

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

**Quarter Four 2014-15 (1 April to 31 March 2015)**

**For Police and Crime Panel meeting 18 June 2015**

**Introduction by Commissioner Angus Macpherson**

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.

This paper provides a report on the progress made to deliver the priorities set out in my Police and Crime Plan. An update to these was issued in August 2014.

My key priorities 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](http://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. Over the last year, a significant amount of work has taken place within the Constabulary and the Office of the Police and Crime Commissioner (OPCC) to review and reflect on the existing performance culture, and put things in place to improve how we assess and manage performance. This was initiated by a cultural review and subsequent programme of activity to address four themes:
  - a. Performance strategy
  - b. People strategy
  - c. Performance communications
  - d. People development
3. The main message from this review and programme was that, if performance drives an organisation, it can lead to perverse behaviours, whereas if the purpose of an organisation drives an organisation, then positive performance will follow. Focusing on the quality of service, and putting the public at the centre of everything we do, is key.
4. As mentioned in previous reports, this piece of work has also influenced the way in which I assess the Force’s performance and the Police and Crime Panel assess my performance. The reporting process and management of performance has been developed within a working group consisting of members of the Police and Crime Panel, members from my office, and members of the Constabulary. The reporting structure will begin in September when the assessment of quarter one 2015-16 will take place.
5. The agreed terms of reference of this group are:
  - To monitor implementation of the police 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.
6. There have been several sessions during the last 12 months and it is pleasing to see progress being made to bring the performance framework up to a more modern way of thinking. I would again like to thank the panel members on this group for their commitment and input to this working group.
7. 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.

8. The working group has been developing a new format of performance report to take the performance culture review into consideration. This new report will be used in the assessment of the first quarter of 2015-16, which will be reported to the panel in September 2015. The structure of the report will be in three parts:
  - a. Dashboard of high level measures with context to support trends
  - b. Deep-dive into a priority to discuss specific details and progress
  - c. Any areas which the PCC wishes to highlight (points of excellence, poor results, press interest, concern, significant risks etc)
9. Over the year, in an attempt to adapt the report to be as effective as possible, I have removed all reference to colours. This is the last report where thresholds will be used in some way, which will maintain some consistency with previous reporting periods.

### **Her Majesty's Inspectorate of Constabulary (HMIC)**

10. HMIC's core role is to inspect and monitor police forces, provide advice and promote improvements to police efficiency and effectiveness. This fits in with Wiltshire Police's commitment to ensuring continual review and improvement of its business areas to maximise effectiveness.
11. There are a number of inspections on the horizon for the Constabulary in 2015-16, including protecting vulnerable people, missing and absent children, child protection, strategic policing requirement, and the efficiency strand of the next PEEL inspection. The Constabulary has been preparing for these inspections to ensure all the relevant work is highlighted to the HMIC.
12. Within the last quarter, national reports were published in relation to stop and search and rape, which can be found along with all reports into inspections completed by the HMIC, through its website ([www.justiceinspectors.gov.uk/hmic](http://www.justiceinspectors.gov.uk/hmic)).

## Police and Crime Commissioner (PCC) priority scorecard 2014-15

13. 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.

14. The table below at Figure 1 shows the final position on the Force's performance for the fourth quarter of 2014-15.

PCC PRIORITY SCORECARD 2014/15									
<b>Reducing crime and ASB</b>			<b>Protecting the most vulnerable in society</b>			<b>Putting victims and witnesses first</b>			
Measure	YTD	Threshold	Measure	YTD	Threshold	Measure	YTD	Threshold	
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes 31944	32000	To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reduce serious harm crime 1,198	701.8	To make criminal justice processes shorter Number of days from report to disposal	55	44	
	ASB 21702	22620				Satisfaction with follow up	82.7%	84.7%	
People feeling safe during the day	94.7%	93.3%				Satisfaction with investigation	82.0%	82.1%	
People feeling safe during the night	56.2%	58.4%				Resolved rate	25.3%	32.5%	
Volunteering numbers taking part in various watch schemes	~7200	6840	<b>Driving up standards of customer service</b>			Victims referred to Victim Support	89.4%	80.0%	
Number of Specials	180	300				Victims satisfied with Victim Support	99%	95.0%	
Average hours contributed by Specials per month	12.4	16				Proportion of cases dealt with out of court	32.6%	48.8%	
% of people thinking that young people hanging around is a key issue	17.6%	16.0%							
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-13.5%	-12.50%	Number of allegations of incivility, impoliteness and intolerance	18.4%	17%			
	Organised crime group impact assessment	-15.5%	-12.50%	Victim satisfaction	88.1%	87.0%			
% of people saying that ASB is a concern in their local area	34.7%	33.4%	Number of days to finalise a locally resolved complaint	37	54				
			Prosecutions that fail due to quality of police input Crown Court	11.2%	10.0%				
			Prosecutions that fail due to quality of police input Magistrates Court	21.6%	17.5%				
			Data quality	0.92%	0.90%				
<b>Reducing offending and re-offending</b>			<b>Ensuring unfailing and timely response to calls for assistance</b>			<b>Unlocking the resources to deliver</b>			
Measure	YTD	Threshold	Measure	YTD	Threshold	Measure	YTD	Threshold	
Tackle irresponsible licensed premises	3668	5612	Immediate response rate	92.3%	90%	Public satisfaction with police visibility	58.1%	62%	
Re-offending rate	26.4%	29.1%	999 calls answered within 10 seconds	92.4%	90.0%	Number of police officers	1010	1018	
Re-offending rate of SWITCH Cohort	44.8%	35.4%	101 to report crime - calls answered within 30 seconds	78.6%	75.0%	Number of PCSOs	130	138	

Figure 1: PCC priority scorecard April 2014 – March 2015

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

16. 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**.
17. There are areas that require improvement such as Special recruitment and retention, and aspects of the criminal justice process.
18. 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 receive less gross income per head of population than Wiltshire Constabulary.
19. 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	31944	32000
	ASB	21702	22620
People feeling safe during the day		94.7%	93.3%
People feeling safe during the night		56.2%	58.4%
Volunteering numbers taking part in various watch schemes		~7200	6840
Number of Specials		180	300
Average hours contributed by Specials per month		12.4	16
% of people thinking that young people hanging around is a key issue		17.6%	16.0%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-13.5%	-12.50%
	Organised crime group impact assessment	-15.5%	-12.50%
% of people saying that ASB is a concern in their local area		34.7%	33.4%

*Figure 2: Reducing Crime and ASB*

20. At the end of this financial year, the Force has recorded 31,944 crimes. Total crime within Wiltshire has continued to fall steadily over the last year, and this measure has exceeded the ambition set out in my first Police and Crime Plan.

21. 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 December 2014, and showed Wiltshire having the fourth lowest crime rate in the country, and performing better

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.

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

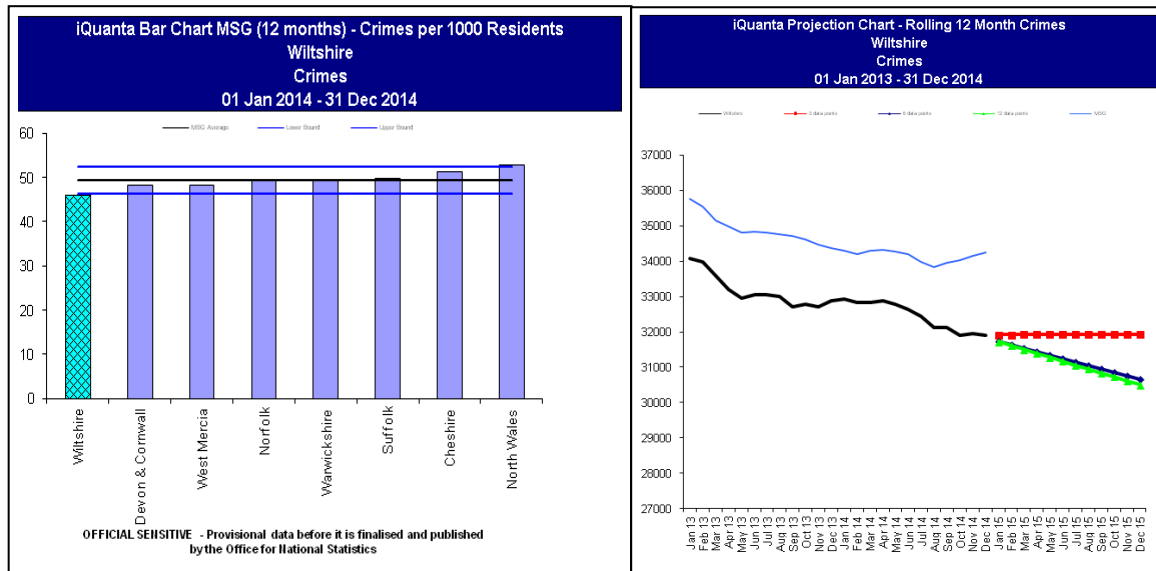


Figure 3: All crime – up to December 2014

23. This is further demonstrated by the following table which shows how Wiltshire is performing within the region, and within the most similar group of forces (MSG):

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
<b>England &amp; Wales</b>	3,456,847	3,535,784	+ 78,937	+ 2.3%
<b>South West Region</b>	281,595	275,588	- 6,007	- 2.1%
	96,867	97,989	+ 1,122	+ 1.2%
	85,207	80,415	- 4,792	- 5.6%
	37,212	35,993	- 1,219	- 3.3%
	29,480	29,247	- 233	- 0.8%
<b>Wiltshire</b>	32,829	31,944	- 885	- 2.7%
<b>Most Similar Group</b>	370,373	372,247	+ 1,874	+ 0.5%
<b>Wiltshire</b>	32,829	31,944	- 885	- 2.7%
	85,207	80,415	- 4,792	- 5.6%
	28,377	27,294	- 1,083	- 3.8%
	36,441	38,000	+ 1,559	+ 4.3%
	36,540	36,427	- 113	- 0.3%
	58,014	60,763	+ 2,749	+ 4.7%
	38,060	44,175	+ 6,115	+ 16.1%
	54,905	53,229	- 1,676	- 3.1%
<b>Number of forces in England &amp; Wales with an increase in this category</b>			<b>29</b>	

Figure 4: All crime – Wiltshire and Region/MSG up to March 2015

24. Nationally, there are 29 forces which are seeing an increase in crime. Internally we continue to look at the crime reduction trends, and the position above is maintained, where Wiltshire is recording the lowest crime within the MSG.

25. 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. 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 its continuous improvement plan.

26. The below graph shows the improving compliance rating against the National crime recording (NCR) and Home Office crime recording (HO CR) compliance.

