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

Quarterly report – Quarter 3 2013/14

For Police and Crime Panel meeting 6 March 2014

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.

A large part of my role is to review the performance of Wiltshire Police.

This paper aims to provide an informative update about the progress made to deliver the priorities set out in my Police and Crime Plan.

As a reminder, here are the seven key priorities in my plan:

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

Angus Macpherson, Police and Crime Commissioner for Wiltshire and Swindon

1. Police and Crime Plan – how we assess the Force's performance

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

Throughout the report, we talk about 'thresholds'. These indicate a desired position rather than a strict target which needs to be achieved at all costs, and which can sometimes have negative side effects.

As the following table shows, each measure is given a colour and status based on how it differs – in percentage terms – from the desired threshold.

Status	Percentage difference
EXCELLENT	Over 10% better than threshold
GOOD	Up to 10% better than threshold
FAIR	Up to 10% worse than threshold
POOR	Over 10% worse than threshold

2. Police and Crime Commissioner (PCC) Priority Scorecard 2013/14

PCC PRIORITY SCORECARD 2013/14

Reducing crime and ASB

Measure		YTD	Threshold	Difference
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	25119	24690	1.7%
	ASB	18075	18719	-3.4%
People feeling safe during the day		94.0%	93.0%	1.0%
People feeling safe during the night		63.2%	65.0%	-2.8%
To make watch schemes fundamental to intelligence gathering and crime prevention in communities		Will be reported on in annual report		
Volunteering numbers taking part in various watch schemes		62980	6840	820.8%
Number of Specials		208	235	-11.5%
Average hours contributed by Specials per month		12.9	16	-19.6%
% of people thinking that young people hanging around is a key issue		16.5%	16.5%	0.4%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network 'disruption in harm' assessment	-27.0%	-6.30%	328.6%
	Organised crime group 'disruption in harm' assessment	-29.3%	-6.30%	365.1%
% of people saying that ASB is a concern in their local area		33.6%	33.4%	0.5%

Protecting the most vulnerable in society

Measure		YTD	Threshold	Difference
To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reconvictions of members in the SWITCH cohort	331	375	-12%
	Reduce serious harm crime	603	542	11.2%

Driving up standards of customer service

Measure	YTD	Threshold	Difference
Percentage of Incivility, Impoliteness and Intolerance allegations out of total allegations	17%	17%	0%
Number of allegations of incivility, impoliteness and intolerance	88	92	-4.3%
Satisfaction of victims with the whole experience after reporting an incident to wiltshire police	89.8%	86.7%	3.6%
Average number of days to finalise a complaint made to wiltshire police by local resolution	44	52	-14.7%
Prosecutions that fail due to quality of police input	14.9%	16.7%	-10.8%
Proportion of errors found out of total possible errors	0.85%	0.90%	-5.6%

Putting victims and witnesses first

Measure	YTD	Threshold	Difference
To make criminal justice processes shorter Number of days from report to disposal	44	44	0.0%
Proportion of victims satisfied with being kept informed	83.6%	84.4%	-1.0%
Proportion of victims satisfied with the level of investigation	82.5%	82.1%	0.5%
Resolved rate - proportion of crime successfully resolved	28.3%	32.5%	-12.9%
Proportion of victims referred to Victim Support	78.1%	80.0%	-2.4%
Proportion of victims satisfied with Victim Support	96%	95.0%	0.7%
Proportion of cases successfully dealt with out of court	44.4%	48.8%	-9.0%

Reducing offending and re-offending

Measure	YTD	Threshold	Difference
Number of Licensed Premises checks conducted	4194	5025	-14.0%
Re-Offending Rate	24.9%	29.1%	-14.4%

Ensuring unfailing and timely response to calls for assistance

Measure	YTD	Threshold	Difference
Immediate response rate to emergencies	91.9%	90%	2.1%
999 calls answered within 10 seconds	94.3%	90%	4.8%
101 to report crime - calls answered within 30 seconds	81.4%	75%	8.5%

Unlocking the resources to deliver

Measure	YTD	Threshold	Difference
Proportion of the public that are satisfied with police visibility	56.8%	62%	-7.8%
Number of police officers	1034	1062	-2.6%
Number of PCSOs	129	138	-6.5%

Figure 1: PCC Priority Scorecard April – December 2013/14

We have developed a scorecard which attempts to cover all the elements of the Police and Crime Plan which can be measured.

The table above is made up of data from the third quarter of the 2013/14 financial year. Overall, this scorecard is graded as 'Fair' which is arrived at by combining the scores of each priority. One measure (an audit to assess whether watch schemes are fundamental to intelligence gathering and crime prevention in communities) will be reported on in the annual report and we will show how this will be developed as an update on the Police and Crime Plan.

The current grading for the priority scorecard is a reduced position from the previous report up to September 2013, which was graded as 'Good'. Below, the report assesses each priority separately.

3. Reducing Crime and Anti-Social Behaviour (ASB)

Reducing crime and ASB				
Measure		**YTD**	**Threshold**	**Difference**
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	25119	24690	1.7%
	ASB	18075	18719	-3.4%
People feeling safe during the day		94.0%	93.0%	1.0%
People feeling safe during the night		63.2%	65.0%	-2.8%
To make watch schemes fundamental to intelligence gathering and crime prevention in communities		Will be reported on in annual report		
Volunteering numbers taking part in various watch schemes		62980	6840	820.8%
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Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network 'disruption in harm' assessment	-27.0%	-6.30%	328.6%
	Organised crime group 'disruption in harm' assessment	-29.3%	-6.30%	365.1%
% of people saying that ASB is a concern in their local area		33.6%	33.4%	0.5%

Figure 2: Reducing Crime and ASB

Reducing crime and anti-social behaviour is a fundamental part of the Police and Crime Plan.

