

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

Quarter One 2014/15 (1st April to 30th June 2014)

For Police and Crime Panel meeting 4th September 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. My role requires me 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.

There are 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 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. Throughout the report, I 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.
3. 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 10per cent better than threshold |
| GOOD | Up to 10per cent better than threshold |
| FAIR | Up to 10per cent worse than threshold |
| POOR | Over 10per cent worse than threshold |

For some time, I have had reservations about the use of targets to measure the performance of Wiltshire Police. It is widely agreed that target driven organisations can leave themselves open to perverse behaviour as managers seek to deliver the desired targets, almost at any cost. It is clear that my concern is shared by a number of well respected national professional bodies, including the UK Statistics Authority. In January 2014, the authority announced that it was stripping the official ‘gold standard’ status from police recorded crime statistics. A month earlier, the Commissioner of the Metropolitan Police conceded that there was ‘cause for concern’ about police statistics.

Let me give you an example about how chasing targets can lead to perverse outcomes. A Chief Constable can decide that he or she needs to see a sharp reduction in Violence. Such a target can then lead to officers downgrading certain offences to hit the target. So a violent incident could end up not being recorded as a crime.

I made my views about the potential danger of such a target drive culture clear to the Chief Constable. The Chief Constable shared my views and had independently set up a review of the Force performance culture to ensure that his officers were operating ethically and with the best interests of the people of Wiltshire and Swindon at the forefront of their minds.

I have been kept informed about the progress of the review and am satisfied that the senior management within the Constabulary understand the negative impact of a perverse performance culture. Their task now is to spread that understanding throughout the organisation. The Chief Constable and his team will be helped in this by the College of Policing’s recent publication of the first Code of Ethics for Police Officers and Staff.

This welcomed change in the culture of policing has a knock on effect for the Police and Crime Panel. Since I came into office I have reported to the Public and the Police and

Crime Panel on the performance of Wiltshire Constabulary against a wide set of measures as set out within my Police and Crime Plan. Although we express these measures using desired thresholds rather than strict targets, they can appear to be one and the same thing. In truth, this is a change of a word rather than a change of behaviour. I need to consider how in the future I will report on Force performance given that we will be moving away from a target drive culture. This will mean that my performance report to the Public and the Panel will have a different look to it. The work on this will begin shortly so that the change can begin to be made so that come the 1st April 2015 a new performance monitoring report will be published. I am happy to involve a number of Panel Members in this should the Panel wish.

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

- In the meanwhile, I will continue to use the scorecard we have previously developed which attempts to cover all the elements of the Police and Crime Plan which can be measured. This was developed at the beginning of this financial year and 2014/15 is the second year of its implementation.
- The table below at Figure 1 shows the year end final position on the Constabulary's performance for the first quarter of 2014/15.

