7%
Feel safe after dark	61.9%	59.6%	58.8%	60.4%	56.2%
Satisfaction with visibility	59.9%	55.3%	57.2%	59.4%	58.1%
Relied on to deal with crime	69.4%	67.2%	65.7%	68.8%	67.5%
Relied on to deal with ASB	66.1%	65.3%	63.6%	64.4%	65.4%
Deal with the things that matter to the community	77.7%	77.4%	78.6%	76.6%	76.6%
Overall confidence in the police in this area	85.3%	85.3%	83.9%	83.9%	83.4%
Teenagers hanging around	16.4%	16.5%	19.4%	16.2%	17.6%

Figure 12: Public Opinion Survey results

People feeling safe during the day/night

42. The percentage of people feeling safe during the day remains very high at close to 95 per cent. This is encouraging to see and reflects the low rate of crime which takes place in Wiltshire.

43. The feeling of safety after dark has always been much lower than safety during the day, and this is likely to remain the case. This indicator has remained relatively stable over the last four surveys conducted. Responses from the public relate to perception of danger, general apprehension of the dark, or a lack of street lighting. Although the drop in the recent wave seems substantial, it is not significant within the limitations of the survey.

Percentage of people thinking young people hanging around is a key issue

44. Within the last survey, the results for 'teenagers hanging around' dropped back down to more normal results. The recent figure for this area stands at 17.6%.

45. This statement is important as it is unprompted by the interviewers. Officers are provided with this information to inform their local plans and to provide understanding of what the local community are saying is their key issue.

46. The current youth diversionary activities continue successfully including the "youth zone" website, cadets, bluez n zuz and Outbox. In addition the youth engagement strategy has been taken to the Children's Trust Boards in both Swindon and Wiltshire

with a view to all working together on a pan-Wiltshire strategy. The implementation phase has begun for the youth engagement officers and we are working towards a date of May 2015 for them to start.

Number of volunteers taking part in various 'watch' schemes

47. The support of volunteers is extremely important as they help the Force to engage and interact more effectively with local communities. Volunteering is rewarding, and it provides a valuable opportunity to develop skills and life experiences. The support given by all volunteers is invaluable and assists the Force in concentrating on core policing duties. As a result there are more officers on the streets and improved community support.

48. To ensure consistency and clarity in approach, the Force is producing a volunteer strategy which will be used to:

   a. Provide a flexible approach to meet the needs of the public
   b. Establish sustainable recruitment of volunteers
   c. Retain volunteers through volunteer co-ordinator
   d. Reduce demand for police services through support of volunteers

49. The new Community Messaging tool allows those who have signed up to receive messages about policing and crime matters in their area (such as community policing news and events).

50. This tool has now been rolled out across Swindon and Wiltshire and is used on a daily basis. In December, Wiltshire Fire and Rescue Service stated that they are keen to come on board so that they can use the facility. I am keen to see other public sector organisations making use of the facility.

51. Just over 5,000 people have signed up, which includes 2,500 people from Neighbourhood Watch. This number is increasing every day, and in the week commencing 2 February 2015, the final push to get all Neighbourhood Policing Teams up and running took place. The final locations were Devizes, Amesbury, Calne, Wilton and Southern Wiltshire.

52. The Constabulary now has a full time Digital Engagement Officer, who will continue liaising with Neighbourhood Policing Teams and being creative in promoting Community Messaging to the public. More watch schemes will be on board such as Farm Watch, with further schemes in the future.

53. Users are able to receive appeals for information and crime prevention advice, as well as replying to messages, feeding back information to their local neighbourhood officers, to help them in policing their local area.

54. As stated within my Police and Crime Plan, involving communities in the prevention and reduction of crime and anti-social behaviour is a key objective of mine and Community Messaging is a considerable step towards this goal. It will allow the Neighbourhood Watch Association to maintain a central database of their co-ordinators and members.

Number of Specials and the hours they contribute

55. A large review and redevelopment of the Special Constabulary is being conducted by Superintendent Marion Deegan. Following a recruitment process, the Constabulary has recently appointed a Strategic Specials Superintendent, Scott Bateman. Special Supt Bateman will be responsible for the leadership of all Special Constabulary officers within the Force and all strategic matters. Part of his role will be to engage with other forces and the Home Office on a regular basis to maintain and share best practice. This appointment is with immediate effect.

56. Currently we have 182 Specials with 172 working regular hours. This reduction in numbers is due to recent resignations and a determined effort in addressing officers who are not completing regular hours. Records show that the hours they contribute are 8.9 per month against the requirement of 16 hours. Specials have not been given a straightforward system to input hours on to the Force time sheet, and therefore this number is likely to be higher.

57. Historically this data has been sought through unreliable sources and is data that is simple to capture, but does not give any insight into the quality of the service or value for money delivered by Specials. Therefore a new framework is being developed by the Constabulary which will focus on three key themes:

    - Recruitment – Understanding of demographic gaps to ensure effective recruitment of a Special Constabulary that is representative of the population.
    - Deployment - Provide insight into how Specials' hours are used, for example travel, training, response, NPT, Special Ops.
    - Retention - Staff engagement and satisfaction.

    There exist a number of barriers in these areas to effectively monitor Specials: data quality, data access, internal processes and effectiveness of activity.

58. I am satisfied that the Constabulary is putting together an effective framework to focus on qualitative and quantitative aspects of the Special Constabulary, and that this area is not straight forward or quick to resolve.

59. My ambition was to see a minimum of 300 active Special Constables working across Wiltshire and Swindon and attached to local communities. Currently for sector level use, 235 roles have been identified. However, this is before we look at other areas of police activities in which Specials could make a valuable contribution.

60. Twenty Specials joined the Constabulary in January 2014, with another 17 in May 2014, and 12 in December 2014. Future intakes are planned in May 2015 (20), October (20), and January 2016 (20).

61. Wiltshire's proportion of Special Police Officers to the whole Police Officer establishment sits at just under 20 per cent, which is an average rate when comparing to other regional forces.

Reduce by 25 per cent the harm caused by Organised Crime Groups (OCGs) operating in Wiltshire and Swindon

62. Organised Crime Groups (OCGs) are defined as those groups that use planning, sophisticated methods or specialist resources to commit serious crime.

63. There continue to be 13 active OCGs on Wiltshire's OCG map. A number of OCGs have recently been reviewed and re-assessed as either 'disrupted' or 'dismantled' and, in accordance with the national procedures for OCG mapping, these have been archived and removed from the map. There are currently four OCGs which are in the stage of active operations with the remaining groups under development.