This priority has moved from being in the 'Good' category to 'Fair' as a result of total crime being above the threshold in the third quarter. The number of specials has fallen and is now more than 10 per cent below the threshold set.

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 financial year 2012/13, a total of 34,103 crimes were reported.

The threshold for the first nine months of 2013/14 was 24,690 crimes. The police recorded 25,119 crimes in that period, which is 1.7 per cent above the threshold set in my Police and Crime Plan.

However, it is important to say that, in real terms, compared to the same period in 2012/13, this represents a good level of reduction of 6.2 per cent.
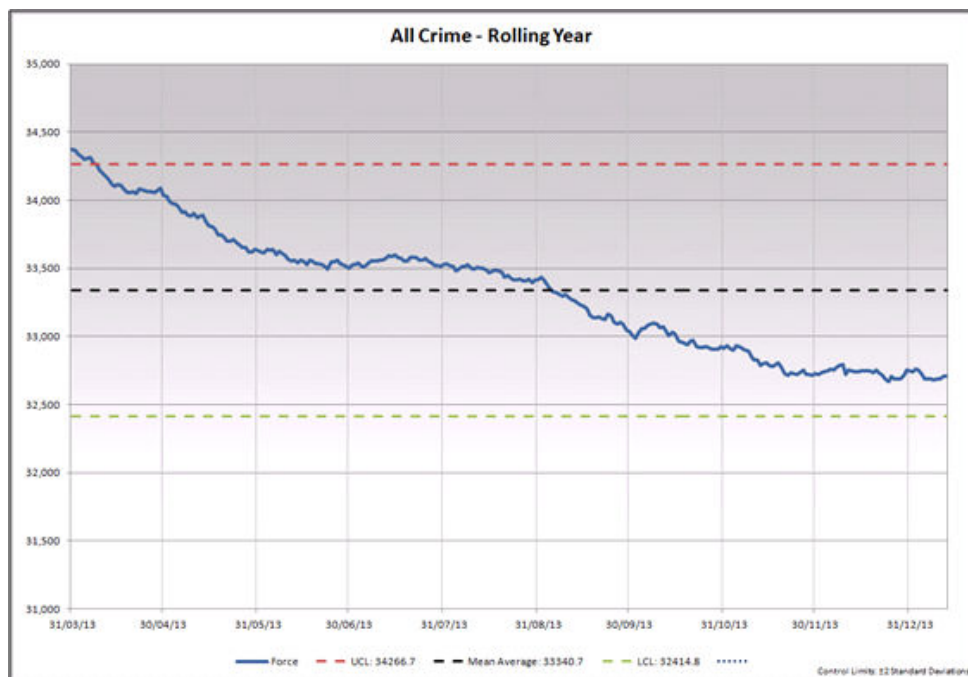

Figure 3: All Crime trend – rolling 12 months

The above trend graph shows a rolling 12-month picture (each point on the graph represents all the data for the preceding 12 months) for total crime within Wiltshire. This demonstrates a continuing level of reduction over the last year.

As was seen from the recent Office for National Statistics release of crime figures for the year to September 2013, Wiltshire's rate (- 7.3 per cent = 3,300 fewer victims of crime) compared favourably with the national reduction of 4.5 per cent.

These figures exclude action fraud who have taken out 554 crimes according to the most recent National Statistics release.

I recognise that there is growing public, ministerial and media scepticism about the recording of police crime statistics. It is important to me that, if a crime has taken place in Wiltshire and Swindon, that it is recorded accurately, ethically and fully in line with the National Crime Recording Standards. We owe it to the victims to ensure that crimes are recorded properly. If a crime is not recorded as such then victims do not receive the care and support that they deserve.

As we go through the process of checking and testing the way in which the Constabulary records crime, we may have to accept that an increase in some crimes is not necessarily a bad thing. For example, both the constabulary and I have been encouraging the victims of domestic violence to have the confidence to come forward and report what has happened to them. Similarly, I have been urging the business community to report so-called cyber crime in order that we have an accurate picture of the size of the problem.

The Constabulary has looked into crime trends over the last three months, and the main reason for total crime being over threshold in the third quarter is the large increase seen within so-called private space violence. "Private" here means any location to which the public do not have access, through payment or otherwise. In reality, approximately 75 per cent of private space violence is domestic related. This increase could be a positive step in understanding the true domestic violence picture in Wiltshire and Swindon, and ensuring victims receive the support they need. The Chief and I are seeking to understand the figures more and have commissioned some work into this area in an attempt to understand whether the cause of the increase is greater confidence among victims about reporting abuse.
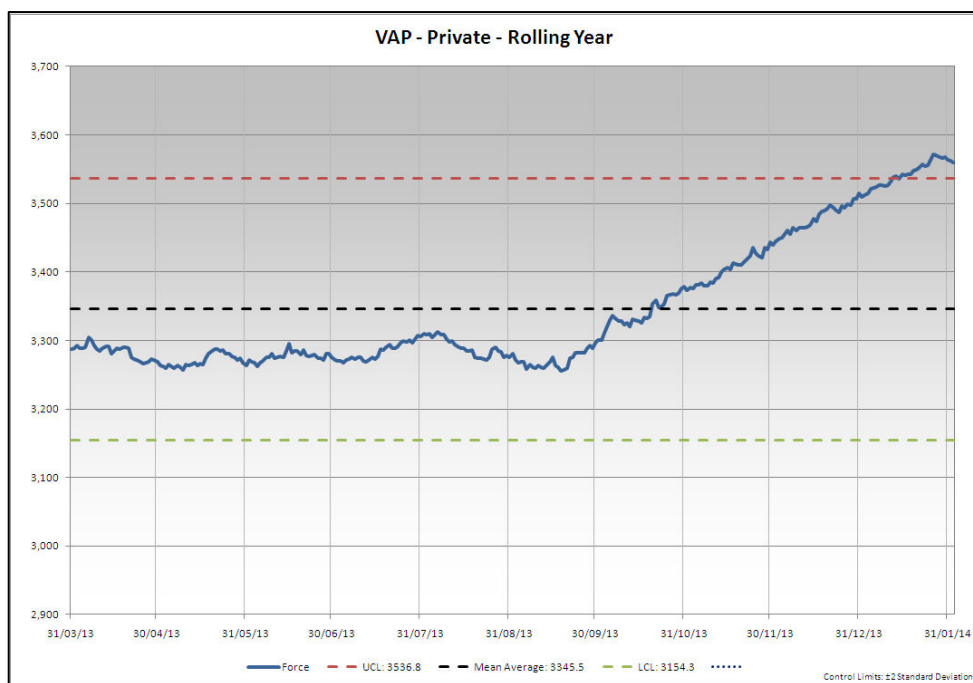