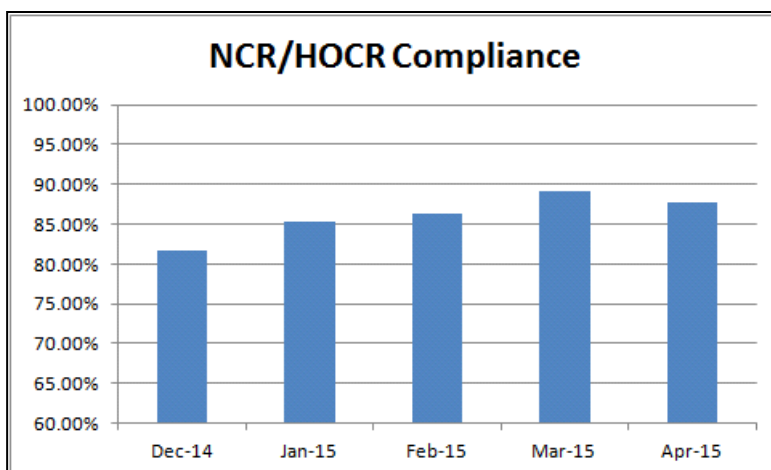


Figure 5: NCR/HOCR Compliance



27. Crime in the county area as a whole is reducing, 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, and using the performance tool, Qlikview.

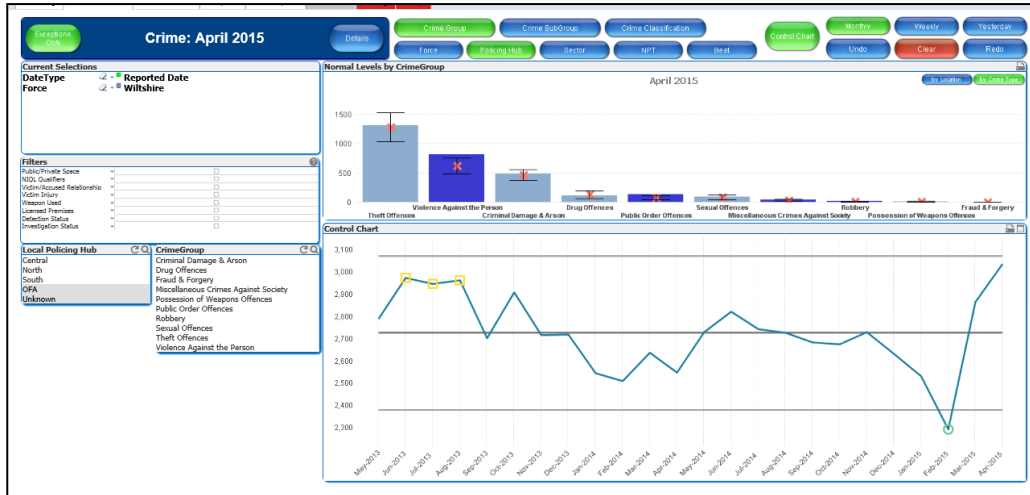


Figure 6:  
Qlikview  
Performance  
tool

28. This product has been implemented within the last year and it now gives a much greater, automated insight into local trends, exceptions and details to enable sector inspectors to manage their areas effectively.

29. As was shown within the national publication, theft offences (which mainly include dwelling burglary, non dwelling burglary, and vehicle crime) continue to reduce well and put the Force in seventh position nationally. This crime group makes up about 50 per cent of the police’s recorded crime, and has shown a large reduction throughout the last year. This reduction compared to other forces is also seen as strong.

30. Reductions have been as strong as 10.4 per cent since the start of this financial year, equating to 1,703 fewer victims of crime over the last 12 months. The graph below demonstrates the level of reduction seen within this crime group.

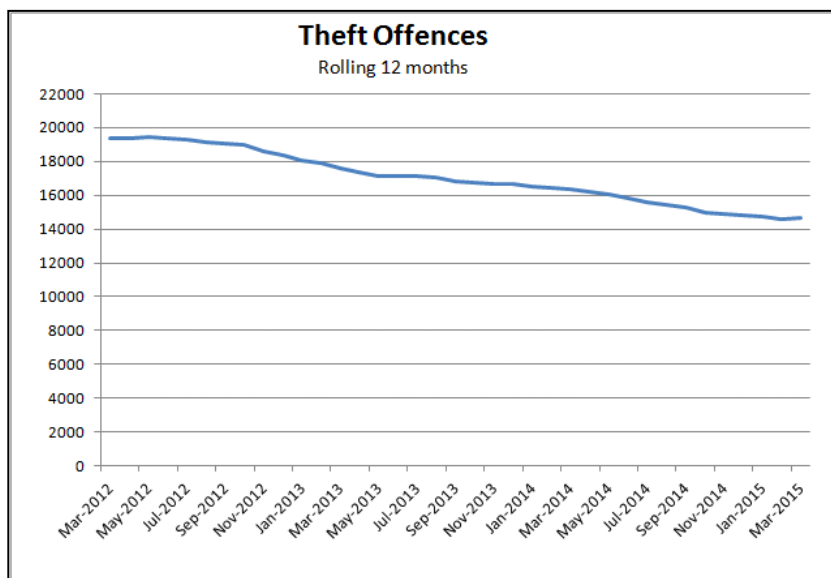


Figure 7: Theft  
offences – rolling year

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

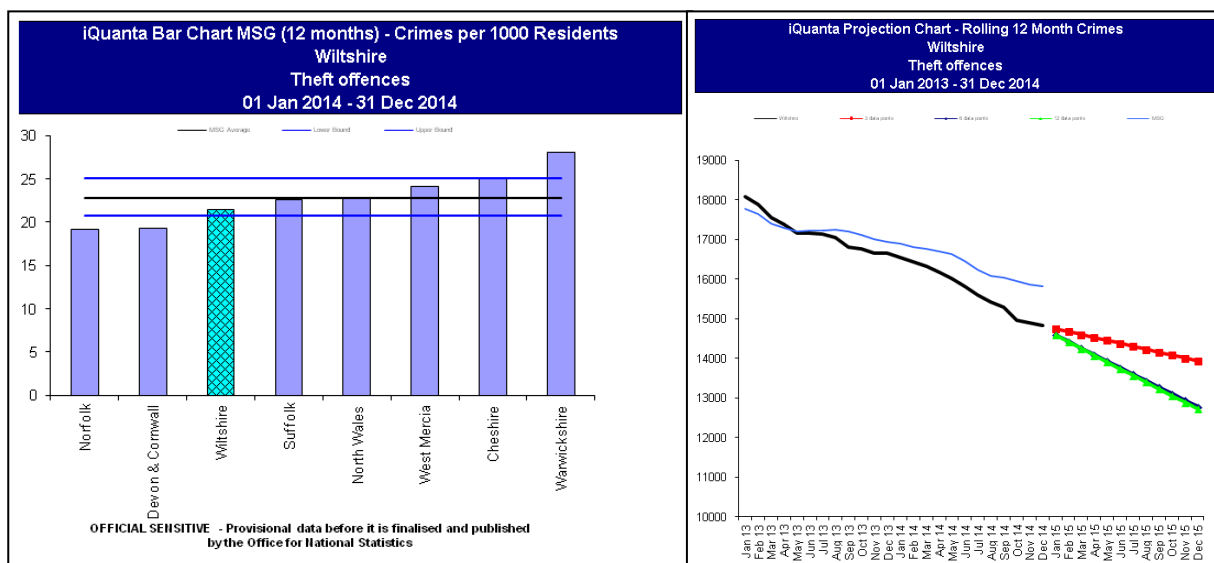


Figure 8: Theft Offences – up to December 2014

32. Within the most recent Home Office crime release reporting on the year up to December 2014, Wiltshire is positioned fourth lowest nationally for dwelling burglary, tenth for vehicle crime and 16<sup>th</sup> for non dwelling burglary. All of these areas continue to show significant reductions in Wiltshire and Swindon as a whole, and I have been satisfied that the trends are going in the right direction.

33. Violence against the person has been an area of consistent review and analysis over the past 12 months. The volume of violence against the person (VAP) offences recorded in Wiltshire increased by 12.2% during 2014-15 (+833 offences, 6,823 to 7,656). Trends within this crime type have been increasing within Wiltshire, and nationally, since December 2013.

34. The recent Home Office publication showed that there has been a 16.1% increase in Violence against the person for Wiltshire up to December 2014, but a 20.7% increase nationally.

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
<b>England &amp; Wales</b>	<b>628,234</b>	<b>772,163</b>	<b>+ 143,929</b>	<b>+ 22.9%</b>
<b>South West Region</b>	<b>54,804</b>	<b>62,580</b>	<b>+ 7,776</b>	<b>+ 14.2%</b>
	<b>16,932</b>	<b>20,384</b>	<b>+ 3,452</b>	<b>+ 20.4%</b>
	<b>20,875</b>	<b>21,862</b>	<b>+ 987</b>	<b>+ 4.7%</b>
	<b>5,898</b>	<b>7,577</b>	<b>+ 1,679</b>	<b>+ 28.5%</b>
	<b>4,276</b>	<b>5,101</b>	<b>+ 825</b>	<b>+ 19.3%</b>
<b>Wiltshire</b>	<b>6,823</b>	<b>7,656</b>	<b>+ 833</b>	<b>+ 12.2%</b>
<b>Most Similar Group</b>	<b>77,018</b>	<b>90,246</b>	<b>+ 13,228</b>	<b>+ 17.2%</b>
<b>Wiltshire</b>	<b>6,823</b>	<b>7,656</b>	<b>+ 833</b>	<b>+ 12.2%</b>
	<b>20,875</b>	<b>21,862</b>	<b>+ 987</b>	<b>+ 4.7%</b>
	<b>4,187</b>	<b>4,904</b>	<b>+ 717</b>	<b>+ 17.1%</b>
	<b>7,120</b>	<b>8,234</b>	<b>+ 1,114</b>	<b>+ 15.6%</b>
	<b>8,296</b>	<b>9,435</b>	<b>+ 1,139</b>	<b>+ 13.7%</b>
	<b>10,775</b>	<b>14,557</b>	<b>+ 3,782</b>	<b>+ 35.1%</b>
	<b>8,714</b>	<b>11,926</b>	<b>+ 3,212</b>	<b>+ 36.9%</b>
	<b>10,228</b>	<b>11,672</b>	<b>+ 1,444</b>	<b>+ 14.1%</b>
<b>Number of forces in England &amp; Wales with an increase in this category</b>			<b>43</b>	

Figure 9: VAP – Wiltshire and Region/MSG comparison up to March 2015

35. The MSG and trend graphs below support this data, and demonstrate that the increases in VAP are not solely a Wiltshire finding.