| PCC PRIORITY SCORECARD 2014/15 | | | | | | | | | | | | | | |
|---|---|------------|------------------|---|--|-----------------------------|------------|--|------------------------------------|--|-------|------------|------------------|-------------------|
| Reducing crime and ASB | | | | Protecting the most vulnerable in society | | | | Putting victims and witnesses first | | | | | | |
| Measure | | YTD | Threshold | Difference | Measure | | YTD | Threshold | Difference | Measure | | YTD | Threshold | Difference |
| A 10% reduction in the absolute number of crimes and anti-social behaviour incidents | Crimes | 8,012.0 | 8,441.3 | -5.1% | To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities | Reduce serious harm crime | 270.0 | 187.0 | 44.4% | To make criminal justice processes shorter Number of days from report to disposal | 49 | 44 | 11.4% | |
| | ASB | 5,715.0 | 6,138.7 | -6.9% | | Satisfaction with follow up | 84.3% | 84.4% | -0.2% | | | | | |
| People feeling safe during the day | | 96.1% | 93.3% | 3.0% | Driving up standards of customer service | | | | Satisfaction with investigation | | 82.4% | 82.1% | 0.4% | |
| People feeling safe during the night | | 69.8% | 67.5% | 3.4% | Will be reported on in future report | | | | Resolved rate | | 28.3% | 32.5% | -12.9% | |
| To make watch schemes fundamental to intelligence gathering and crime prevention in communities | | | | | | | | | Victims referred to Victim Support | | 88.4% | 80.0% | 10.5% | |
| Volunteering numbers taking part in various watch schemes | | | | | Number of allegations of incivility, impoliteness and intolerance | | 15.60% | 17.00% | -8.2% | Victims satisfied with Victim Support | | 97% | 95.0% | 2.1% |
| Number of Specials | | 194 | 235 | -17.4% | Victim satisfaction | | 90.1% | 86.7% | 3.9% | Proportion of cases dealt with out of court | | 42.6% | 48.8% | -12.7% |
| Hours contributed by Specials | | | | | Number of days to finalise a locally resolved complaint | | 64 | 54 | 18.5% | | | | | |
| % of people thinking that young people hanging around is a key issue | | 19.4% | 16.0% | 21.3% | Prosecutions that fail due to quality of police input | | 23.2% | 16.7% | 38.9% | | | | | |
| Reduce the harm caused by organised crime groups operating in the county | Dangerous drug network harm assessment | -23.5% | -6.25% | 276.0% | Data quality | | 0.96% | 0.90% | 6.7% | | | | | |
| | Organised crime group impact assessment | -15.5% | -6.30% | 146.0% | | | | | | | | | | |
| % of people saying that ASB is a concern in their local area | | 34.1% | 33.4% | 2.1% | | | | | | | | | | |
| Reducing offending and re-offending | | | | Ensuring unfailing and timely response to calls for assistance | | | | Unlocking the resources to deliver | | | | | | |
| Measure | | YTD | Threshold | Difference | Measure | | YTD | Threshold | Difference | Measure | | YTD | Threshold | Difference |
| Tackle irresponsible licensed premises | | | | | Immediate response rate | | 93.4% | 90% | 3.8% | Public satisfaction with police visibility | | 58.5% | 62% | -5.6% |
| Reduce Re-offending | | 25.1% | 29.1% | -13.7% | 999 calls answered within 10 seconds | | 94.0% | 90.0% | 4.4% | Number of police officers | | 1009 | 1021 | -1.2% |
| Re-offending rate of SWITCH Cohort | | 27.7% | 35.4% | -21.9% | 101 to report crime - calls answered within 30 seconds | | 76.0% | 75.0% | 1.3% | Number of PCSOs | | 129 | 138 | -6.7% |

Figure 1: PCC Priority Scorecard April 2014 – June 2014

- Overall, the scorecard is graded as 'Fair'. This assessment is arrived at by combining the scores of each priority, however the commentary within this report will inform the overall judgement. 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 | Difference |
| A 10% reduction in the absolute number of crimes and anti-social behaviour incidents | Crimes | 8,012.0 | 8,441.3 | -5.1% |
| | ASB | 5,715.0 | 6,138.7 | -6.9% |
| People feeling safe during the day | | 96.1% | 93.3% | 3.0% |
| People feeling safe during the night | | 69.8% | 67.5% | 3.4% |
| To make watch schemes fundamental to intelligence gathering and crime prevention in communities | | Will be reported on in future report | | |
| Volunteering numbers taking part in various watch schemes | | | | |
| Number of Specials | | 194 | 235 | -17.4% |
| Hours contributed by Specials | | | | |
| % of people thinking that young people hanging around is a key issue | | 19.4% | 16.0% | 21.3% |
| Reduce the harm caused by organised crime groups operating in the county | Dangerous drug network harm assessment | -23.5% | -6.25% | 276.0% |
| | Organised crime group impact assessment | -15.5% | -6.30% | 146.0% |
| % of people saying that ASB is a concern in their local area | | 34.1% | 33.4% | 2.1% |

Figure 2: Reducing Crime and ASB

7. The scoring for this priority for the first quarter of 2014/15 is graded as 'Good'.
8. 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. The first quarter of this financial year, 8,012 crimes were recorded against a threshold of 8,441. This compares to 8,198 and 8,957 in the first quarter of the previous two years, and a reduction of 713 offences on a rolling 12 month basis.