Figure 4: Private Space Violence – rolling 12 months

As far as anti-social behaviour (ASB) is concerned, I am seeking a ten per cent reduction by the end of my four-year term of office based on the figure for the 12 months ending March 2013.

In 2012/13 there were 25,118 incidents of anti-social behaviour recorded in Wiltshire and Swindon. In the first nine months of 2013/14, 18,075 incidents of ASB were recorded against a threshold of 18,719 which is 3.4 per cent below the year-to-date threshold.

People feeling safe during the day/night

My office commissions a public opinion survey twice a year. More than four thousand Wiltshire and Swindon residents completed the survey during 2012/13. I use the results to understand how policing influences people's sense of security and wellbeing. The information will also help me when I update my Police and Crime Plan.

A survey of 2,112 members of the public was carried out in the autumn of 2013. The Constabulary has just received the raw data which is now being analysed. This new data, once

analysed, will be shared with the area boards and localities as well as with neighbourhood policing teams so that partner agencies can be involved in seeking to improve levels of confidence in local areas. Updates relating to this scorecard will be available in my next report.

Number of volunteers taking part in various 'watch' schemes

I have reviewed the criteria for counting the number of volunteers involved with neighbourhood watch schemes. I now believe a more accurate approach would be to simply record the number of co-ordinators because membership of the scheme can be quite passive. I intend to take this approach when reviewing other voluntary schemes except where it is clear that members of the scheme are proactively involved.

Within Wiltshire and Swindon there are currently 3,148 Neighbourhood Watch schemes.

There are currently 115 community speedwatch schemes in Wiltshire, with on average three people proactively involved. This equates to 345 volunteers within community speedwatch.

In my Police and Crime Plan I set a threshold of achieving community safety volunteer numbers equivalent to one per cent of the population of Wiltshire and Swindon. The population is 684,028. One per cent of that figure is 6,840.

Number of Specials and the hours they contribute

The number of people who work voluntarily as a Special Police Officer currently stands at 208. Sector inspectors would ideally like to have a total of 235 Specials. My ambition is to see a minimum of 300 active Special Constables working across Wiltshire and Swindon and attached to local communities.

Twenty Specials joined the force in August 2013 and another 19 started in January 2014. There will be further intakes of 20 in May and September 2014 and January 2015.

Unfortunately we have a high turnover of Specials as a significant number join with a view to becoming members of the regular force.

Specials are required to put in an average of 16 hours per month. The average figure currently stands at 12.9 hours per month.

A section on Specials will be included in an update on my Police and Crime Plan.

The recording of hours by Special Constables is not an accurate reflection of the hours worked. This is due to the transfer of hours worked from one recording system to another. The new system does not reflect backdated duties. Future reporting will allow the Force to have a more up-to-date and accurate report of the hours worked. It is envisaged that we will have accurate data by the end of the financial year.

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

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

This update is based on an analysis of the activities of 16 OCGs within a static cohort. Each OCG is scored against eight key criteria such as weapon use, size of network and likelihood of causing harm.

There has been a 29.3 per cent reduction in the first three quarters of 2013/14, compared to the end of 2012/13, in the intent and capability of the 16 OCGs. This figure was calculated using a nationally-recognised scoring system.

For the first three quarters, the combined impact score of the 16 OCGs is 341. At the end of the last financial year the combined score was 482.

Turning to dangerous drugs networks (DDNs), we have seen a 27 per cent reduction in the harm caused compared to the final quarter of 2012/13. This figure is calculated by assigning a disruption grading of high, medium, low or no disruption, and working out a percentage compared to the total possible disruption of the 35 DDNs in the static cohort. A high disruption scores five, medium scores three, low scores one and no disruption scores 0.

In Quarter 3 the amount of disruption was relatively low (6.9 per cent – one high, one medium, four low, 29 no disruption). However this was after two quarters of high disruption, so a relatively stable picture was to be expected.

The effect of the recent well-publicised raids on drugs suspects conducted under Operation Harness should be reflected in the fourth quarter figures.

4. Protecting the most vulnerable in society

Protecting the most vulnerable in society				
Measure		YTD	Threshold	Difference
To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities	Reconvictions of members in the SWITCH cohort	331	375	-12%
	Reduce serious harm crime	603	542	11.2%

Figure 5: Protecting the most vulnerable in society

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.