64. The 13 OCGs which are currently active hold a harm and risk score of 350 which compares to an initial score of 482 from the start of the year. This relates to a reduction in harm and risk of 27.2%

65. Note: Nationally there has been work going on to develop a more robust performance management tool for OCGs and a new disruption assessment process has been embedded into Wiltshire Police tasking processes. This ensures greater understanding of the impact of any OCG disruption and offers scrutiny by senior officers.

Dangerous Drug Networks (DDNs)

66. DDNs are dynamic and fluid and they can appear in the locality and be removed very quickly through disruption activity. However these are invariably replaced by new networks. This makes counting the number present at any one time problematic. Wiltshire Police produces a monthly DDN Network Analysis which gives an understanding of the potential number of networks present in our communities at any one time and an assessment of the threat they pose.

67. At the end of quarter three, there are 16 active DDNs on the network. Only 25% of these groups are assessed as high risk due to intelligence links to weapon use, violence, or links with other violent networks based elsewhere in the country. Only one or two per quarter remain high risk for more than one month, indicating that enforcement activity was effective at reducing the threat and either disrupting, or removing, the DDN.

68. Those current DDNs in operation have a harm and risk score of 372 against an original score of 446 (a reduction of 16.6%).

Protecting the most vulnerable in society

Protecting the most vulnerable in society			
Measure		**YTD**	**Threshold**
To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reduce serious harm crime	841	546

Figure 13: Protecting the most vulnerable in society

Reduce harm from serious crime

69. We seek to protect the most vulnerable people in our society by preventing those crimes that cause the most harm. They are:

  - Most serious violence (murder, grievous bodily harm etc)
  - Serious sexual offences (rape, serious sexual assault etc)
  - Robbery (theft with violence, or the threat of violence)

70. As reported within previous reports, this area continues to be above the threshold set which was based on maintaining the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities.

71. This is predominantly as a result of an increase in serious sexual offences which make up 70 per cent of the grouping. Reports about these offences have been included in previous reports to the Panel. There has been a large increase nationally.

72. This was further evidenced through the recent national report into Police Crime statistics which stated that forces recorded 24,000 rapes and almost 49,000 other sexual offences - the highest numbers since comparable records began in 2002-03. The Office for National Statistics (ONS) said these rises were thought to be down to the improvements in how police were recording crimes and a greater willingness of victims to come forward than before.

73. As was shown in the most recent crime figures from the ONS, sexual offences are showing an increase of 22.3 per cent nationally, compared to the 19.9 per cent increase seen in Wiltshire. Wiltshire is not what statisticians call an outlier in this regard; every force in the country is seeing an increase.

74. This area is under consistent monitoring to ensure there is no increase in risk presented to the public. Previous analysis showed an increase in the crimes reported within the Force, but not an increase in the reports of incidents of this nature. There is no noted increase in offences where the victim/offender relationship is 'stranger', and the majority of crimes are between individuals who are familiar with one another.

75. The graph below shows some recent analysis by the Business Intelligence Team which highlights this area as an exception. Following internal investigation and communication with the area lead, it became evident that this was as a result of training implemented within the Multi-Agency Safeguarding Hub (MASH). Feedback from the Crime Data and Integrity review in August 2014, highlighted gaps where some referrals and historic crimes captured in appropriate forms were not being recorded. Since December 2014, there has been training for staff within the MASH on the Home Office Counting Rules / National Crime Recording System.
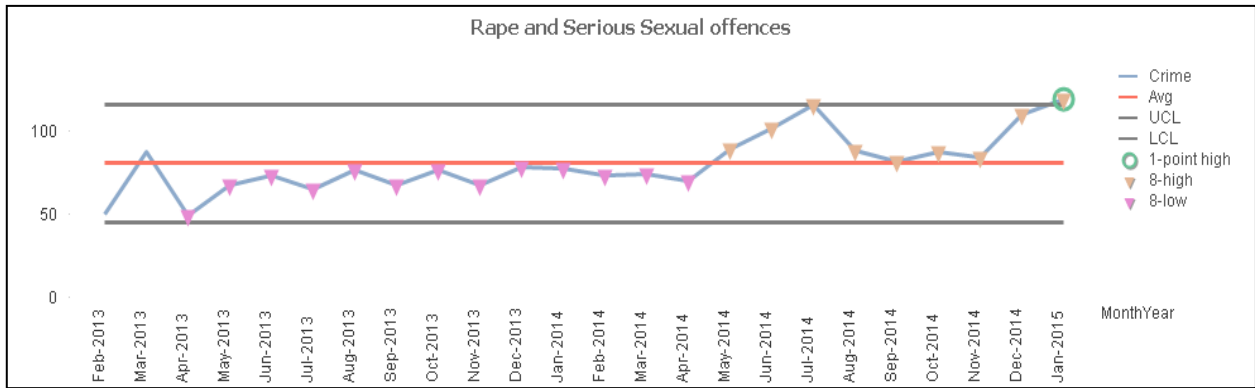

Figure 14: Statistical Process Control Chart – Rape and Serious Sexual Offences

76. The recording of these offences will show a significant increase over the coming months as this training is embedded. This is shown in January's figures, reporting above the upper control limit with 119 offences. Rape offences are the main driver of this increase with 46 offences reported (20 are domestic abuse related). This training will improve data accuracy on systems and enhance the ethical recording of crime.

77. The below graph shows where Wiltshire sits within the most similar force group, showing that the performance is on average.
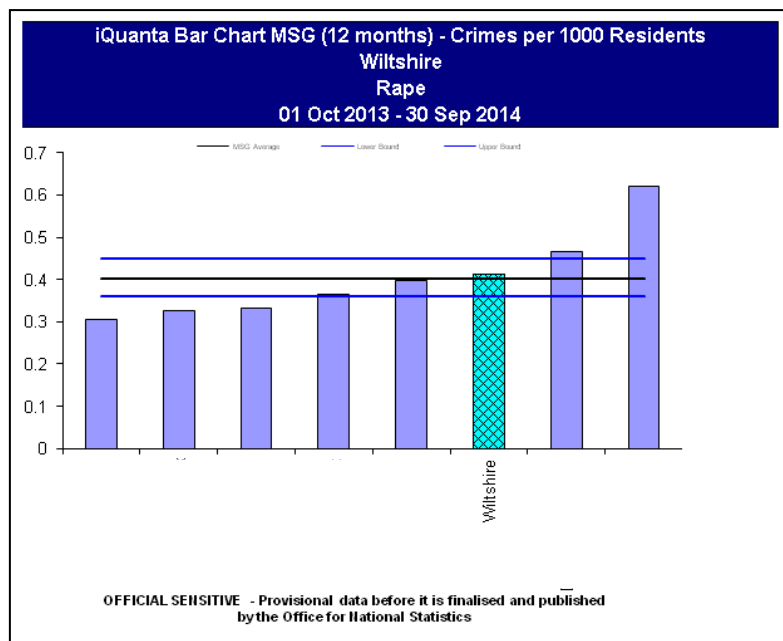

Figure 15: Rape per 1,000 population within the most similar force group

78. Further crime integrity training to all Public Protection Department (PPD) supervisors will be conducted over the coming months and the Constabulary is supporting the MASH team for the medium term.