9. As the desired position of fewer than 32,000 crimes per year is to be achieved by the end of 2016/17. I am content that this performance demonstrates we are on track to achieving that measure, and the Constabulary are showing stable and consistent reductions. This can be shown in the below graph:

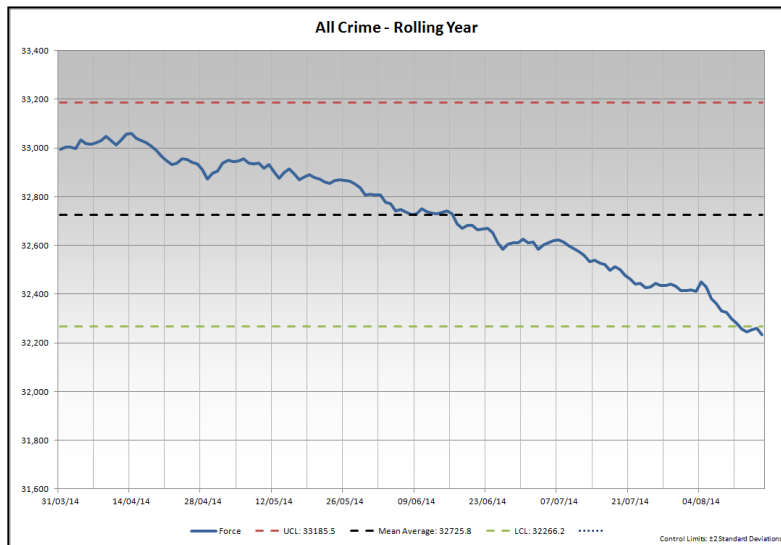


Figure 3: All crime – rolling year

10. In July 2014, the Home Office released crime statistics for the period April 2013 – March 2014, which showed a reduction of crime in Wiltshire of 2.3 per cent against a national trend of 1.3 per cent. Wiltshire is ranked 6th nationally out of 43 Forces, and these factors to me demonstrate a good level of crime reduction.
11. Within All Crime, crime groups are showing varying trends which are regularly analysed within the Constabulary and by me through my regular performance monitoring meetings, as presented at the previous panel meeting.
12. Theft Offences (which mainly include Dwelling Burglary, Non Dwelling Burglary, and Vehicle Crime) makes up about 50 per cent of the Police’s recorded crime, and has shown a large reduction of 13.4 per cent. This equates to 605 fewer offences. The graph below demonstrates the level of reduction seen within this crime group.