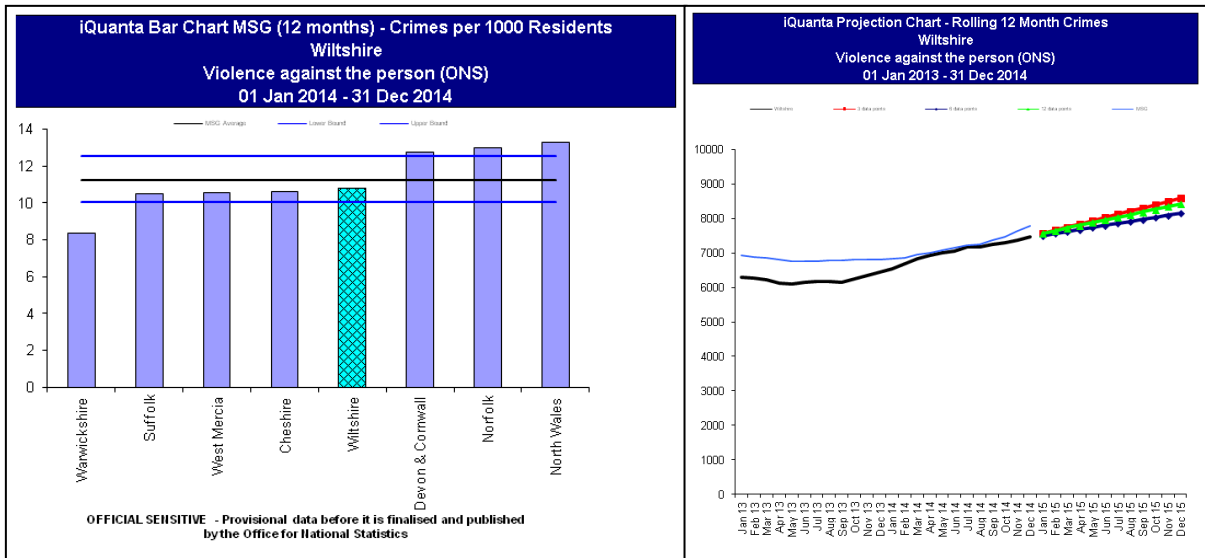


Figure 10: Violence Against the Person – up to December 2014

36. Internal data shows that VAP is continuing to increase, but at a reduced rate than that experienced by peers. I ensure the local findings correlate to national reports, but also look at themes within this to ensure the Constabulary is identifying and differentiating between real issues and administrative issues. This work includes assessing locations, themes and offenders.

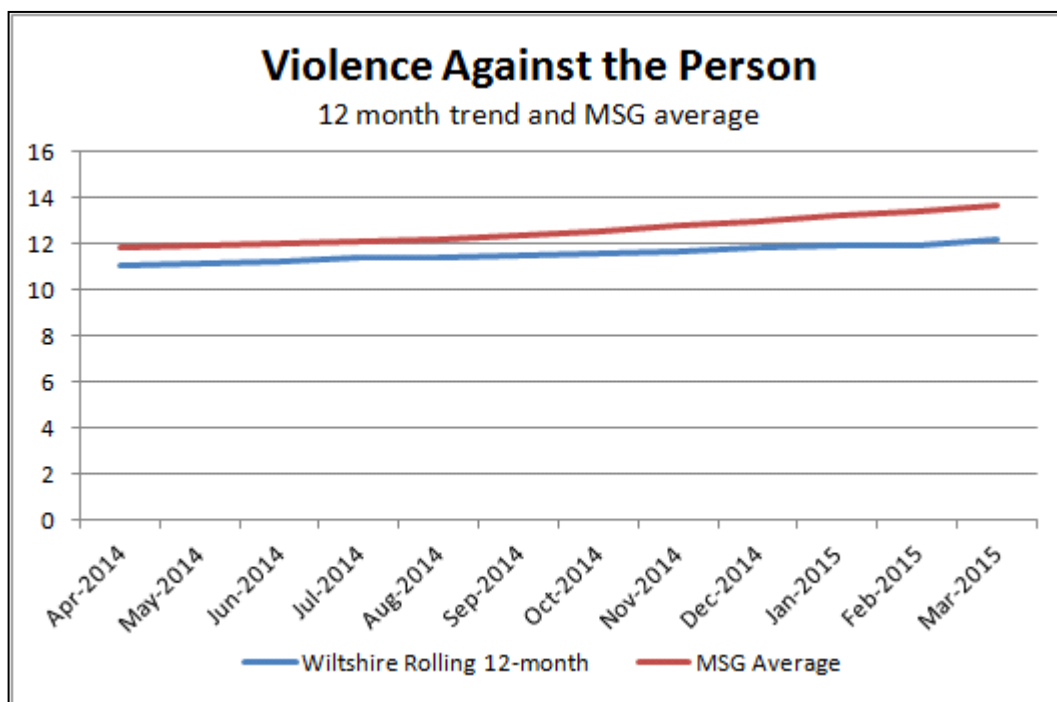


Figure 11: Violence against the person – rolling year up to December 2014

37. Over the last year, 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.
38. Nationally, there is a data collection taking place by the Chief Constable of Thames Valley Police (the head for the performance management coordination committee) to understand the increases seen in all forces in relation to VAP and also sexual offences. These rises are expected to continue. It is essential that at a national and local level, the service can provide a clear understanding of the underlying causes of the apparent increases. It is likely these are due to crime recording, however further analysis is required before the service as a whole can say whether this is actual or administrative. This piece of work supports what has been reported to the panel and public for the last 12 months and I am confident from the work that Wiltshire is doing, that we will be in a good place to contribute effectively to this data collection and understanding.
39. At a local level, exceptions continue to be analysed and raised through local tasking. Both private and public space violence showed consistent increases throughout the year, along with all sectors.
40. Where exceptions are raised, they are passed to the criminal intelligence team who will carry out in-depth analysis focusing on smaller locations, hot spots, themes within the offences, repeat addresses and victim/offender relationships.
41. 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 helps 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.

42. As far as anti-social behaviour (ASB) is concerned, I continue to be pleased with the level of incidents reported to the Force. There has been a 4.2 per cent reduction compared to the start of the financial year. This has equated to 939 fewer incidents. The trends have stabilised since September 2014. The three policing hubs follow the same trend as the Force, and compliance for the recording of ASB is at 99.5% which is positive.

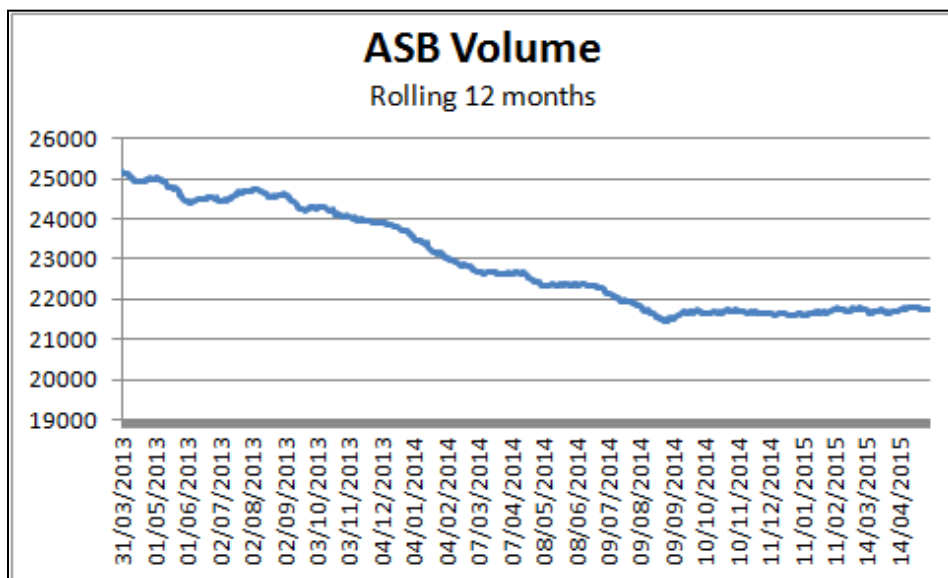


Figure 12: Anti-Social Behaviour – rolling year

### Public Opinion Survey

43. 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.
44. Results throughout the year are analysed and published through the a local performance product for sector inspectors to utilise. 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.
45. 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 a new performance tool aimed at sector inspectors.

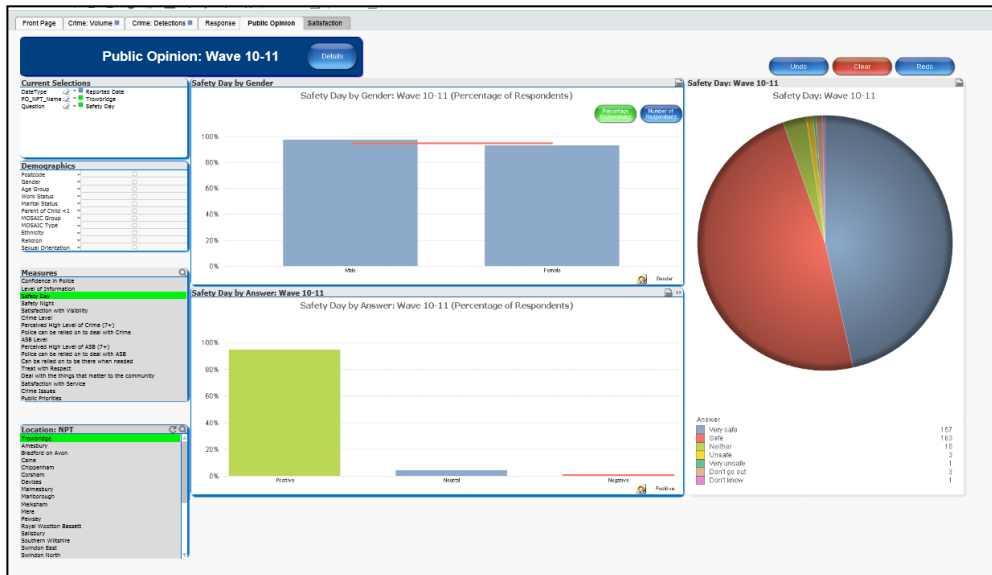


Figure 13: Public opinion product for sector inspectors

46. The most recent results have recently been received from the surveying company, and are therefore not available for publication in this report.
47. 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.
48. 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
<b>Feel safe during the day</b>	92.5%	93.7%	94.9%	94.8%	94.7%
<b>Feel safe after dark</b>	61.9%	59.6%	58.8%	60.4%	56.2%
<b>Satisfaction with visibility</b>	59.9%	55.3%	57.2%	59.4%	58.1%
<b>Relied on to deal with crime</b>	69.4%	67.2%	65.7%	68.8%	67.5%
<b>Relied on to deal with ASB</b>	66.1%	65.3%	63.6%	64.4%	65.4%
<b>Deal with the things that matter to the community</b>	77.7%	77.4%	78.6%	76.6%	76.6%
<b>Overall confidence in the police in this area</b>	85.3%	85.3%	83.9%	83.9%	83.4%
<b>Teenagers hanging around</b>	16.4%	16.5%	19.4%	16.2%	17.6%

Figure 14: Public opinion survey results

### **People feeling safe during the day/night**

49. The percentage of people feeling safe during the day has remained very high throughout the year, rising close to 95 per cent. This is encouraging to see and reflects the low rate of crime which takes place in Wiltshire.
50. 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, although I have noticed the most recent result and will look out for the next set of results in this area. This drop was not significant within the limitations of the survey. Responses from the public relate to perception of danger, general apprehension of the dark, or a lack of street lighting.