79. Det Supt Craig Holden is fully sighted and has been expecting the rise in recorded crime which he sees as a positive sign of accurate and ethical recording and a better reflection of the volume of recorded offences.
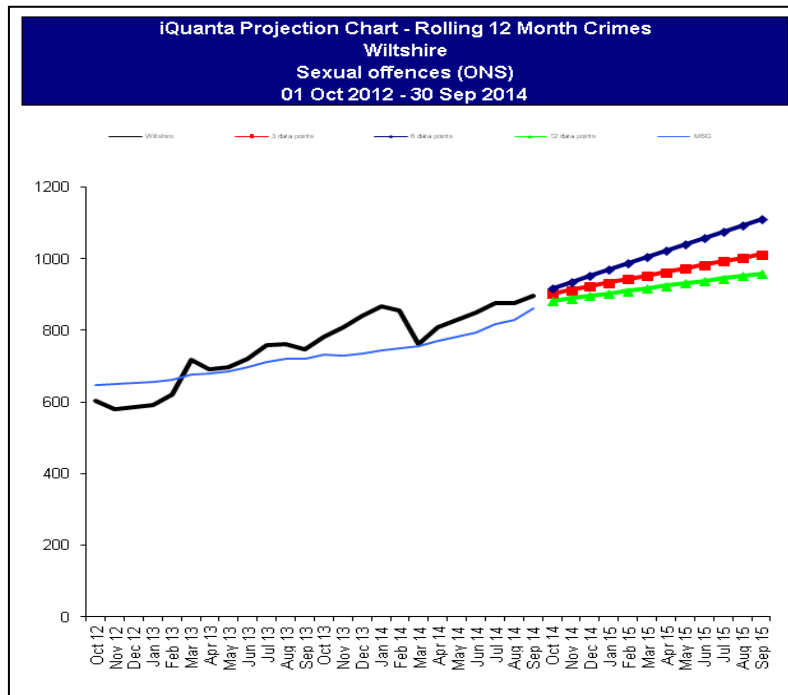

Figure 16: Sexual Offences – rolling year up to September 2014

Most Serious Violence

80. Most Serious Violence (which includes Homicide and Assault with Intent to Cause Serious Harm) is a small part of Most Serious Harm and Wiltshire is fortunate not to record many offences of this type. Currently Wiltshire records approximately 100 offences a year and is positioned within the lowest quartile nationally. There has been a recent increasing trend across all sectors which is mirrored by the national trend, and shown within the graph below. This trend is stabilising, but continues to be closely monitored and analysed locally.
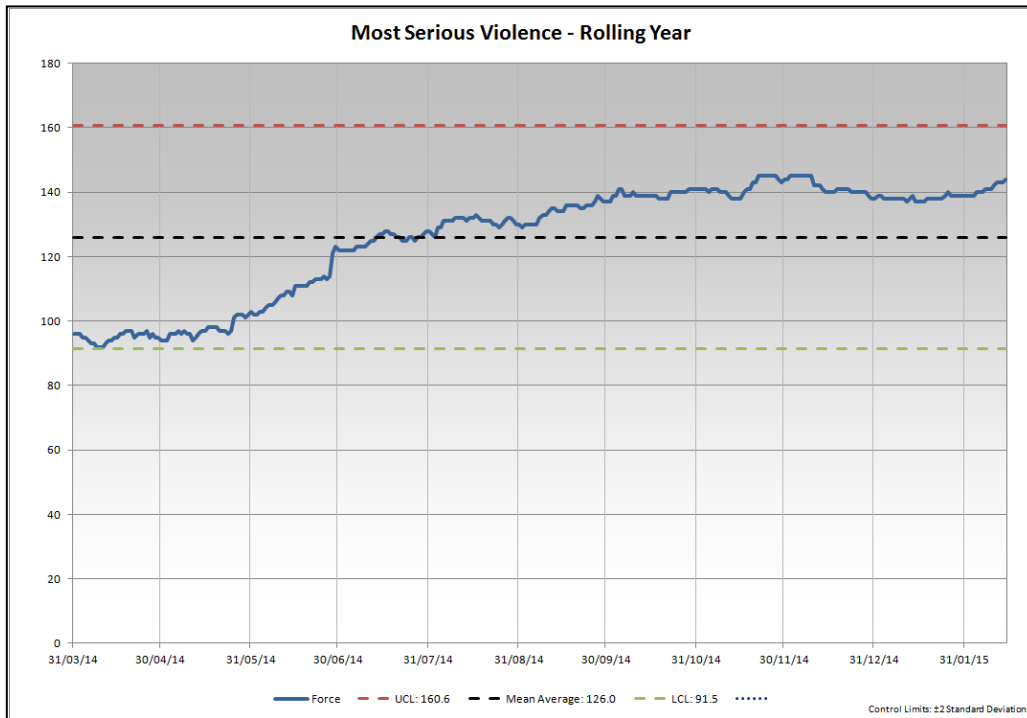
Figure 17: Most Serious Violence – rolling 12 months