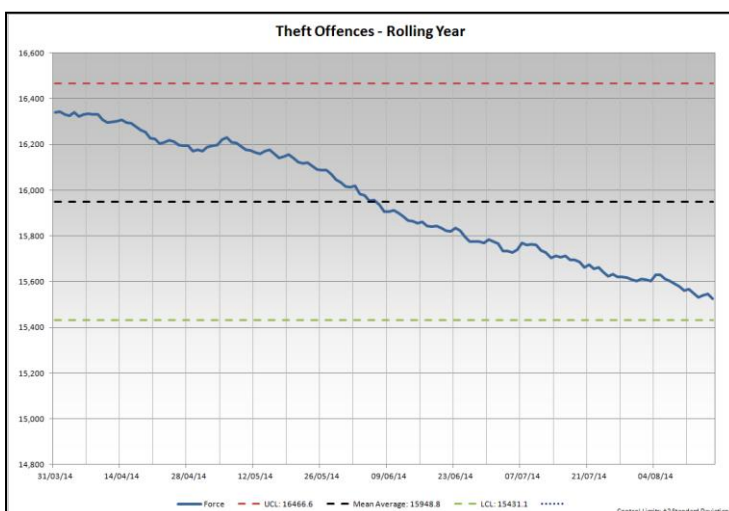


Figure 4: Theft Offences – rolling year

13. Within the most recent Home Office crime release, Wiltshire is positioned 3rd best nationally for Dwelling Burglary, 10th for Vehicle Crime and 23rd for Non Dwelling Burglary. All of these areas continue to show significant reductions.
14. Violent Crime was reported on individually within the last report to the Panel due to the increasing trends seen within this crime group. For 2013/14, Violence has seen an increase nationally of 5.6per cent, which the national lead on police crime statistics, Chief Constable Jeff Farrar, cited that this was 'indicative of an increased compliance with the National Crime Recording Standards'.
15. In relation to Violent Crime, Wiltshire's performance is in line with the national and regional trend. Internal analysis has shown a stable volume of Violent incidents coming into the Force, but a higher proportion of those that go on to become crimes (as they are initially recorded as an incident and then as a crime following investigation). This analysis supports the national lead's views on increased Violent Crime.
16. This increase is shown within the below graph:

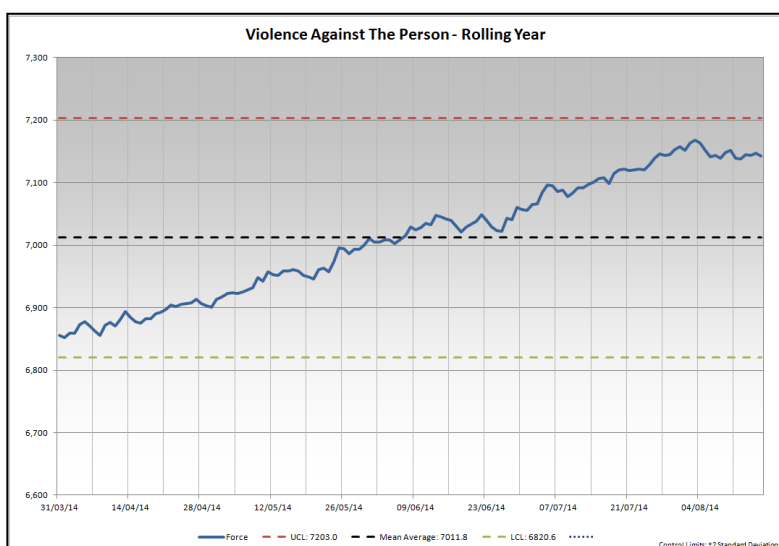


Figure 5: Violence Against the Person – rolling year

17. Private Space Violence (otherwise known as violence within the home), showed an increase of about 15 per cent last year and was a significant factor in the increases seen within overall Violent Crime.
18. The trends within Private Space violence continue and the Force has seen increases of 19.5 per cent on a rolling 12 month trend, which equates to 642 more crimes recorded in the same time period last year.
19. Further analysis has taken place which confirms the position in the previous report, that this is County-wide, with no particular locations of focus, showing a reduction in the error rate of tagging 'Domestic' onto incidents, and the increase is in first time reporting of Domestic Violence. Therefore the increases seen within Private Space Violence are likely to be a reflection of improved recording practices and more first time victims coming forward.

20. An assessment of crime volume is only one of a handful of measures that can be used in determining the success of my Police and Crime Plan, which is why using a balanced scorecard, is so important to get an overall view. There are some crimes where an increase in reporting may be seen as a success. Where this represents an increase in confidence of victims resulting in an early reporting to the Police, it is to be welcomed.
21. 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.
22. In 2012/13 there were 25,118 incidents of ASB recorded in Wiltshire and Swindon. For the year 2013/14, 22,588 incidents of ASB were recorded against a threshold of 22,620. This is 0.1 per cent below the threshold and is a 10.1 per cent reduction compared to the previous year. I continue to be interested in driving a reduction in ASB and the figures for the first quarter of 2014/15 show continued performance, recording 5,175 against the same time previous year of 6,046 (14.4 per cent reduction).