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

51. Within the last survey, the results for 'teenagers hanging around' dropped back to more normal results. The recent figure for this area stands at 17.6%.
52. 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.
53. The current youth diversionary activities currently include the "youth zone" website, cadets, bluez n zuz and Outbox. In addition to this, 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. Three individuals have been appointed and were due to have begun their roles in May 2015. Senior members of Wiltshire Council and Swindon Borough Council will ensure that the strategies are compatible with respect to youth engagement and that resources are being used to complement each other.

### **Number of volunteers taking part in various 'watch' schemes**

54. 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.
55. To ensure clarity and consistency in approach, a volunteer strategy has been produced that 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 a volunteer co-ordinator
  - d. Reduce demand for police services through support of volunteers
56. The Constabulary now has 46 volunteers working in police stations across the county. These roles vary but are mostly administrative, supporting the organisation in delivering the priorities. Community Speed Watch continues to be a positive way for the community to contribute to solving local problems. Although there have been

recent issues with insurance details for next of kin forms, the number of active participants is 668 which has expanded from 560 last quarter.

57. Those individuals involved in Farm and Horse Watch schemes (over 2,400) have been contacted. However the response has been very slow so far. Letters are going to be sent out to those who had an email which bounced back (about 300-400) and this approach will likely end up with a two tiered watch scheme; those happy to be passive members and those happy to be task-able agents.
58. Within the last year, the Constabulary has implemented the new Community Messaging tool which allows those who have signed up to receive messages about policing and crime matters in their area (such as community policing news and events).
59. All Neighbourhood Policing Teams have had the Community Messaging system rolled out within their area, which has included a number of electronic, paper-based, and face to face meetings with staff to enable them to promote the system to the public.
60. Over the year, 6,486 people have signed up, which includes 2,540 Neighbourhood Watch co-ordinators. The Constabulary employed a full time digital engagement officer, who will continue liaising with Neighbourhood Policing Teams and being creative in promoting Community Messaging to the public to increase take-up. More watch schemes will be on board such as Farm Watch, with further schemes in the future. 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.
61. This is more suitable to people without access to Facebook and Twitter who will receive updates through this medium. Currently the Force has 17,879 Facebook members and 22,113 Twitter followers. Taking into consideration all the accounts which the Force has, including local Facebook and Twitter accounts, the total number of followers increases.
62. 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 its co-ordinators and members.
63. Going into the new financial year, I recognise volunteers from across Wiltshire and Swindon at the Neighbourhood Policing Awards on Friday 5 June and the Special Constabulary Awards on Sunday 7 June.

#### **Number of Specials and the hours they contribute**

64. My ambition to achieve a minimum of 300 active Special Constables working across Wiltshire and Swindon has been challenging. I want to see them attached to local communities, and adding value to the policing service that is provided.
65. A large review and redevelopment of the Special Constabulary was conducted by Superintendent Marion Deegan and is now being taken forward by Superintendent Andrew Carr, the new crime prevention lead. 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.

66. Currently we have 180 Specials with 158 working regular hours. This reduction in numbers is due to recent resignations and a determined effort to address officers who are not completing regular hours. Records show that the hours they contribute are 12.4 per month against the requirement of 16 hours. This does not include training 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. However there are also Specials who do not contribute any hours to the Force and this is being proactively managed.
67. 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, Neighbourhood Policing Team (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.

68. 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.
69. Twenty Specials joined the Constabulary in January 2014, with another 17 in May 2014, 12 in December 2014 and 12 in January 2015. Future intakes planned in May 2015 (20), October (20), and January 2016 (20).
70. Recruitment of Specials is dependent on the staff within the existing establishment interviewing, training and equipping members of the public to become Specials. If the wider system is not considered, a bottleneck will appear, and jeopardise Special recruitment and retention.
71. 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 compared to other regional forces.

### **Reduce by 25 per cent the harm caused by organised crime groups (OCGs) operating in Wiltshire and Swindon**

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

73. There are now 12 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 remain four OCGs which are in the stage of active operations with the remaining groups under development.
74. The 12 OCGs which are currently active hold a harm and risk score of 342 which compares to an initial score of 482 from the start of the year. This relates to a reduction in harm and risk of 29.0%.

### **Dangerous drug networks (DDNs)**

75. The Wiltshire Intelligence Unit produces a monthly DDN network analysis which gives an understanding of the potential number of networks present in our communities at any one time. This analysis includes an assessment of the threat which is based on intelligence that is invariably subject to change from one week to the next.
76. There were 33 DDNs which were active within our communities throughout the last quarter. It was assessed that 11 of these networks were a high threat at some time. The threat posed by each network varied. However primarily, all networks displayed a propensity for violence, criminal exploitation of the vulnerable, were linked to ongoing feuding or gang-related conflict, or were dealing in products that were causing unexpected harm, such as overdose-related deaths. Only five of these high risk networks remained high risk for more than one month, indicating that enforcement activity was effective at reducing the threat and either disrupting, or removing, the DDN.
77. Disrupting DDNs is an ever evolving process. Wiltshire Police continues not only to use conventional policing methods to disrupt drug dealers, but also helps to protect our vulnerable communities who are often criminally exploited at the hands of violent out-of-town gangs. Vulnerabilities and risks associated with networks are now quickly identified and communicated, ensuring a partnership approach is adopted to help tackle the problem.
78. DDNs do not exist as a static group. Networks, and members, frequently change associations and dealing patterns. It is difficult to assess the changes in threat over time as new DDNs emerge weekly, whilst established networks are frequently disrupted for years at a time. The operating nature of DDNs removes the ability to identify any real static cohorts. Although the threat reduction appears significant, it has to be understood that the threat over time is very difficult to accurately measure. The activity which is conducted to manage these groups demonstrates effective management of the problem.

## 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	1,198	701.8

Figure 15: Protecting the most vulnerable in society

### Reduce harm from serious crime

79. The Constabulary seeks 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)

80. 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. If the threshold were to be re-calculated at this point, it would be much closer to the current volumes.

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

82. This is further supported by the following table which shows Wiltshire's position compared to other Forces within the region and MSG:

Areas	Earlier Period	Later Period	Change	
	Apr-13 to Mar-14	Apr-14 to Mar-15	Numeric	Percentage
England & Wales	63,396	87,176	+ 23,780	+ 37.5%
South West Region	5,990	7,619	+ 1,629	+ 27.2%
	1,869	2,279	+ 410	+ 21.9%
	2,177	2,586	+ 409	+ 18.8%
	602	969	+ 367	+ 61.0%
	581	674	+ 93	+ 16.0%
Wiltshire	761	1,111	+ 350	+ 46.0%
Most Similar Group	8,296	11,385	+ 3,089	+ 37.2%
Wiltshire	761	1,111	+ 350	+ 46.0%
	2,177	2,586	+ 409	+ 18.8%
	522	706	+ 184	+ 35.2%
	731	1,178	+ 447	+ 61.1%
	906	1,166	+ 260	+ 28.7%
	1,281	1,991	+ 710	+ 55.4%
	977	1,465	+ 488	+ 49.9%
	941	1,182	+ 241	+ 25.6%
Number of forces in England & Wales with an increase in this category			43	

Figure 16: Sexual Offences – Wiltshire and Region/MSG up to March 2015

83. The national report into police crime statistics in late 2014 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.

84. As previously mentioned within this report, the national analysis of VAP and sexual offences is taking place, led by the Chief Constable of Thames Valley Police.

85. This area is under consistent monitoring to ensure there is no increase in risk presented to the public. There is no noted increase in offences where the victim/offender relationship is 'stranger', and the majority of crimes are between individuals who are known to one another. The increases which are seen at a Force level, are replicated consistently across the County, further implying that this is a 'process' change. Also, the Force has seen increases within both historical events (six months between occurrence and report to the Police), and current events. When combining all the analysis together, this demonstrates a likely increase in confidence in reporting from the Public and influence from highly publicised national cases in this area encouraging victims to come forward.

86. The Constabulary believes that the rise that is seen in this area is a positive sign of accurate and ethical recording and a better reflection of the volume of offences taking place.

87. Wiltshire has seen an increase in rape and sexual offences being reported by a third party (someone other than the victim), which is believed to be due to increased

awareness from other agencies. Rape offences have seen a rise from 18 crimes in April 2012 to 45 in March 2015, a 122% increase.

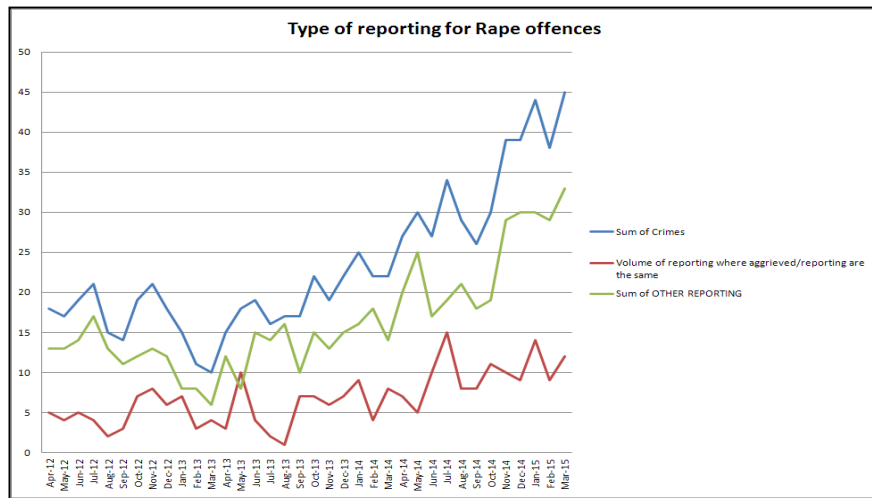


Figure 17: Source of rape offences reported

88. Within the last year, training has been given to all Public Protection Department (PPD) supervisors in relation to the recording of crime. This was expected to influence the trend of sexual offences recorded and senior managers are fully sighted on the developments.