81. The graph below shows Wiltshire's position against similar peers and demonstrates the context of the volumes of this crime type.
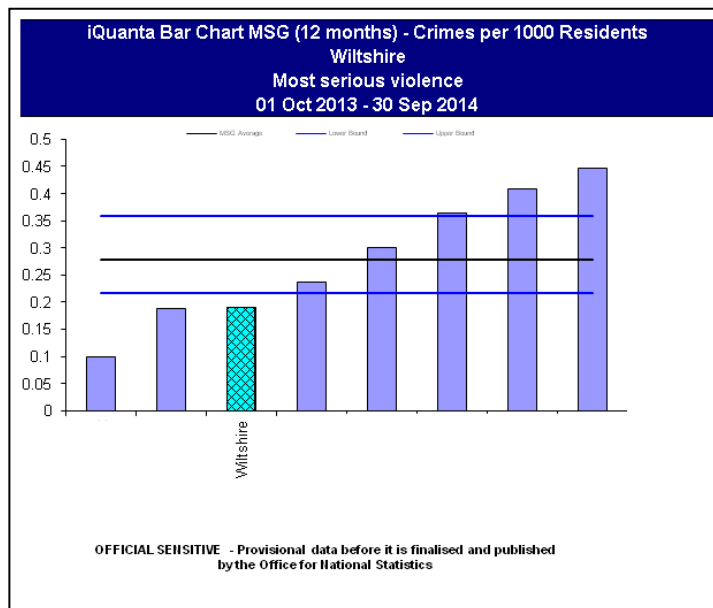

Figure 18: Most Serious Violence – most similar forces group

Putting victims and witnesses first

Putting victims and witnesses first		
Measure	**YTD**	**Threshold**
To make criminal justice processes shorter Number of days from report to disposal	49	44
Satisfaction with follow up	84.3%	84.4%
Satisfaction with investigation	82.4%	82.1%
Resolved rate	26.9%	32.5%
Victims referred to Victim Support	89.4%	80.0%
Victims satisfied with Victim Support	99%	95.0%
Proportion of cases dealt with out of court	39.9%	48.8%

Figure 19: Putting victims and witnesses first

82. 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.

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

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

84. Based on a threshold devised to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the latest survey results for December 2014 show that the Force is continuing to perform very well.

    (i)   How well the victim has been kept up to date with developments: 83.8 per cent

    (ii)   How well they thought the crime was investigated: 82.5 per cent

    (iii)   How satisfied they were in general with Wiltshire Police: 89.2 per cent. *(Please see Priority 6 (Driving up the standards of customer service) further on in my report)*

85. Looking at the most recent publishable data from the Home Office comparison website, iQuanta (up to September 2014), Wiltshire is significantly above most similar forces for how satisfied the victim was in general with the police. Nationally, Wiltshire is rated eighth out of 43 forces.

86. With regard to being kept up to date with developments, within its group of similar forces, Wiltshire is significantly better than its peers. Nationally, Wiltshire is rated sixth out of 43 forces for the same measure.

87. 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. It does, however, sit under the theme of 'actions taken'. For this theme, the Force is performing better than the average of its similar forces.

88. In summary, I am pleased with the level of victim satisfaction that is published by the Home Office for the Force, and place a high weighting on the experiences and opinions of victims of crime.

Victim Support

89. Over the last year, I have also used two further performance measures supplied by Victim Support. These are the proportion of victims referred by police to Victim Support and the level of satisfaction which victims have with the charity.

90. The proportion of victims referred by an automated process to Victim Support for the first three quarters of 2014/15 was 89.4 per cent against a threshold of 80 per cent. This has seen significant improvement over the last 12 months, rising from 67.3 per cent for the first quarter of 2013/14.

91. Satisfaction with Victim Support remains strong at 98.5%.

Resolved rate

92. The resolution rate at the end of the third quarter of 2014/15 was 25.4 per cent. This remains significantly below the required position, and significantly below peers.

93. As reported previously, it continues to be the case that this drop within the resolution rate is a result of out of court disposals dropping significantly from the summer of 2013. This is demonstrated by the below graph which shows the red line dropping (out of court disposals), and the green line stable (in court disposals), resulting in the overall rate dropping (blue line).
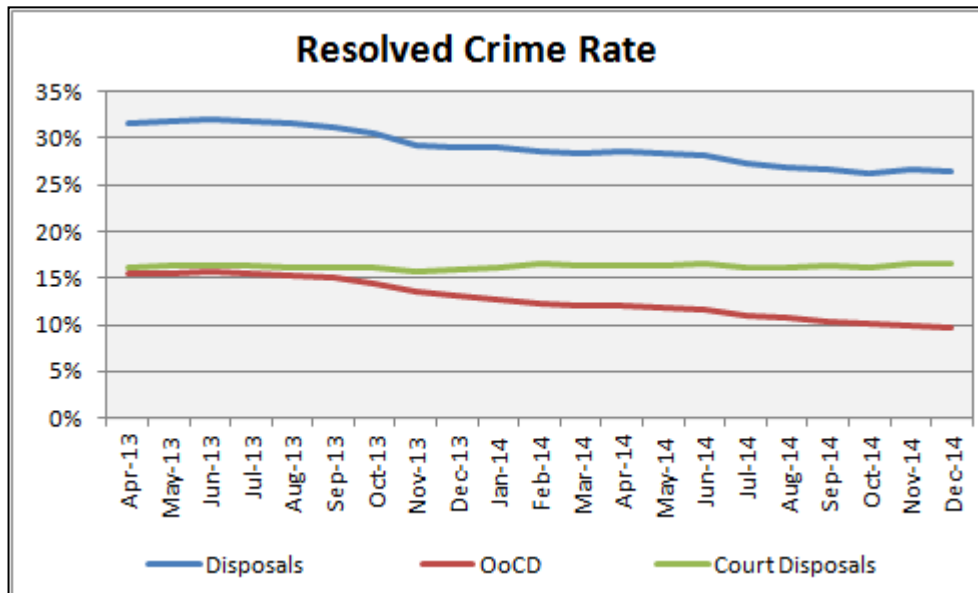
Figure 20: Resolved Crime Rate – In and out of court

94. The Out of Court Disposals Manager (OOCDM) has now completed her review of Force community resolution procedures and presented to the Head of Justice a paper with recommendations. The progress of this project is now being considered in light of the recent conclusion of the Neighbourhood Justice Panel (NJP) pilot. The Force has an opportunity to re-design restorative justice (RJ). The OOCDM and Force Crime Registrar have met with neighbouring forces who have adopted a different approach to the RJ issue and these approaches are now being considered. A briefing is being given in February 2015 and a decision will be made on how RJ and the issue of OOCD will be revised.

95. It is evident that the Force has allowed an inconsistent approach to the use of community resolutions to develop over the last two years, during which there has been a significant drop in their use.