It has come to my attention that the SWITCH programme does not deal with offenders who cause the most harm, and so should not be measured against my "protecting the most vulnerable in

society" priority. In my future reports, the progress of SWITCH will be measured against my "reducing offending and re-offending" priority.

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).

The principal purpose of SWITCH is to manage repeat offenders who commit so-called 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.

Within the first nine months of this financial year, SWITCH has seen 331 re-convictions. During the third quarter, 34 per cent of the cohort being managed by SWITCH re-offended, compared to 48 per cent who re-offended during the second quarter.

The 331 re-convictions breaks down to 96 in the third quarter, 159 in the second quarter, and 76 in the first quarter.

The situation is complicated because, under Government reforms, from June 2014 the National Probation Service will assume responsibility for managing high risk offenders, whilst a newly-formed Community Rehabilitation Company (CRC) will manage low and medium risk repeat offenders. It is understood that the CRC will be subject to a "payment by results" process. This could mean that the company is reluctant to manage prolific offenders because of the lack of financial incentive. I understand that there is concern in a number of forces about the lack of any mandate to run an Integrated Offender Management (IOM) programme. I shall ask the Constabulary to keep me briefed on any developments.

Reduce harm from serious crime

One of the ways in which police seek to protect the most vulnerable people in our society is to focus on 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)

Based on a threshold designed to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the Constabulary recorded 603 offences involving serious harm against a threshold of 542 (a difference of 61 offences).

This is as a result of an increase in serious sexual offences which make up 70 per cent of the grouping.

As was shown in the most recent crime figures from the Office for National Statistics (ONS) sexual offences are showing an increase of 17 per cent nationally.

The graph below shows an increase in sexual offences recorded by Wiltshire Police, starting from early October 2013. The upper dotted line represents the boundary of acceptable variation. The graph shows that in January 2014, sexual offences rose above the line.
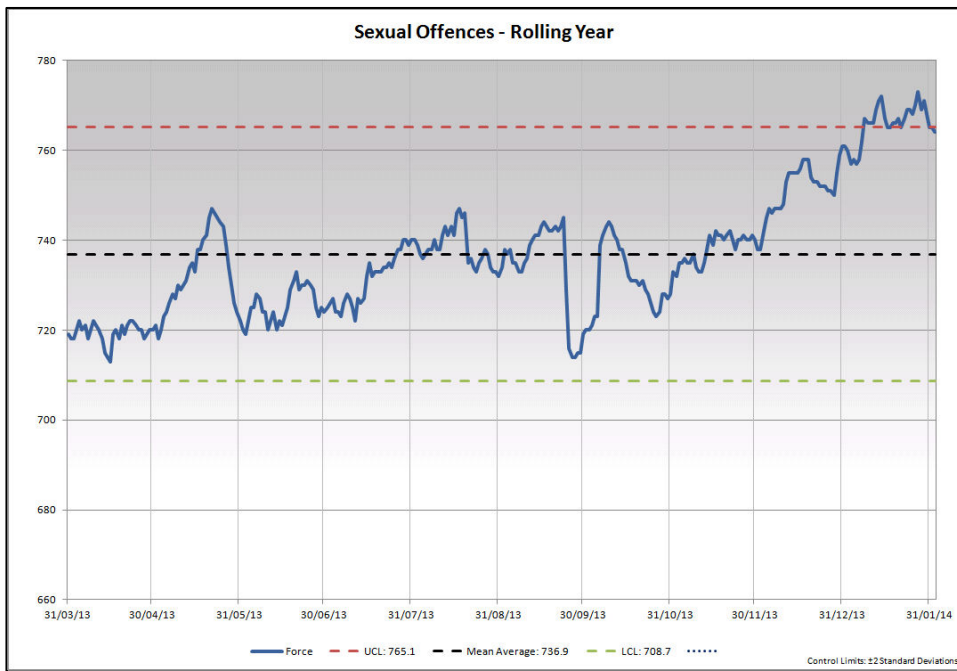
Figure 6: Sexual Offences – rolling 12 months

This increase is primarily as a result of the creation of a Crime Validation Team, which reviews and, if required, reclassifies all so-called crime related incidents (CRIs) and crimes awaiting classification. In table below, NZ refers to classification as No Crime). What has changed is that, whereas in the past a report might be labelled as a CRI and remain as such, the Crime Validation Team is now reviewing all such reports at the earliest opportunity, leading to a more accurate crime recording picture.

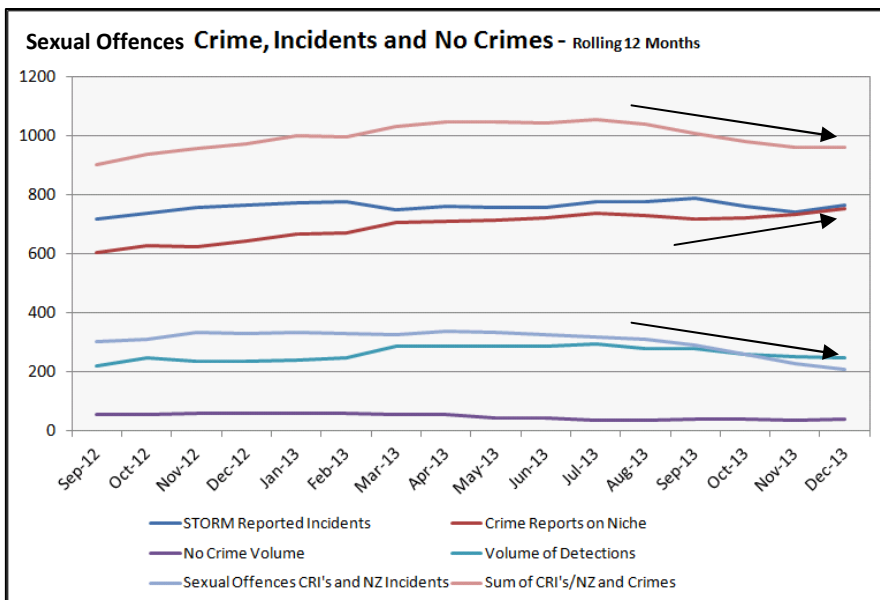The graph below shows the different classifications of sexual offences.