Public Opinion Survey

23. 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.
24. Results for the most recent survey conducted in early 2014 have been recently received by the Force and analysis will commence shortly. Therefore the results within this report are the same as published in the annual report last year.
25. 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 to this, the results for the survey have supported communication strategies to target different locations in different ways according to their needs.
26. Information from the previous survey has been included in this report for information.

People feeling safe during the day/night

27. The percentage of people feeling safe during the day has increased to 96.2 per cent against a threshold of 93.3 per cent. People feeling safe during the night was below threshold from the Spring 2013 survey, however the results from the survey in late 2013 have shown an increase to 69.8 per cent against threshold of 67.5 per cent.

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

28. The results of the recent public opinion survey showed an increase from 16.5 per cent to 19.4 per cent in the proportion of people thinking young people hanging around is a key issue.

29. Although this now sits at more than ten per cent above the set threshold of 16 per cent I decided not to rush to allocate additional resources to tackle this issue as, due to the nature of surveys, we could not be confident in getting the same outcome again. I have, however, asked the Constabulary to consider this measure at a local level, taking into account the data from the next survey, and understand any links to other questions and other pieces of analysis, e.g. crime where the offender is a teenager.

Number of volunteers taking part in various 'watch' schemes

30. 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 simply to record the number of Neighbourhood Watch Co-ordinators because membership of the scheme does not require volunteering as such. I intend to take a similar approach when reviewing other voluntary schemes.
31. The new Community Messaging tool was launched on 18th August and has been initially rolled out in four areas – Malmesbury, Pewsey, Swindon West and Warminster. There has already been a lot of interest in the new system which allows those who have signed up to it to receive messages about policing and crime matters in their area (such as community policing news and events, appeals for information and crime prevention advice). They will also be able to reply to messages, feeding back information to their local neighbourhood officers to help them in policing their local area.
32. 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 this Community Messaging tool is a considerable step towards this. Panel Members will know that the Wiltshire and Swindon Neighbourhood Watch Association have been involved with this project right from the start. The Community Messaging system will allow them to maintain a central database of their co-ordinators and members.
33. As a result of this new system, and the engagement embedding within the initial four areas, and then forcewide, I expect to see greater engagement with Neighbourhood Watch, and other Watch schemes as they are brought onto Community Messaging, in line with the aspirations set out in the Police and Crime Plan. As the system has just been launched at the time of writing this report I cannot say how many people have now signed up to Community Messaging, but I will be able to provide a figure at the meeting.

Number of Specials and the hours they contribute

34. The number of people who work voluntarily as a Special Police Officer currently stands at 194. Sector inspectors would ideally like to have a total of 235 Specials. My ambition was to see a minimum of 300 active Special Constables working across Wiltshire and Swindon and attached to local communities. However, as the Chief Constable revises his operational policing model to implement the Police and Crime Plan, I will keep the figure under review.

35. Twenty Specials joined the Constabulary in January 2014, with another 17 in May 2014. There will be further intakes of 12 in September 2014, with future intakes being delayed due to the Force reviewing the Special Constabulary. The Force has been approached by an individual who assisted the ambulance service in the setting up of their first responders volunteer scheme for which he was awarded an MBE. He is currently volunteering with the Force and working to establish what infrastructure would be required to promote a good and effective use of volunteers.
36. We have a high turnover of Specials as a significant number join with a view to becoming members of the regular constabulary. This is something which happens regularly.
37. Wiltshire's proportion of Special Police Officers to the whole Police Officer establishment sits at just under 20 per cent, which is an average rate when comparing to other regional forces.
38. Specials are required to put in an average of 16 hours per month. However, as reported in previous reports, the recording of hours by Special Constables is not an accurate reflection of the hours worked. Specials have not been given a straight forward system to input hours on to the constabulary time sheet. A review of the Special Constabulary has recently been undertaken and the recommendations are being implemented. As this area is under development by the force to get a better understanding of role, structures and establishment, I will not report on this inaccurate figure. A testing process is being carried out on timesheets which will allow Specials to log on to the system and input their own hours. This will improve the recording of hours.