96. The Force continues to monitor activity in this area and to identify where corrective action can and should be taking place. The Out of Court Disposals Manager and the Crime and Justice Strategic Support Officer are developing an awareness-raising package to assess and improve the ethical recording of disposal methods, to promote the correct use of out of court disposals, and improve the resolved rate of both in and out of court disposals.

97. Since October 2014 the Crime Standards Auditors have been using a non-compliance code that can be searched to pull out non-compliant community resolutions. Since the introduction of this code, 345 community resolutions have been recorded on the system, with a compliance rate of 95 per cent. In accordance with HMIC standards, this would be classified as 'Excellent'.

98. Wiltshire speaks with neighbouring and similar forces to gain similar compliance rates. However this is not something widely collected. Whilst other forces may have higher OOCD outcomes, a recent audit in another force advised that a third of them would not have been inline with ACPO guidance.

99. An audit was also conducted on the incidents finalised as 'no further action' to see if there were any occasions where a community resolution should have been given. It found that two per cent of those records could have resulted in a community resolution, which is not deemed to be significant.

Reducing offending and re-offending

Reducing offending and re-offending		
Measure	YTD	Threshold
Tackle irresponsible licensed premises	2816	4209
Reduce Re-offending	25.1%	29.1%
Re-offending rate of SWITCH Cohort	34.8%	35.4%

Figure 21: Reducing offending and re-offending

100. My objectives to reduce offending and re-offending include:

- Putting a greater emphasis on restorative justice (where the victim and offender agree on a way to settle the matter outside court)
- To see the harm caused by Organised Crime Groups reduced by 25 per cent
- To work with local authorities to encourage responsible licensed premises, and to take a firm line with those that are irresponsible
- To reduce the current 29.1 per cent re-offending rate
- To build on the work done by local authorities with troubled families

101. As far as reducing re-offending is concerned, I awarded £92,805 from my Innovation Fund to the Wiltshire Probation Trust for a prison gate rehabilitation scheme under which short-term prisoners whose homes are in Swindon or Wiltshire will be met on release and given expert support to steer them away from a return to crime. The Trust is matching the sum that I awarded. The commissioning contract was signed in early January 2014 and the sums have now been released. Representatives attended the Meet the Commissioner event on 11 November to talk about the scheme. An update can be arranged for the Panel if required.

Tackling Irresponsible Licensed Premises

102. A range of measures are used by Wiltshire Police to ensure that licensed premises meet their obligations. These include test purchases, multi-agency operations, and presenting evidence and police concerns to the licensing authority.

103. For the first three quarters of 2014/15, there have been 44 interventions which involve identifying problem venues, putting the onus on licensees to explain the steps they will

take to remedy the problem, and explain the risk of losing the licence if the problems are not dealt with. This volume shows the amount of activity that the licensing department is committing to tackling those premises which act irresponsibly.

104. The last quarter has seen a number of significant premises being challenged by the Force, such as withdrawing applications for new licences in problematic locations, closing premises following objection hearings, enforcing stringent new conditions and earlier closing times following serious assaults linked to a premises, and new conditions being applied following repeated problems.

105. In addition, the Licensing Team have also conducted 65 prevention activities to reduce the likelihood of inappropriate licensing behaviour, and four hearings to discuss licensing applications and ensuring they are complied with.

106. The number of licensed premises checks since April 2014 currently stands at 2,816 and has been reported on within previous reports as significantly lower than expected. The reason for this is checks being completed, but not recorded within the system. Licensing officers are now supporting local officers to refresh the process of carrying out checks to a high standard and how to record them effectively within the system. It is important that checks are conducted to a high quality and not just completed ineffectively to keep the numbers high.

107. The Panel will be aware that both the Chief Constable and I have concerns about the recording of visits and that the emphasis should be on quality. Whilst work is being carried out to ensure that visits are correctly recorded, work is also being undertaken to ensure that other measures are taken into account when looking at irresponsibly licensed premises. This work is being done as part of the cultural review which those members involved in the Performance Sub-Group will be aware.
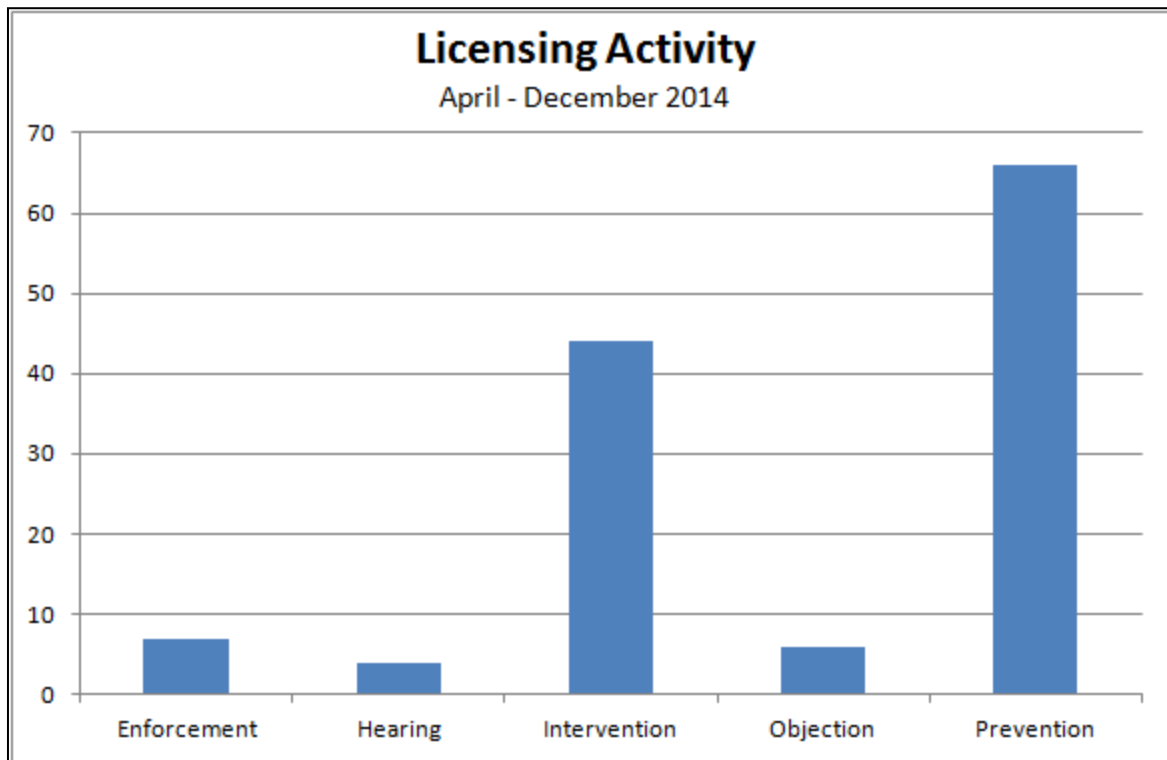
Figure 22: Licensing Activity – April to December 2014

108. The three hub-based licensing officers are embedded into the local tasking process and increased information is now being shared through this process. Work is ongoing to improve the quantity and quality of visits to licensed premises. Briefing sessions are being held by licensing staff to explain the reasons for the visits, what to look for and how to record details on the relevant register.