89. 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.

90. The below graph shows where Wiltshire sits within the most similar force group, indicating that the performance is average.

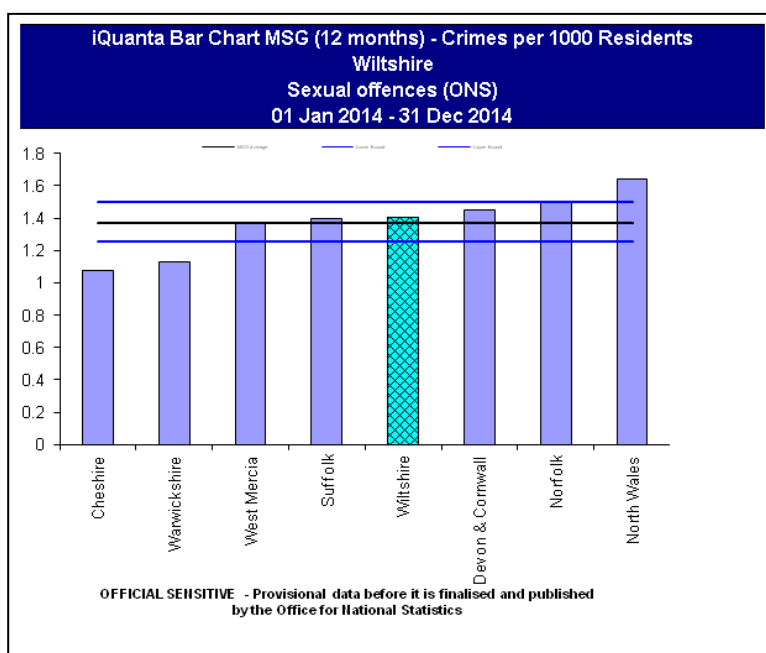
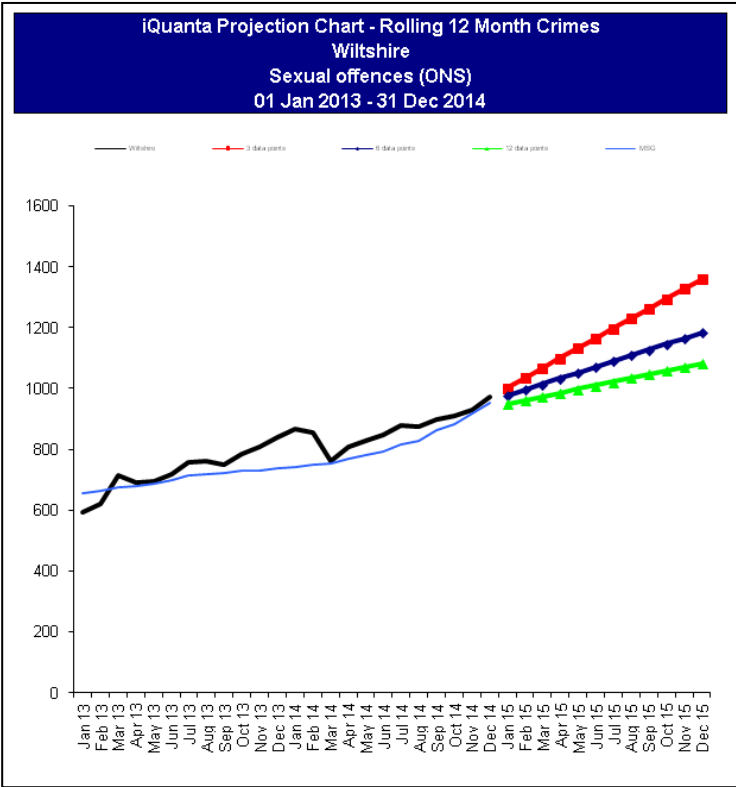


Figure 18: Sexual offences per 1,000 population within the most similar force group



*Figure 19: Sexual offences – rolling year up to December 2014*

## Most serious violence

91. 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. This crime group has increased by 43% in the last year (which equates to 97 offences moving to 139). Wiltshire does sit within the lowest quartile nationally and the following iQuanta graphs show where Wiltshire sits compared to peers.

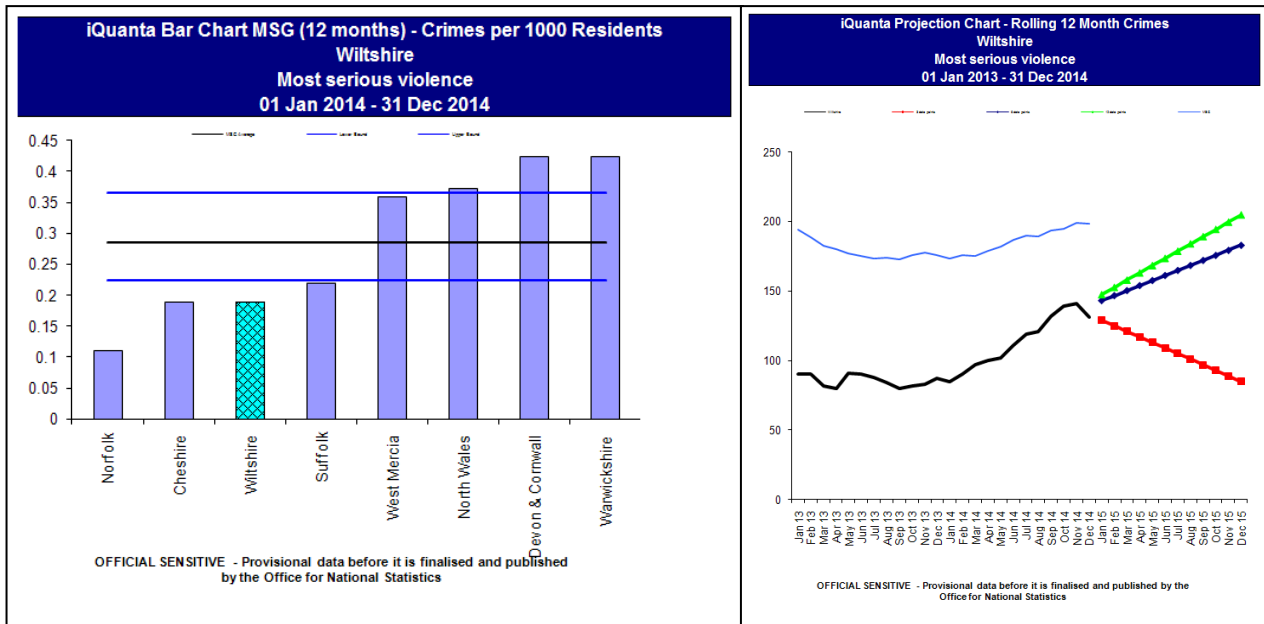


Figure 20: Most serious violence – bar chart and rolling 12 months to December 2014

92. Although Wiltshire's percentage increase looks dramatic, this is due to the low volume of offences within this crime group. The national rate is increasing significantly at 14.5% and, from looking at the internal analysis; most serious violence appears to be subject to process changes similar to serious sexual offences. The trends are consistent across all areas within Wiltshire, and there appears to be no underlying patterns.

93. The following table demonstrates the picture within the MSG and region.

Areas	Earlier Period Apr-13 to Mar-14	Later Period Apr-14 to Mar-15	Change	
			Numeric	Percentage
<b>England &amp; Wales</b>	<b>19,324</b>	<b>22,121</b>	<b>+ 2,797</b>	<b>+ 14.5%</b>
<b>South West Region</b>	<b>1,392</b>	<b>1,648</b>	<b>+ 256</b>	<b>+ 18.4%</b>
	345	507	+ 162	+ 47.0%
	741	715	- 26	- 3.5%
	79	146	+ 67	+ 84.8%
	130	141	+ 11	+ 8.5%
<b>Wiltshire</b>	<b>97</b>	<b>139</b>	<b>+ 42</b>	<b>+ 43.3%</b>
<b>Most Similar Group</b>	<b>2,008</b>	<b>2,282</b>	<b>+ 274</b>	<b>+ 13.6%</b>
<b>Wiltshire</b>	<b>97</b>	<b>139</b>	<b>+ 42</b>	<b>+ 43.3%</b>
	741	715	- 26	- 3.5%
	206	226	+ 20	+ 9.7%
	168	178	+ 10	+ 6.0%
	223	272	+ 49	+ 22.0%
	307	466	+ 159	+ 51.8%
	60	100	+ 40	+ 66.7%
	206	186	- 20	- 9.7%
<b>Number of forces in England &amp; Wales with an increase in this category</b>			<b>33</b>	

Figure 21: Most serious violence – Wiltshire and Region/MSG up to March 2015

## 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	55	44
Satisfaction with follow up	82.7%	84.7%
Satisfaction with investigation	82.0%	82.1%
Resolved rate	25.3%	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	32.6%	48.8%

Figure 22: Putting victims and witnesses first

94. 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.
95. 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
96. 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 March 2015 show that the Force is continuing to perform very well.



- (i) How well the victim has been kept up to date with developments: 82.7 per cent
- (ii) How well they thought the crime was investigated: 82.0 per cent
- (iii) How satisfied they were in general with Wiltshire Police: 88.1 per cent. *(Please see Priority 6 (Driving up the standards of customer service) further on in my report)*

97. Looking at the most recent publishable data from the Home Office comparison website, iQuanta (up to December 2014), Wiltshire is significantly above most similar forces for how satisfied the victim was in general with the police. Nationally, Wiltshire is rated 11<sup>th</sup> out of 43 forces.

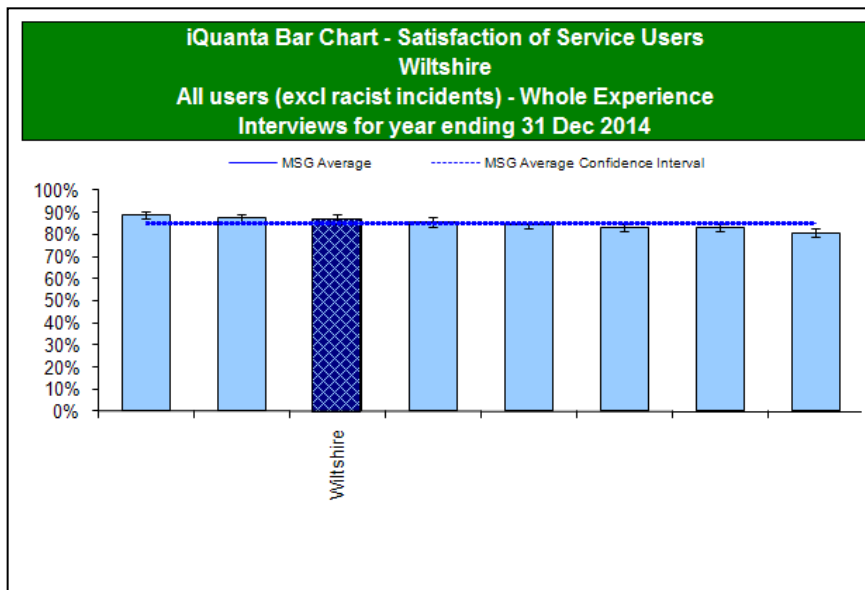


Figure 23: Overall satisfaction – MSG chart up to December 2014

98. Wiltshire has seen a rise and fall within the last 12 months, which, when analysed, equates to those who say they are 'fairly satisfied'. The proportion of people who respond 'very satisfied' and 'completely satisfied' did not change as significantly. Looking at these top two responses is called the 'restricted methodology'.