Figure 7: Sexual Offences crime classification breakdown – rolling 12 months

The key finding is that reports of sexual offences into the Constabulary are stable (see top trend line within figure 7). However, we are seeing a change in the way these offences are being managed. As a result, the number of sexual offences classified as crimes is increasing, whilst the number of offences listed as crime-related incidents is down. The main reason for this change is that the Crime Validation Team has reclassified 236 crime-related incidents or crimes

awaiting classification as sexual offences. The significance is that we can be confident that we have an accurate picture of the volume of sexual offences. We can also be confident that the increase seen is not a real increase in victims coming forward to report a sexual offence.

4. Putting victims and witnesses first

Putting victims and witnesses first			
Measure	YTD	Threshold	Difference
To make criminal justice processes shorter Number of days from report to disposal	44	44	0.0%
Proportion of victims satisfied with being kept informed	83.6%	84.4%	-1.0%
Proportion of victims satisfied with the level of investigation	82.5%	82.1%	0.5%
Resolved rate - proportion of crime successfully resolved	28.3%	32.5%	-12.9%
Proportion of victims referred to Victim Support	78.1%	80.0%	-2.4%
Proportion of victims satisfied with Victim Support	96%	95.0%	0.7%
Proportion of cases successfully dealt with out of court	44.4%	48.8%	-9.0%

Figure 8: Putting victims and witnesses first

Wiltshire Police surveys victims of crime 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.

The survey asks:

(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.

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 survey results for the year to date show that the Constabulary is exceeding the threshold in two of the criteria above, but is slightly below the threshold in the other. This is against an incremental threshold to get the Constabulary into the desired position against peers.

(i) how well the victim has been kept up to date with developments: 83.6 per cent (threshold of 84.4 per cent)

(ii) how well they thought the crime was investigated: 82.5 per cent (threshold of 82.1 per cent

(iii) how satisfied they were in general with Wiltshire Police: 89.8 per cent (threshold of 86.7 per cent). Please see Priority 6 (Driving up the standards of customer service) below
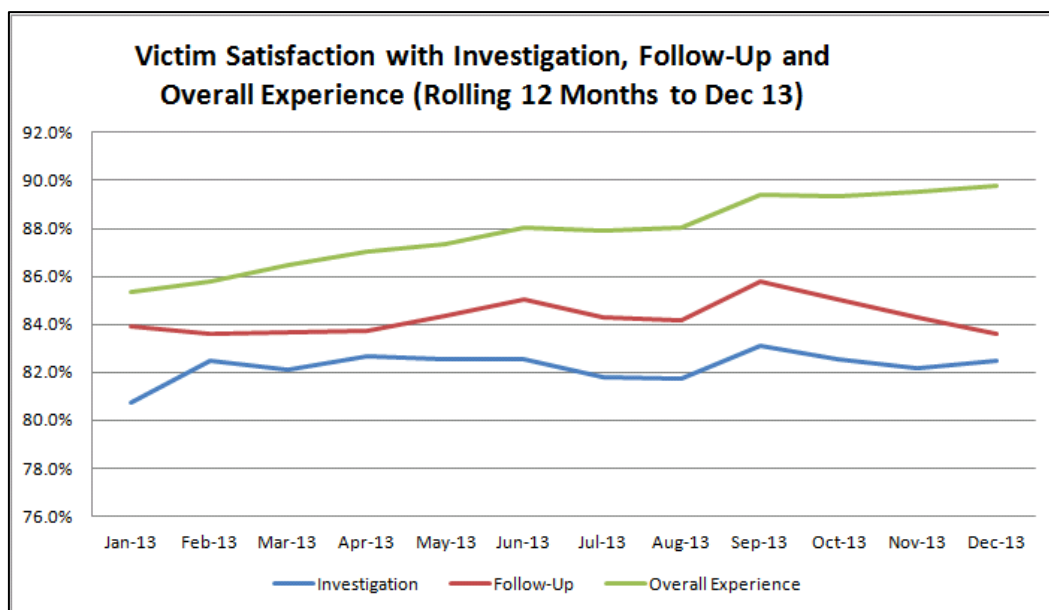

Figure 9: Trends for Victim Satisfaction measures – rolling 12 months

The graph above displays the trends for each of the three victim satisfaction questions, and shows a stable and improving picture.

i) Victim satisfaction with Follow Up: In the year to September 2013 the Constabulary recorded very high levels of satisfaction with follow-ups. However, the year to December 2013 shows a drop in levels of satisfaction as a result of the very high satisfaction recorded between October and December 2012 no longer being included. In reality, satisfaction for October-December 2013 is within the normal bounds. Furthermore, the Constabulary is ranked second in England and Wales for keeping victims up to date with developments.

Victim Support

Wiltshire Police use 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.

The proportion of victims referred by an automated process to Victim Support is currently 78.1 per cent against a target of 80 per cent.

Satisfaction with Victim Support is currently 97.1 per cent.