109. Sector-based information on incidents relating to the most problematic premises is being sent to sector inspectors including the number of visits that have been made to each premises in that month and the year to date.

110. A lot of time was spent in preparing for a hearing to object to a new licence application at a particular location. The committee granted the licence but with many conditions. If and when the club opens it is sure to impact on the particular night time economy. The licensing department continues to focus attention on premises with high or rising numbers of incidents and has been successful in securing conditions on a number of licences which will either deal with the problem immediately or, if not, give the Constabulary the ability to obtain further evidence for review and/or prosecution.

SWITCH

111. The Swindon and Wiltshire Integrated Targets for Change programme (known as SWITCH) is a partnership venture involving Wiltshire Police and the Probation Service which seeks to steer repeat offenders away from committing crime by offering them professional support and guidance.

112. The most serious harm causers are managed by Wiltshire Police and partners through the Multi Agency Public Protection Arrangement (MAPPA) and the Multi Agency Risk Assessment Conference (MARAC).

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

114. Within the third quarter of this financial year, SWITCH has seen a reoffending rate of 34.8 per cent.

115. The preferred bidder has been announced to be "working links" who will be taking over the local CRC as well as the Devon and Dorset CRC and the South Wales CRC.

Driving up the standards of customer service

Driving up standards of customer service		
Measure	YTD	Threshold
Number of allegations of incivility, impoliteness and intolerance	17.70%	17.00%
Victim satisfaction	90.1%	86.7%
Number of days to finalise a locally resolved complaint	66	54
Prosecutions that fail due to quality of police input Crown Court	12.5%	10.0%
Prosecutions that fail due to quality of police input Magistrates Court	22.0%	17.5%
Data quality	0.96%	0.90%

Figure 23: Driving up the standards of customer service

116. I made clear in my Police and Crime Plan the importance of exceeding the public's expectations by providing the highest levels of public service.

117. I wrote: "If communities are to feel engaged and keen to support policing, they need to find every interaction they have with police, or one of our criminal justice partners, both professional and customer-focused."

118. The number of occasions where officers are alleged to have been lacking in civility, or have been impolite or intolerant, is 132 for the first two quarters of the year out of a total of 745 allegations. This represents 17.7 per cent of the total, against the desired position of 17 per cent as stated by the Independent Police Complaints Commission.

119. The total volume of complaints has been increasing considerably within Wiltshire and other forces nationally. A review took place last year to understand the reasons for this increase and the efficiency of the current working model. Benchmarking and scoping with other forces has taken place and the Force has implemented recommendations to resolve the fluctuating performance in relation to recording complaints.

120. This features a number of activities including budget changes, adding additional roles to the department, improving the technical infrastructure, conducting local resolution training, moving estates and improving the visibility of Professional Standards Department (PSD). These activities will see improvements in the way that complaint cases are being handled. Data to the end of December shows there is already an improvement in the proportion of complaints recorded within ten working days, and an improvement in the number of days to finalise an allegation by local resolution. This work will continue to take place and embed over the coming months but performance is moving in the right direction.
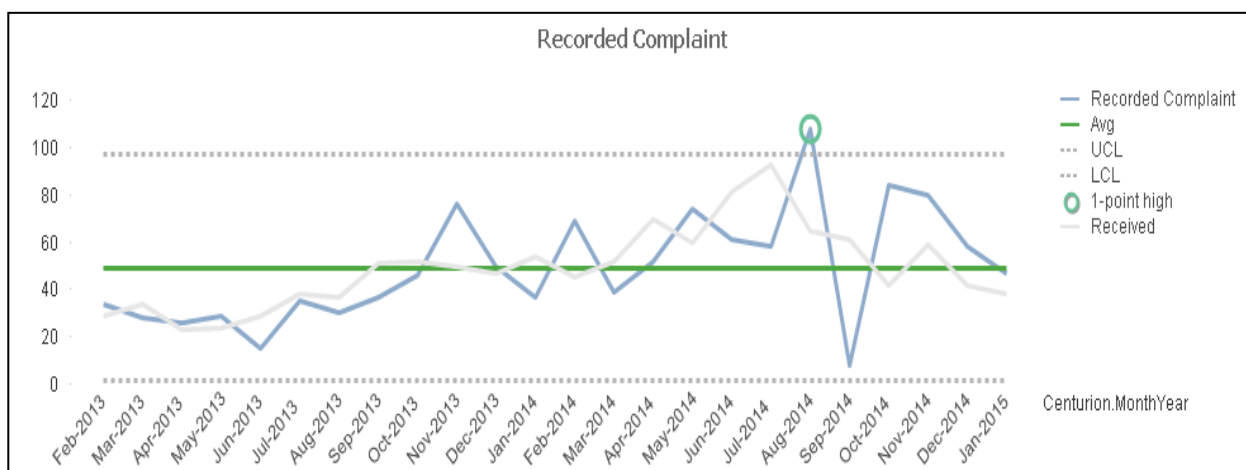

Figure 24: Complaints volume – recorded vs. received

121. The graph above shows a much more stable environment in recent months, where the volume being received is being recorded much quicker.