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

39. Organised Crime Groups (OCGs) are defined as those groups that use planning, sophisticated methods or specialist resources to commit serious crime.
40. There are now 12 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. The overall threat score from the active OCGs is 342, which has remained relatively static since the last report which reported a score of 354.
41. All active OCGs are now owned by the Serious Crime Directorate and plans are progressing to collect intelligence on each and move to a more proactive stage with those OCGs where the threat is highest.
42. Note: Nationally there is work ongoing to develop a more robust performance management tool for OCGs which will include the threat score used here but will also consider the resources put into each OCG by Forces and Regions and a greater understanding of the impact of any disruption on OCGS. Once developed this will be included in my reports.

Dangerous Drug Networks (DDNs)

43. DDNs are dynamic and fluid and they can appear in the locality and be removed very quickly through disruption activity. However these are invariably replaced by new networks. This makes counting the number present at any one time problematic. Wiltshire Police produce a monthly DDN Network Analysis which gives an understanding of the potential number of networks present in our communities at any one time and an assessment of the threat they pose.
44. This is based on intelligence and is subject to change from one week to the next. Using this product as a snapshot of the DDNs we believe there were 36 active DDNs in our communities throughout Quarter 1. The overall threat score from DDNs at the end of Quarter 1 was 341. 13 of these DDNs were considered a high threat at some time because they were linked to intelligence of weapon use, or violence, or linked to other violent networks based elsewhere in the country. Only 4 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.
45. Because the DDNs are so fluid, it is not possible to continue to measure the threat from a static cohort – the cohort identified in 2013 have almost all been removed and replaced by other networks. To illustrate this, a new static cohort identified in April had a total threat score of 482 which has now reduced to 252, a reduction of 58%. However the networks have been replaced by new networks. Work is ongoing to understand more effective performance measures for this element of criminality.

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 | Reduce serious harm crime | 270.0 | 187.0 | 44.4% |

Figure 6: Protecting the most vulnerable in society

Reduce harm from serious crime

46. As a result of moving the SWITCH measure to the “reducing offending and re-offending” priority, this priority is left with one measure, ‘Reduce harm from serious crime’. We seek to protect the most vulnerable people in our society by preventing those crimes that cause the most harm. They are:

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

47. Based on a threshold designed to maintain the position of Wiltshire Constabulary in comparison with other forces of a similar size and serving similar communities, the constabulary recorded 270 offences involving serious harm against a threshold of 187 (a difference of 83 offences).

48. This is as a result of an increase in serious sexual offences which make up 70 per cent of the grouping. Reports on this area have been included in previous reports to the Panel, and nationally this area continues to see a large increase.

49. As was shown in the most recent crime figures from the Office for National Statistics (ONS) sexual offences are showing an increase of 19.7 per cent nationally, compared to the 6.3 per cent increase seen in Wiltshire. Wiltshire is not an outlier in this regard.

50. I have reported previously that the factor behind this shift is due, I believe, to the Constabulary’s Crime Validation Team which reviews the way in which crimes are recorded. They are now conducting this work at the start of the process rather than at the end. This analysis was reviewed in January 2014, and again in July 2014, where findings were consistent with previous analysis that identified reasons for this increase.