99. Wiltshire remains in a good place within victim satisfaction, but there are still improvements which can be made in maintaining a consistent and high quality service, and expanding engagement with victims of crime.

100. This change in using the restricted methodology is most evident within violent crime, which shows a similar pattern to overall satisfaction. This trend showed a significant decrease (6.3 percentage points) in satisfaction over the last year, following a significant increase in the previous year (7.8 percentage points), however with the restricted methodology no significant change is seen and the proportion saying they are very or completely satisfied remains stable.

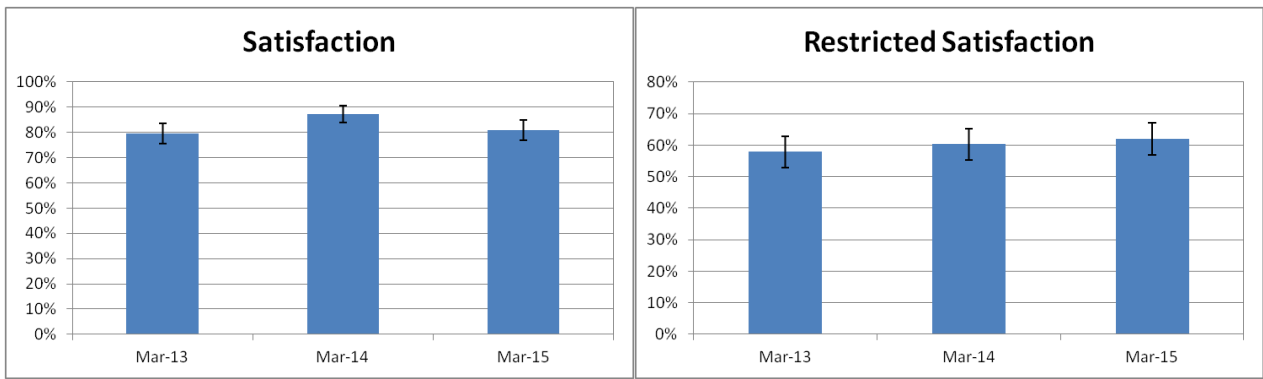


Figure 24: Violent crime satisfaction – normal and restricted methodology

101. 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.

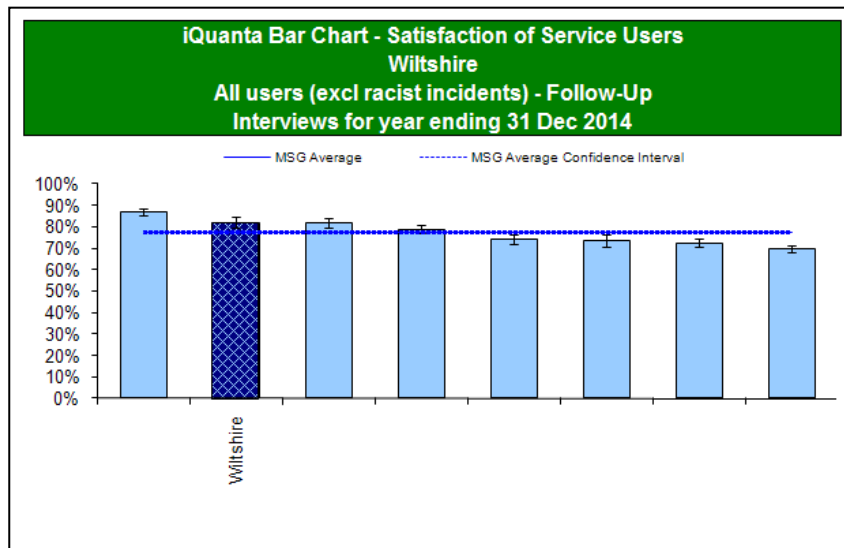


Figure 25: Satisfaction with being kept informed – MSG chart up to December 2014

102. 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 in line with peers.

103. 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

104. 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.

105. The proportion of victims referred by an automated process to Victim Support for the financial year of 2014-15 was 88.2 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.

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

**Resolved rate**

107. The resolution rate at the end of the financial year was 25.3 per cent. This remains significantly below the required position, and significantly below peers.

108. 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).

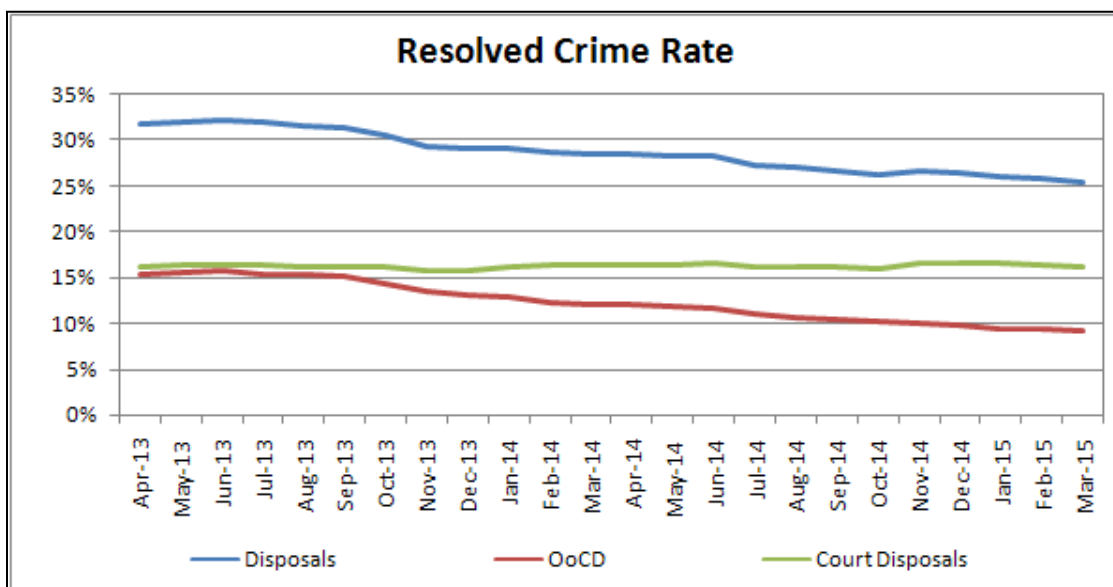


Figure 26: Resolved crime rate – In and out of court

109. 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.

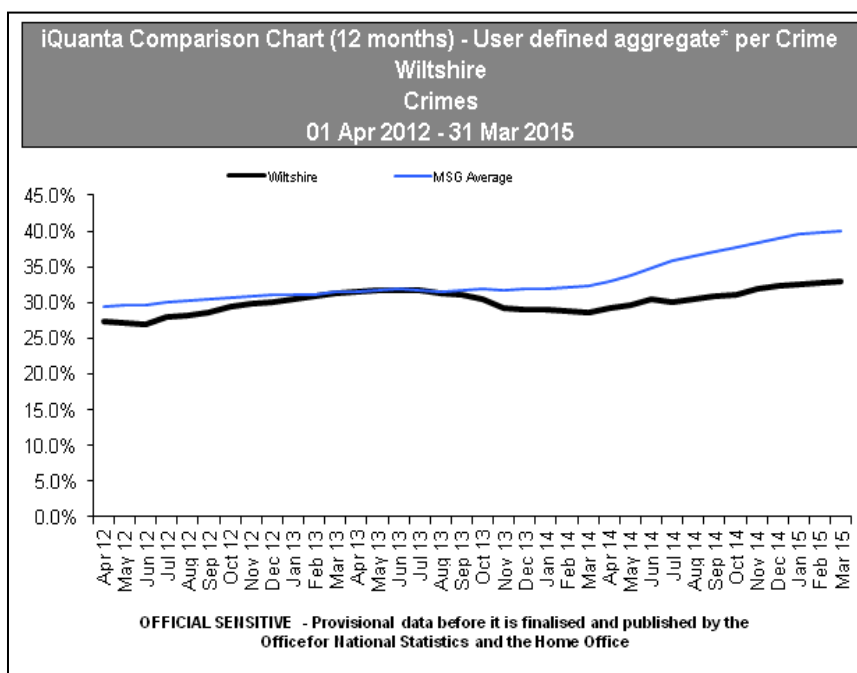


Figure 27: Resolved crime rate compared to the MSG average

110. The Out of Court Disposals Manager (OOCDM) completed her review of Force community resolution procedures and these were published to the Force in March 2015. This was done following research with neighbouring forces to see the different approaches to restorative justice. This new procedure was accompanied by a new community resolution form. The OOCDM also launched new caution and conditional caution forms for both youths and adults in order to streamline the existing forms.
111. In addition to the new processes, the OOCDM has been delivering training briefings to Neighbourhood Policing Teams and Response teams across the Force to highlight the new Force procedure and forms. There is now also a slot on the sergeant training days for OOCDM that did not exist before. This will raise awareness 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.
112. Over the year, the OOCDM has also been reviewing the compliance rating of this disposal type which has resulted in a rating of over 95%. This is seen as an “excellent” rating and should be considered alongside the volumes. 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 OOCDM outcomes, a recent audit in another force advised that a third of them would not have been in line with ACPO (now National Police Chiefs’ Council) guidance.
113. With the work that has been put into this area over the last year to build the correct and ethical foundations, I will expect to see the compliance remain, and the volume of out of court disposals increase.

## Reducing offending and re-offending

Reducing offending and re-offending		
Measure	YTD	Threshold
Tackle irresponsible licensed premises	3668	5612
Re-offending rate	26.4%	29.1%
Re-offending rate of SWITCH Cohort	44.8%	35.4%

Figure 28: Reducing offending and re-offending

114. 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

### Tackling irresponsible licensed premises

115. Over the last year, I have become increasingly aware that just looking at the number of licensing checks is not sufficient when assessing the licensing function of the Constabulary.