122. This performance of recording the complaint within ten working days has been influenced by a lack of resilience at the position of signing complaints off (one person of a specific rank is required by law to authorise complaints), an absence of the assessment officer role, and internal systems not operating effectively. This initial recording process has impacted upon the days to locally resolve a complaint as this is calculated from the initial receipt of the complaint.
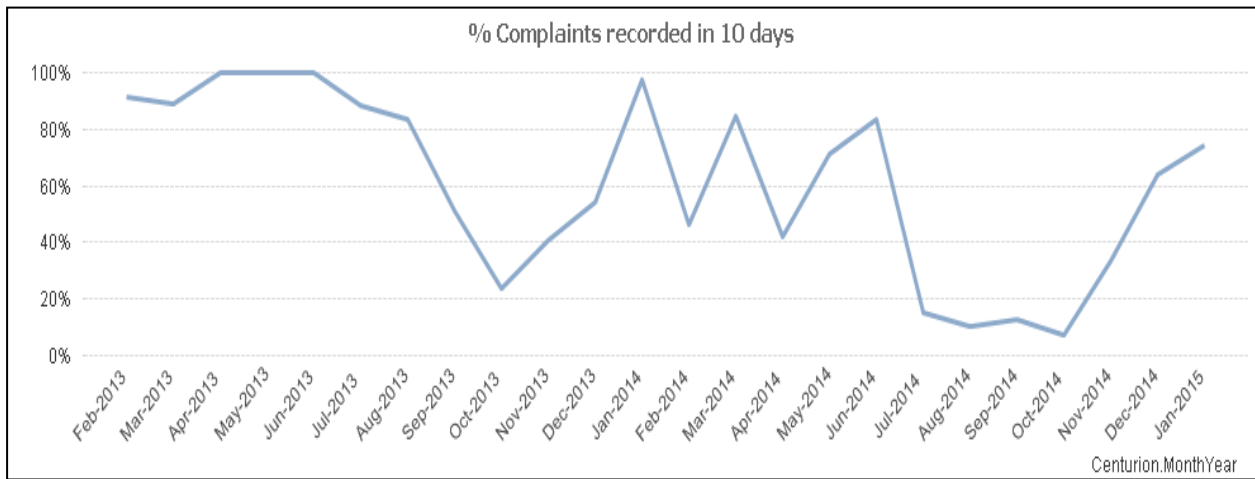
Figure 25: Proportion of complaints recorded within 10 working days

123. I have been kept updated during the progress of this review and am pleased with the improvement in performance that is being seen.

Prosecutions that fail due to quality of police input

124. This measure relates to the proportion of prosecutions which fail because of the quality of the police input (ie incorrect information, insufficient detail, witness absent). Such cases can cause upset to victims and witnesses, and can prove highly expensive in terms of court costs. These are defined as 'Cracked and Ineffective trials', and essentially mean that the trial has resulted in waste in the system, whether that is time or resources. The thresholds are set by the Crown Prosecution Service (CPS) at ten per cent for crown courts and 17.5 per cent for magistrate courts.

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Total
Wiltshire Total Trials Listed - Crown	18	14	16	20	20	18	22	19	13	160
Cracked and Ineffective due to prosecution - Crown	2	2	3	2	1	2	2	3	3	20
Proportion due to prosecution - Crown	11.1%	14.3%	18.8%	10.0%	5.0%	11.1%	9.1%	15.8%	23.1%	12.5%
Wiltshire Total Trials Listed - Magistrates	110	109	142	106	80	103	125	85	76	936
Cracked and Ineffective due to prosecution - Magistrates	31	21	36	22	14	18	34	15	15	206
Proportion due to prosecution - Magistrates	28.2%	19.3%	25.4%	20.8%	17.5%	17.5%	27.2%	17.6%	19.7%	22.0%
Proportion due to prosecution - Total	25.8%	18.7%	24.7%	19.0%	15.0%	16.5%	24.5%	17.3%	20.2%	20.6%

Figure 26: Volumes of trials listed and 'Cracked or Ineffective'

125. Over the last few months, the proportion of cracked and ineffective trials has returned to a more manageable level. A considerable amount of work has taken place between the Force and CPS to provide complete clarity about the case journey, i.e. if the trial

has failed due to insufficient evidence, at what point exactly did this take place, what was the reason, and who was the officer involved? This information is now being fed back to ensure these issues are addressed, and to form part of a more general training and awareness programme.
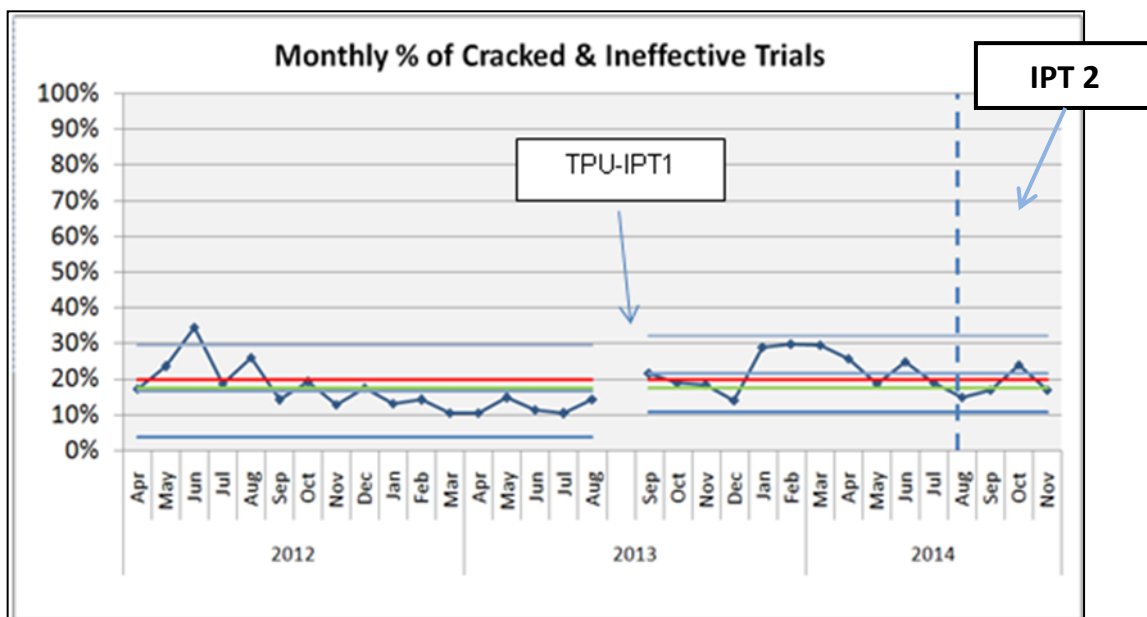

Figure 27: Proportion of prosecutions which fail because of the quality of police input

126. The Force has also established a new Criminal Justice Delivery Group which includes partners from the CPS and representatives from across the Force, who will consider required local actions and allocate them to improve the situation where police have a role to play. This meeting will be evidence-led and informed by a dataset obtained from both CPS and police data. Issues around file quality and timeliness will be discussed with the intention to improve the journey for victims of crime.