Resolved rate

Over the last three months, the resolution rate (also known as the disposal rate) has dropped considerably. The threshold is set at 32.5% which is the level required to keep Wiltshire above the average of most similar forces. Up to the end of December 2013, this measure was 28.3% which is 12.9% below the threshold.
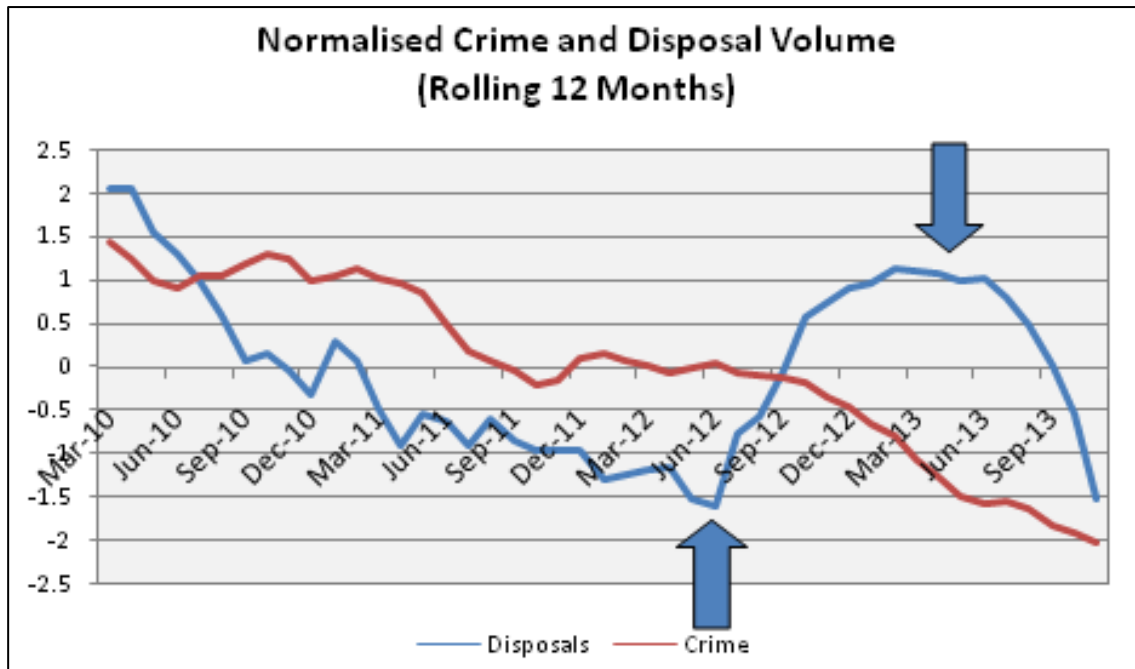

Figure 10: Normalised Crime and Disposal trends – rolling 12 months

Analysis conducted by the Constabulary shows a large rise in the volume of Disposals from Spetember 2012 to April 2013. This was followed by an equally sharp fall between June and July 2013. Under normal circumstances, the blue and red trend lines should follow each other as disposals are a proportion of the crime which gets recorded.

Upon further investigation, Figure 11 below demonstrates that community resolutions are the main driver behind this rise and fall in the trend. This is further explained within the 'Proportion of cases dealt with outside court' section below.
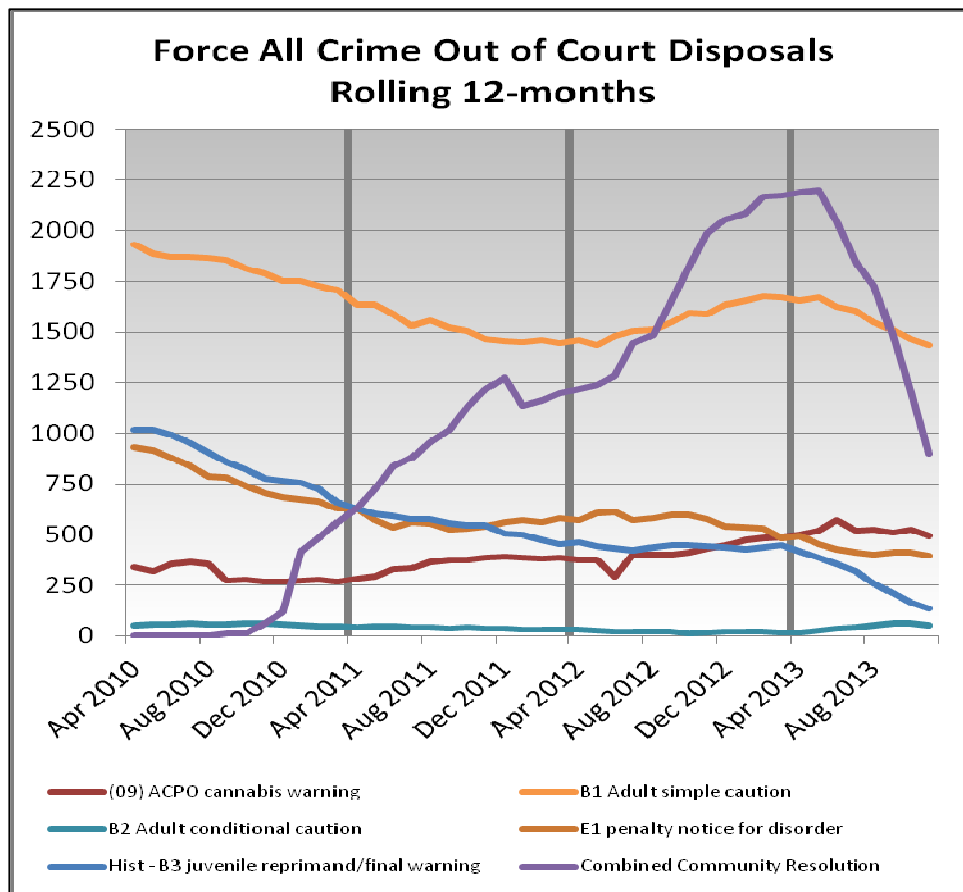
Force All Crime Out of Court Disposals Rolling 12-months

Figure 11: Out of Court Disposal breakdown – rolling 12 months

Proportion of cases dealt with outside court

One of my key initiatives was to commission a service which includes a substantial proportion of cases dealt with out of court – where such an approach is considered appropriate. This is known as restorative justice.