51. The Constabulary found that improved training of officers had led to a more thorough approach to recording.

52. There continues to be a number of reviews to ensure there was no increase in risk presented to the public. An internal working group continues to scrutinise the recording of serious sexual offences and any concerns will be raised at the Strategic Improvement Board, of which I am a member.

53. The graph below shows the increase in sexual offences recorded by Wiltshire Police, starting from early October 2013. The upper dotted line represents the boundary of significant variation. The graph shows that, in January 2014, sexual offences rose above the line.

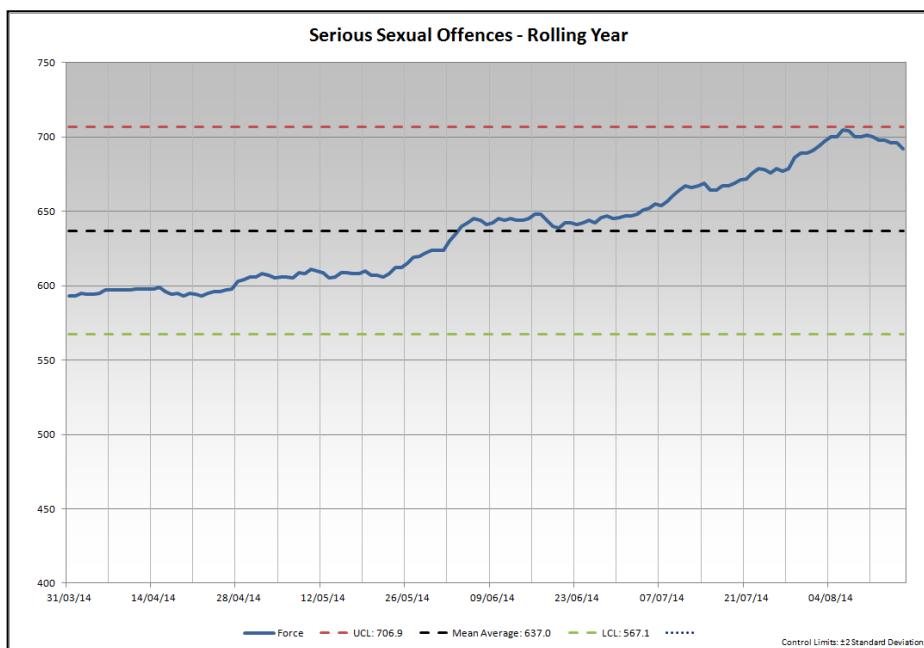


Figure 7: Sexual Offences – rolling 12 months

54. Recent analysis continues to show an increase in the crimes reported within the Force, but not an increase in the reports of incidents of this nature. There is no noted increase in offences where the victim/offender relationship is 'stranger', and the majority of crimes are between familiar individuals.

55. The key finding is that reports of sexual offences into the Constabulary are stable and do not fall outside of the increasing national trend. 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 decreasing. The main reason for this change is that the Crime Validation Team has reclassified crime-related incidents or crimes awaiting classification as sexual offences. I can be confident that there is now an accurate picture of the volume of sexual offences. I can also be confident that the increase is not a real increase in victims coming forward to report a sexual offence.

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 | 49 | 44 | 11.4% |
| Satisfaction with follow up | 84.3% | 84.4% | -0.2% |
| Satisfaction with investigation | 82.4% | 82.1% | 0.4% |
| Resolved rate | 28.3% | 32.5% | -12.9% |
| Victims referred to Victim Support | 88.4% | 80.0% | 10.5% |
| Victims satisfied with Victim Support | 97% | 95.0% | 2.1% |
| Proportion of cases dealt with out of court | 42.6% | 48.8% | -12.7% |

Figure 8: Putting victims and witnesses first

56. 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.

57. 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 Constabulary:

- (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

58. Based on a threshold devised to maintain the position of Wiltshire Constabulary in comparison with other forces of a similar size and serving similar communities, the latest survey results for June 2014 show that the Constabulary is exceeding the threshold in two of the areas above, and just below threshold in the remaining measure.