127. Wiltshire has reported 81 per cent of full files being satisfactory (containing no quality issues) which has improved the Force's position within the transforming summary justice matrix from partial to substantive. In addition, 99 per cent of first files arrive with the CPS within the 21 day agreed timeframe.

Tracking the 'customer journey'

128. In addition to the customer service standards set out above, I also publish a table setting out the expectations that the public should have when they come into contact with Wiltshire Police.

Group	Measure	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	YTD	YTD Threshold
Visibility	Proportion of the public that are satisfied with police visibility		57.2%			59.4%			58.1%		59.4%	62%
Contacting us	999 calls answered within 10 seconds	0.0%	94.0%	93.6%	93.5%	74.0%	81.6%	84.7%	92.2%	95.4%	89.2%	90%
	101 to report crime - calls answered within 30 seconds	79.4%	75.4%	73.5%	68.0%	74.8%	70.9%	80.2%	85.1%	85.3%	76.9%	75%
Dealing with an incident	Immediate response to emergencies	93.1%	94.0%	94.5%	92.0%	92.5%	89.6%	91.3%	91.3%	90.9%	93.9%	90%
	Satisfaction of victims with being kept informed after reporting an incident	84.6%	85.2%	84.3%	84.3%	84.7%	83.5%	82.8%	82.8%	82.1%	84.3%	84.2%
	Satisfaction of victims with how an incident is investigated	80.7%	82.2%	82.6%	83.6%	84.1%	82.8%	82.3%	82.3%	81.8%	82.4%	81.0%
Making a complaint	Proprotion of allegations of incivility, impoliteness and intolerance	14.5%	19.1%	13.7%	16.2%	22.0%	13.0%	17.5%	18.7%	17.4%	17.7%	17%
	Number of allegations of incivility, impoliteness and intolerance	8	17	10	11	26	3	25	20	12	146	92
	Average number of days to finalise a complaint made to wiltshire police by local resolution	55	61	64	68	61	85	71	74	67	66	54
Outcomes for victims	Failed prosecutions due to quality of police actions	25.8%	18.7%	24.7%	19.0%	15.0%	16.5%	24.5%	17.3%	20.2%	20.9%	16.7%
	% of victims referred to victim support	89.6%	88.4%	87.8%	90.6%	90.6%	90.6%	89.5%	87.7%	89.5%	89.4%	80%
	% victim satisfaction with victim support service	95.5%	95.5%	95.5%	100%	100%	100%	100%	100%	100%	99.0%	95%
	Satisfaction of victims with the whole experience after reporting an incident to wiltshire police	89.8%	90.8%	90.1%	90.5%	90.2%	88.8%	88.2%	87.7%	86.8%	90.1%	90.0%

Figure 28: Tracking the customer journey

129. All the measures within this customer journey scorecard are included in the priority scorecard at Figure 1 which appears at the beginning of this report. Commentary about the measures with exceptional performance can be found within the relevant sections of this report.

Ensuring unfailing and timely response to calls for assistance

Ensuring unfailing and timely response to calls for assistance		
Measure	YTD	Threshold
Immediate response rate	93.9%	90%
999 calls answered within 10 seconds	89.2%	90.0%
101 to report crime - calls answered within 30 seconds	76.9%	75.0%

Figure 29: Ensuring unfailing and timely response to calls for assistance

130. The speed at which Wiltshire Police responds to calls for assistance is a crucial element of the service it provides to the public. The Force performance is assessed by using three key measures:

Immediate response rate to emergencies (15 minutes in urban areas, 20 minutes in rural areas)

- For the first nine months, 92.5 per cent of calls were responded to within the promised time frame.

- There can be incidents where the Force fails to meet the required response times but, from my scrutiny, these incidents are rare. Where this does happen, the management of these incidents is looked at locally through tasking meetings.

Answering a 999 call within ten seconds

- Eighty eight point six per cent of all 999 calls in the three quarters were answered within ten seconds. Within the previous report in November, a drop in performance was seen which was mainly attributed to new ways of working when answering 999 calls, resolving technical issues in the new phone system, and abstraction of supervisors' time to resolve these issues. In the most recent quarter, the rate of answering the phone increased to 90.8 per cent and I am content that this has returned to an acceptable standard.

- It is really important to ensure calls to 999 are answered promptly, but the quality of the phone call is also important, as is the data quality, record management and the support given to the caller.

Answering 101 non-emergency calls within 30 seconds

- Seventy six point nine per cent of all calls to 101 were answered within 30 seconds. Again, a drop in performance was seen in the summer months of 2014. However the projections and recruitment plans continued to be rigorous, with the call answer rates seeing a big improvement within the third quarter, reporting 83.5 per cent answered within 30 seconds.

131. Wiltshire remains in a strong position for victim satisfaction with ease of contact, being the best in the group of forces with similar size and demographics, and being positioned 12th nationally.

Unlocking the resources to deliver

Unlocking the resources to deliver		
Measure	YTD	Threshold
Public satisfaction with police visibility	59.4%	62%
Number of police officers	1031	1020
Number of PCSOs	121	138

Figure 30: Unlocking the resources to deliver

132. My wish to see police officers maximising their engagement with the public can be measured through the findings of the public opinion survey I commission. The survey takes place twice a year in spring and autumn and in total surveys over 4,000 members of the public.

133. The most recent research carried out in winter 2014 showed that the level of public satisfaction with police visibility stayed stable at 58.1 per cent.

134. As at the end of December 2014, police officer numbers stood at 1,031. As reported previously it is considered that the requirement will be for 1,020 officers. Whilst this is a reduction compared to the previous figure, I am pleased to say that frontline and Neighbourhood Policing Team officers still remain unaffected.

135. The force has future recruitment taking place to balance natural wastage which includes an intake of 16 police officers in March 2015, 16 in July, 16 in November and 16 in March 2016. There is also an additional PCSO intake of 16 in July 2015.

136. A number of the initiatives set out by me under the heading of "Unlocking the resources to deliver" in my Police and Crime Plan are long-term. They include the Strategic Partnership with Wiltshire Council, including the commitment to share campuses, and the locality programme with Swindon Borough Council. Members will be aware of the strategic alliance with Avon and Somerset and that this is in the early stages of being

progressed. An update was given at the Panel meeting on 5 February and I will provide a further update at this meeting. Full details of the strategic approach to the Comprehensive Spending Review can be found in the Medium Term Financial Strategy which is on the OPCC website.

Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
February 2015