One route is called local resolution under which the victim and offender are brought together by a police officer to achieve an outcome which satisfies the victim. Another route involves the offender agreeing to go before a Neighbourhood Justice Panel.

For the first nine months of this financial year, the proportion of cases dealt with out of court was 44.4 per cent against the threshold of 48.8 per cent.

The performance in this area has been hampered by the long-term absence of an Out of Court Disposals Manager. The Constabulary is now in the process of recruiting into this post.

Restorative Justice in the form of Community Resolutions was piloted and then implemented by all forces before any official guidance was published. In the Constabulary's initial use of restorative justice, there was a lack of clarity around the level of investigation required; the offenders 'acceptance' of the offence and appropriate interventions or escalations to deal with repeat offending. Initially as a new outcome it was widely used with many crimes being resolved which were not in compliance with the subsequent guidance provided by the Association of Chief Police Officers (ACPO).
For example, there were examples of repeated use, following the wishes of the victims, without applying any appropriate interventions to change patterns of behaviour or halt reoffending e.g. referrals to Neighbourhood Justice Panels (NJPs) or Youth Offending.

The ACPO guidance has provided some clarity (eg offenders' acceptance of the offence investigated) which has resulted in more rigorous outcome scrutiny. The guidance does not provide clear direction in relation to 'offender management' and how this links into the other outcomes (appropriate escalations).

I have awarded a grant from my Innovation Fund to expand Neighbourhood Justice Panels from Swindon into a number of towns in Wiltshire. Volunteers are currently being trained to serve on the panels. This expansion should lead to an increase in community resolution.

I regularly review with the Force and community representatives what are known as "out of court disposals" involving higher risk offences to ensure they are being dealt with appropriately. In the most recent review, it was concluded that the higher risk cases had been dealt with appropriately.

5. Reducing offending and re-offending

Reducing offending and re-offending			
Measure	YTD	Threshold	Difference
Number of Licensed Premises checks conducted	4194	5025	-14.0%
Re-Offending Rate	24.9%	29.1%	-14.4%

Figure 12: Reducing offending and re-offending

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

Restorative justice and Organised Crime Groups are dealt with under Priority 4 and Priority 1 respectively.

As far as reducing re-offending is concerned, I recently 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 awarded by the PCC. The commissioning contract was signed in early January and the sums have now been

released. Progress on this scheme, and the impact it has on re-offending rates, will be reported in due course.

As mentioned above, I intend to report on the progress of the SWITCH scheme beneath this heading in future, rather than beneath the heading of "protecting the most vulnerable in society".

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.

Within the first nine months of 2013/14 there have been 46 (14 in Q3) interventions by licensing officers (this involves 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.

Licensing officers carried out five cases of enforcement during the period.

There is one case within the third quarter which is under review with the possibility of the premises being closed.

Important activity conducted by the Licensing Team in the last three months:

- Engagement with area management of a significant nightclub in Trowbridge. Through negotiation achieved an earlier closing time of the premises to reduce incident numbers and levels of intoxication.
- Attended Highworth pub watch meeting to support Neighbourhood Policing Team (NPT) and explain to the licensed premises what is expected of them in relation to serving alcohol to drunk persons. They were also given advice on ways to run the banning system in their area
- Negotiation with bars in Old Town, Swindon, regarding variation for extended opening hours. Secured additional conditions on licence to address concerns.
- Police objection to late night refreshment application to extend hours in Swindon. Hearing convened and the committee agreed to retain existing hours to prevent crime and disorder.
- Work alongside NPT in Malmesbury by visiting and providing advice and guidance to key premises following increase in Night Time Economy (NTE) incidents.
- Plain clothes operation on Swindon licensed premises for evidence gathering purposes.
- First Drink Banning Order obtained for Salisbury, banning subject from licensed premises in City Centre for a year. This was publicised widely through the Community Safety Partnership (CSP).

Case study

In my last report I mentioned a licensed premise in Swindon which came to police attention as a result of crimes within the area that were linked to the bar. It failed the intervention stage and, as a result of four sales of alcohol to under 18s, also failed the enforcement stage. This resulted in an application to the licensing committee by the police and council for a review of the licence. At this meeting a removal of the licence was granted. However, the owner of the licence appealed against the decision and the matter went to magistrate's court. As a result of

this, the licence was revoked and since that time a new licence has been granted with stringent conditions. The premise at this time is open and operating without causing concern.

A total of 4,194 licensed premises checks were carried out by police or licensing officers during the nine months. This is a reduction of 16.5 per cent compared to last year (5025). It is believed that this level of reduction is due in large part to officers making the checks but failing to record them.