116. A range of activities are undertaken 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.

117. For the full financial year of 2014-15, there have been 74 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 has increased significantly within the final quarter of the year which shows the amount of activity that the licensing department is committing to tackling those premises which act irresponsibly.

118. Throughout the year, numerous premises have been given support and advice to ensure they operate effectively. This has included new conditions being negotiated,

work ongoing to reduce the risk of harm to children, work to reduce drug misuse and address poor management, and finally revoking late night refreshment licences following Wiltshire Council and police applications. There have also been a number of significant premises 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. This work has ensured the Constabulary is applying licensing resources in the right areas.

- 119. In addition, the licensing team have also conducted 130 prevention activities to reduce the likelihood of inappropriate licensing behaviour, and five hearings to discuss licensing applications and ensuring they are complied with.
- 120. The number of licensed premises checks since April 2014 currently stands at 3,668 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.

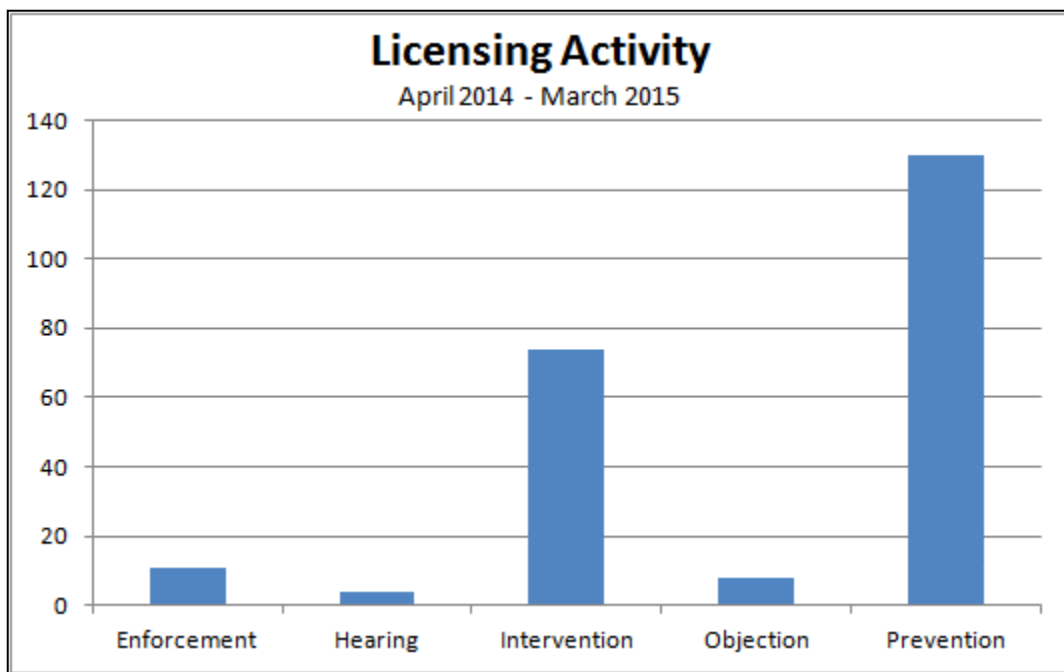


Figure 29: Licensing Activity – April to December 2014

- 121. The licensing task group continues to jointly assess problematic premises and develop joint tasking and actions to tackle these locations. The three hub-based licensing officers are embedded into the partnership tasking process and increased information is now being shared through this. 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.

122. 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.
123. Within the last quarter, there has been a licensing review hearing held in relation to late night refreshment premises. The premises are open until 0500hrs at weekends and attract many late night customers following the closure of entertainment premises nearby. The premises have attracted attention previously and have been the subject of two previous hearings in the last few years. Due to incidents of crime and disorder and poor management, a requirement to deploy door staff was previously made. Over the last year, the owner has repeatedly breached this condition and over the past few months we have seen a rise in incident numbers.
124. The licensing authority (as a responsible authority) called the review which reviewed evidence. The owner employed a barrister to defend his case, however the weight of evidence provided by the Police was overwhelming and the committee took the decision to revoke the licence permanently. This is a rare occurrence, but was appropriate and proportionate in this case. This latest result will again serve as a reminder to premises that are poorly managed, that partners will work together to enforce compliance or ultimately have the premises closed down.

## **SWITCH**

125. 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.
126. 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).
127. Within the fourth quarter of this financial year, SWITCH has seen a reoffending rate of 44.8 per cent. Although this is an increase in the repeat offending level, the SWITCH cohort has changed to be more reflective of the current recidivist offenders, with 15 out of the 32 new offenders committing further offences. This measure does give an indication of management of repeat offenders. However this is an evolving cohort meaning the re-offending rate will be reflective of the offenders of highest risk. As a result of this, and the fact that the repeat offence rate is only captured when an offender is proven to have committed the offence, this area does need to be considered against activity and traditional performance measures.
128. The principal purpose of SWITCH is to manage repeat offenders who commit acquisitive crimes. Some of those offenders may have used an element of violence, but they are not the most serious causers of harm in the community. A pilot has been running in the south hub where an extra member of staff is used to encourage the response officers to target the 'red' offenders. This has started to show some results, with a marked improvement in the amount of interaction between police and SWITCH nominals.
129. The 'Buddi' system of voluntary tagging, used to show where people are on a minute by minute basis, was approved and implemented in January 2015. This tag system

currently has three tags in use, but it is too early to provide any data at this stage. Anecdotally it seems to be having a positive impact on the service users who are trialling them.

130. Within the last year, the preferred bidder was announced to be Working Links who took over the local Community Rehabilitation Company (CRC) as well as the Devon and Dorset and South Wales CRCs.



## Driving up the standards of customer service

Driving up standards of customer service		
Measure	YTD	Threshold
Number of allegations of incivility, impoliteness and intolerance	18.4%	17%
Victim satisfaction	88.1%	87.0%
Number of days to finalise a locally resolved complaint	37	54
Prosecutions that fail due to quality of police input Crown Court	11.2%	10.0%
Prosecutions that fail due to quality of police input Magistrates Court	21.6%	17.5%
Data quality	0.92%	0.90%

*Figure 30: Driving up the standards of customer service*

131. 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.
132. 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."
133. The number of occasions where officers are alleged to have been lacking in civility, or to have been impolite or intolerant, is 168 for the financial year out of a total of 912 allegations. This represents 18.4 per cent of the total, against the desired position of 17 per cent as stated by the Independent Police Complaints Commission.
134. Within the last year, the total volume of complaints has been increasing considerably within Wiltshire and other forces nationally. A review took place within the second quarter of 2014-15 to understand the reasons for this increase and the efficiency of the current working model. Benchmarking and scoping with other forces took place and the Force has implemented recommendations to resolve the fluctuating performance in relation to recording complaints.
135. This featured 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 the Professional

Standards Department (PSD). These activities will see improvements in the way that complaint cases are being handled. Data to the end of March 2015 shows there is 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.

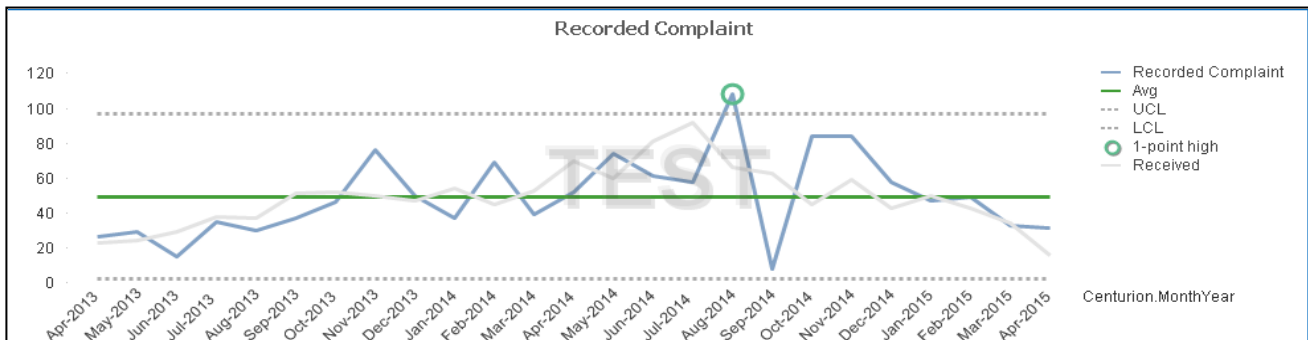


Figure 31: Complaints volume – recorded vs. received

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

137. 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. As can be seen, the performance within this area has been significantly improving and remaining consistent at around 90% recorded within ten working days.

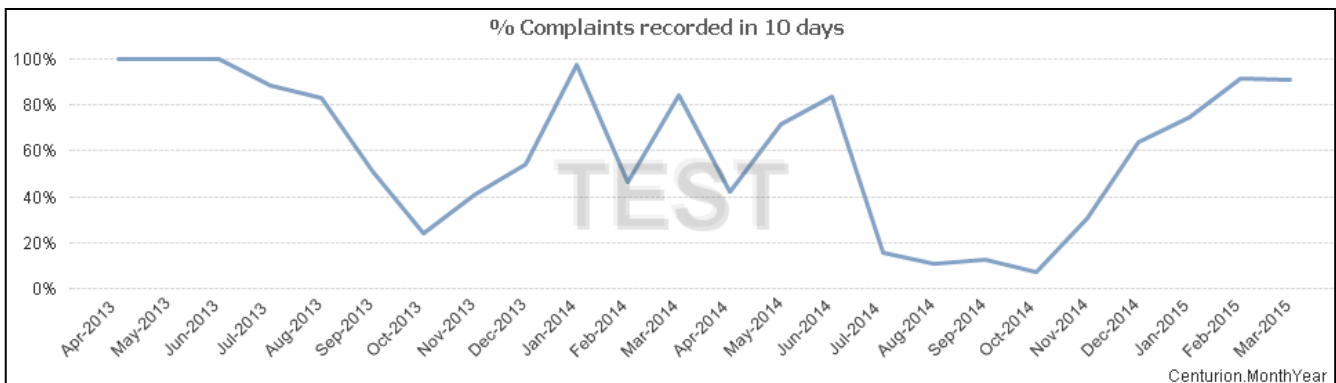


Figure 32: Proportion of complaints recorded within ten working days

138. 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

139. This measure relates to the proportion of prosecutions which fail because of the quality of the police input (i.e. 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	Jan-15	Feb-15	Mar-15	Total
Wiltshire Total Trials Listed - Crown Court	18	14	16	20	20	18	22	19	13	18	19	26	223
Wiltshire Total Trials Listed cracked and ineffective due to prosecution - Crown Court	2	2	3	2	1	2	2	3	3	2	1	2	25
Proportion of cracked & ineffective trials due to prosecution - Crown Court	11.1%	14.3%	18.8%	10.0%	5.0%	11.1%	9.1%	15.8%	23.1%	11.1%	5.3%	7.7%	11.2%
Wiltshire Total Trials Listed - Magistrate Court	110	109	142	106	80	103	125	85	76	92	91	110	1229
Wiltshire Total Trials Listed cracked and ineffective due to prosecution - Magistrate	31	21	36	22	14	18	34	15	15	17	21	21	265
Proportion of cracked & ineffective trials due to prosecution - Magistrate Court	28.2%	19.3%	25.4%	20.8%	17.5%	17.5%	27.2%	17.6%	19.7%	18.5%	23.1%	19.1%	21.6%
Proportion of Cracked & Ineffective trails due to prosecution	25.8%	18.7%	24.7%	19.0%	15.0%	16.5%	24.5%	17.3%	20.2%	17.3%	20.0%	16.9%	20.0%

Figure 33: Volumes of trials listed and ‘cracked or ineffective’

140. The proportion of trials cracked and ineffective due to police failings has remained stable compared to previous years, and is not considered an exception for either of the courts. This performance appears to have stabilised since the introduction of the new integrated prosecution team (IPT) and only had one month that exceeded the ‘poor’ measure of the CPS (red line below).

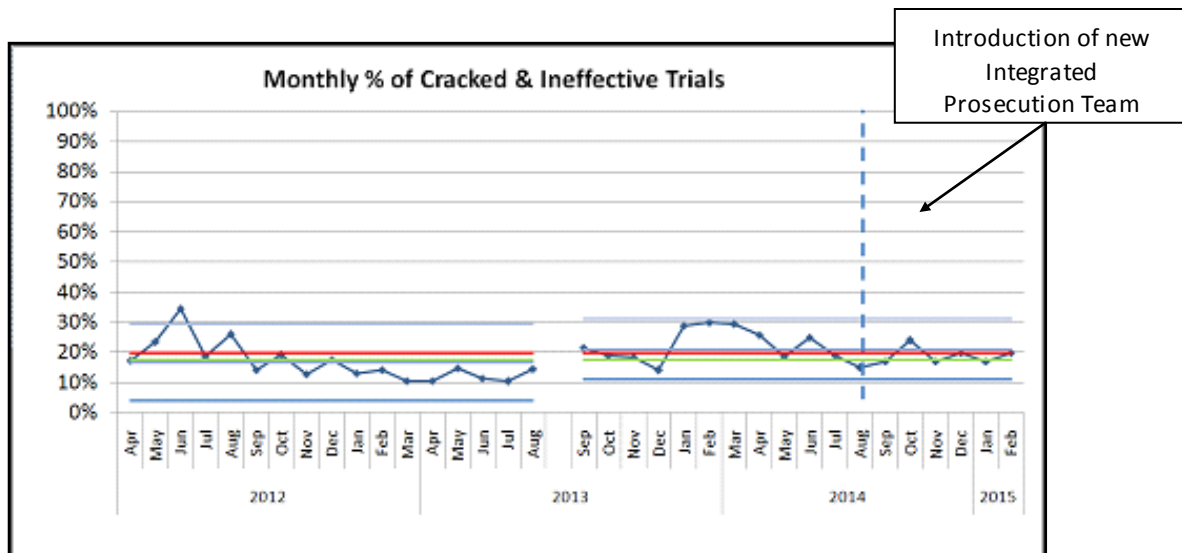


Figure 34: Proportion of prosecutions which fail because of the quality of police input

141. Performance is far more consistent and has met the CPS’s levels of ‘Good’ expectations on seven out of the 12 months. Since the new IPT model was implemented in September 2014 there have been no exceptions highlighted to me.

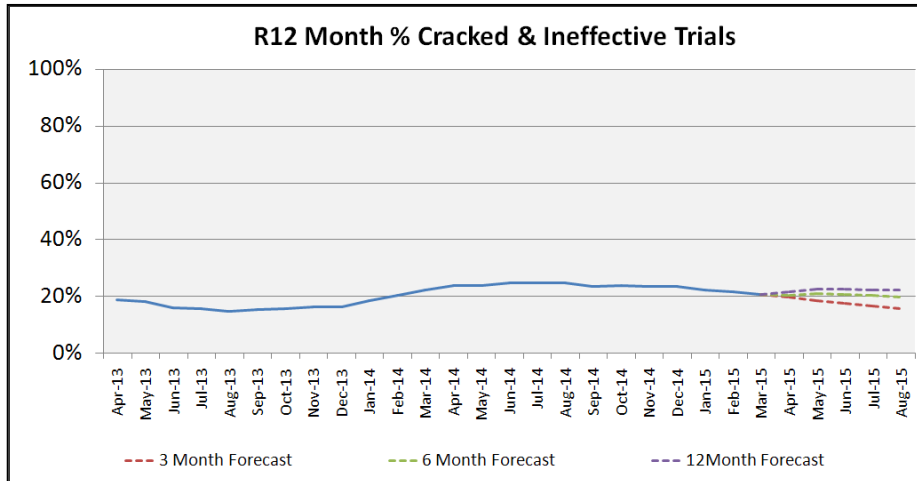


Figure 35: Proportion of prosecutions which fail because of the quality of police input

142. The police were directly accountable for 49 per cent of all cracked trials. Of that proportion, witness absent/withdrawn equates to 39 per cent, insufficient evidence equated to 38 per cent, and public interest grounds was 23 per cent.

Reason		Chippenham	Salisbury	Swindon
Cracked	Prosecution end case, insufficient evidence	31	24	18
	Prosecution end case, public interest grounds	9	27	8
	Prosecution end case, witness absent/withdrawn	59	14	2
	Prosecution end case, insufficient evidence	42%	33%	25%
	Prosecution end case, public interest grounds	20%	61%	18%
	Prosecution end case, witness absent/withdrawn	79%	19%	3%

Figure 36: YTD Top three reasons for a cracked trial by magistrate court volume

143. The findings indicate that there is an issue with listing times in Chippenham which consequently is contributing to witnesses not attending court due to multiple trial re-listings. Furthermore, Salisbury is significantly different to the other courts with regards to the number of trials cracking due to the prosecution not being in the public interest, suggesting an element of subjectivity between those reviewing files.

144. Over the last year, a considerable amount of work has taken place within the Constabulary to enable it to be in a position where analysis could be conducted on the following areas:

- Time taken for a file to be received in the (IPT) from point of charge, to the time taken by the IPT to submit it to the courts.
- The quality issues (faults) being made by officers/staff within the file build process with the aim of addressing common learning gaps whether it be particular departments, teams or supervisors etc

145. Within the last year, the Force established a new criminal justice delivery group which includes partners from the CPS and representatives from across the Force. The group will consider required local actions and allocate them to improve the situation where police have a role to play. This meeting has been evidence-led and

informed by a dataset obtained from both CPS and police data. Issues around file quality and timeliness have been discussed with the intention to improve the journey for victims of crime.

146. As a result of this, the proportion of charges which are received within the correct team within three days has increased from 56 per cent to 69 per cent. This helps the chances of getting the case to the Crown Prosecution Service within 21 days, which currently sits at 98 per cent.

## Tracking the 'customer journey'

147. 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.

Customer Journey	Group	Measure	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	YTD	YTD Threshold
	Visibility	Proportion of the public that are satisfied with police visibility	57.2%			59.4%			58.1%						58.1%	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%	96.4%	96.0%	94.6%	92.4%	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%	87.5%	84.3%	79.4%	78.6%	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%	93.5%	90.5%	94.0%	92.3%	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%	80.6%	79.6%	78.2%	78.2%	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%	81.5%	81.0%	79.0%	79.0%	81.0%
	Making a complaint	Proportion 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%	21.9%	22.8%	19.6%	18.4%	17%
		Number of allegations of incivility, impoliteness and intolerance	8	17	10	11	26	3	25	20	12	14	13	9	168	123
		Average number of days to finalise a complaint made to wiltshire police by local resolution	26	18	37	31	20	55	41	32	34	48	52	47	37	54
	Outcomes for victims	Failed prosecutions due to quality of police actions	11.1%	14.3%	18.8%	10.0%	5.0%	11.1%	9.1%	15.8%	23.1%	11.1%	5.3%	7.7%	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%	84.6%	84.6%	84.6%	89.4%	80%
		% victim satisfaction with victim support service	95.5%	95.5%	95.5%	100%	100%	100%	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%	86.0%	85.1%	83.8%	83.8%	90.0%

Figure 37: Tracking the customer journey

148. 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	92.3%	90%
999 calls answered within 10 seconds	92.4%	90.0%
101 to report crime - calls answered within 30 seconds	78.6%	75.0%

Figure 38: Ensuring unfailing and timely response to calls for assistance

149. 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)

- Within the last year, 92.3 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**

- 92.4 per cent of all 999 calls in the three quarters were answered within ten seconds. This area did drop within the second quarter of the financial Year. However in the final quarter, rates were averaging 95.7 per cent.
- 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**

- 78.6 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 final quarter of this financial year was 83.7 per cent answered within 30 seconds.

150. Wiltshire remains in a strong position for victim satisfaction with ease of contact, being above average in the group of forces with similar size and demographics, and being positioned 18<sup>th</sup> nationally. Wiltshire returns a satisfaction rating of 95.9 per cent within this category for the year up to December 2014.

## Unlocking the resources to deliver

Unlocking the resources to deliver		
Measure	YTD	Threshold
Public satisfaction with police visibility	58.1%	62%
Number of police officers	1010	1018
Number of PCSOs	130	138

*Figure 39: Unlocking the resources to deliver*

151. 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.
152. 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.
153. As at the end of March 2015, police officer numbers stood at 1,010. As reported previously it is considered that the requirement will be for 1,018 officers. Whilst this 1,010 is a reduction compared to the previous figure of 1,031, these figures naturally fluctuate over the year and have been above 1,018 for the majority of 2014/15. I am not concerned with the year-end number and I am pleased to say that frontline and Neighbourhood Policing Team officers still remain unaffected.
154. The force has future recruitment taking place to balance natural wastage which includes an intake of 16 police officers in July 2015, 16 in November and 16 in March 2016. There is also an additional PCSO intake of 16 in July 2015.
155. 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 Police and that this is in the early stages of being progressed. Heads of terms between the two Commissioners and Chief Constables have been signed and a programme director has been appointed to lead the development of the strategic alliance. Full details of the strategic approach to the Government’s comprehensive spending review can be found in the Medium Term Financial Strategy which is on the OPCC website.



A handwritten signature in black ink, appearing to read 'Angus Macpherson', with a long horizontal flourish extending from the bottom of the signature.

**Angus Macpherson**

Police and Crime Commissioner for Wiltshire and Swindon

June 2015