6. Driving up the standards of customer service

Driving up standards of customer service			
Measure	YTD	Threshold	Difference
Percentage of Incivility, Impoliteness and Intolerance allegations out of total allegations	17%	17%	0%
Number of allegations of incivility, impoliteness and intolerance	88	92	-4.3%
Satisfaction of victims with the whole experience after reporting an incident to wiltshire police	89.8%	86.7%	3.6%
Average number of days to finalise a complaint made to wiltshire police by local resolution	44	52	-14.7%
Prosecutions that fail due to quality of police input	14.9%	16.7%	-10.8%
Proportion of errors found out of total possible errors	0.85%	0.90%	-5.6%

Figure 13: Driving up the standards of customer service

I made clear in my Police and Crime Plan the importance of exceeding the public's expectations in the standards of public service.

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."

The plan sets out a number of measures designed to improve the experience of people who come into contact with Wiltshire Police.

One measure concerns the number of complaints received and how effectively those complaints are dealt with.

The number of occasions where officers are alleged to have been lacking in civility, or have been impolite or intolerant, is 88 for the period from April to December 2013, out of a total of 518 allegations. This represents 17 per cent of the total, which is the desired position as stated by the Independent Police Complaints Commission.

The number of days it takes for the Constabulary to deal satisfactorily with a complaint through local resolution currently stands at 44 days, compared to a threshold of 52 days. Performance within quarter three stood at 44.7 days compared to 41 days in quarter two.

Tracking the 'customer journey'

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

Group	Measure	Oct 13	Nov 13	Dec 13	YTD	YTD Threshold	% off Threshold	
Visibility	Proportion of the public that are satisfied with police visibility	56.8%			56.8%	61.6%	-7.8%	
Contacting us	999 calls answered within 10 seconds	95.8%	94.6%	95.2%	94.3%	90%	4.8%	
	101 to report crime - calls answered within 30 seconds	82.4%	81.3%	86.2%	81.4%	75%	8.5%	
Dealing with an incident	Immediate response to emergencies	95.3%	92.7%	91.1%	91.9%	90%	4.6%	
	Satisfaction of victims with being kept informed after reporting an incident	85.0%	84.3%	83.6%	83.6%	84.4%	-1.0%	
	Satisfaction of victims with how an incident is investigated	82.5%	82.2%	82.5%	82.5%	82.1%	0.5%	
Making a complaint	Percentage of Incivility, Impoliteness and Intolerance allegations	14%	20%	12%	17%	17%	-0.1%	
	Number of allegations of incivility, impoliteness and intolerance	9	23	12	88	92	-4.3%	
	Average number of days to finalise a complaint made to wiltshire police by local resolution	40	50	44	44	54	-17.9%	
Outcomes for victims	Prosecutions that fail due to quality of police input	19.0%	18.5%	14.1%	14.9%	16.7%	-10.8%	
	Proportion of victims referred to Victim Support	86.2%	96.6%	70.2%	75%	80%	-6.3%	
	Proportion of victims satisfied with Victim Support	100.0%	100.0%	100.0%	96%	95%	0.7%	
	Satisfaction of victims with the whole experience after reporting an incident to wiltshire police	89.3%	89.6%	89.8%	89.8%	86.7%	3.6%	

Figure 14: Tracking the customer journey

All the measures within this customer journey scorecard are included in the priority scorecard prepared for the Police and Crime Panel which appears at the top of this report. Therefore you can find commentary about the measures within the relevant sections of this report.

In relation to allegations against the Constabulary, within the period April – December 2013, there have been 518 allegations compared to 450 in the same time period the previous year. The top three types of allegation are 'other neglect or failure in duty', 'incivility, impoliteness and intolerance' and 'other assault'.

Ensuring unfailing and timely response to calls for assistance

Ensuring unfailing and timely response to calls for assistance			
Measure	YTD	Threshold	Difference
Immediate response rate to emergencies	91.9%	90%	2.1%
999 calls answered within 10 seconds	94.3%	90%	4.8%
101 to report crime - calls answered within 30 seconds	81.4%	75%	8.5%

Figure 15: Ensuring unfailing and timely response to calls for assistance

The speed at which Wiltshire Police responds to calls for assistance is a crucial element of the service it provides to the public. The Constabulary 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 of the financial year 2013/14 was 91.9 per cent, against a national standard of 90 per cent
- Answering a 999 call within ten seconds – 94.3 per cent for the first nine months of the financial year, against a 90 per cent national standard
- Answering 101 non-emergency calls within 30 seconds – 81.4 per cent which is better than the target set by me of 75 per cent

6. Unlocking the resources to deliver

Unlocking the resources to deliver			
Measure	**YTD**	**Threshold**	**Difference**
Proportion of the public that are satisfied with police visibility	56.8%	62%	-7.8%
Number of police officers	1034	1062	-2.6%
Number of PCSOs	129	138	-6.5%

Figure 16: Unlocking the resources to deliver

My wish to see police officers maximising their engagement with the public can be measured by use of public opinion surveys. I have commissioned surveys of 2,112 members of the public, taking twice a year in spring and autumn. Research carried out in spring 2013 showed that the level of public satisfaction with police visibility is 56.8 per cent. The raw data from the autumn 2013 survey has just been recevied and will be analysed shortly and updates relating to this scorecard will be available in my next report.

At the end of 2013, the Constabulary began a recruitment campaign to counter the effect of natural wastage (retirements, secondments etc). Police officer numbers now stand at 1,034. The initial Vision Wiltshire programme (the Constabulary's response to the Government's 2010 comprehensive spending review) was based on 1,062 officers. The requirement for 2014-15 has been reviewed and a total 1,020 officers was identified. The funding levels and recruitment plan have been considered and agreement has been reached with me to use reserves to keep officer staffing levels consistent over the next three years.

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.

Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
18 February 2014