- (i) How well the victim has been kept up to date with developments: 84.3 per cent (threshold of 84.4 per cent)

- (ii) How well they thought the crime was investigated: 82.4 per cent (threshold of 82.1 per cent)
- (iii) How satisfied they were in general with Wiltshire Police: 90 per cent (threshold of 87 per cent). Please see Priority 6 (Driving up the standards of customer service) below

59. Looking at the most recently publishable data from the Home Office comparison website, iQuanta (up to March 2014), Wiltshire is top of the group of most similar forces for how satisfied the victim was in general with the police. Nationally, Wiltshire is rated third out of 43 forces.

60. With regard to being kept up to date with developments, within its group of similar Forces, Wiltshire was second and performing significantly better than those in its group. The measure may not have met the threshold that I set the Constabulary, but I am content that it is performing well in comparison with its peers. Nationally, Wiltshire is rated sixth out of 43 forces for the same measure.

61. Satisfaction with investigation is not a question which has a comparison against similar forces, as it is not a mandated question required by the Home Office. It does, however, sit under the theme of 'actions taken'. For this theme, the Constabulary is performing better than the average of its similar forces.

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

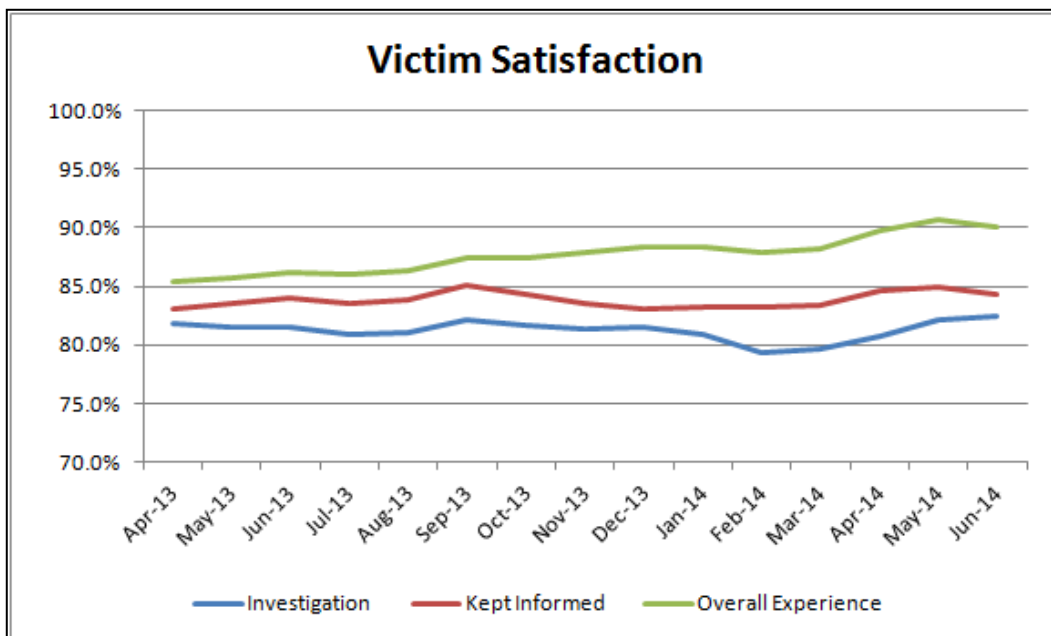


Figure 9: Trends for Victim Satisfaction measures

Victim Support

63. 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.

64. The proportion of victims referred by an automated process to Victim Support for the first quarter of 2014/15 was 88.4 per cent against a threshold of 80 per cent. This has seen significant improvement over the last 12 months, rising from 67.3 per cent for the first quarter of 2013/14.
65. Satisfaction with Victim Support remains strong at 97%.

Resolved rate

66. The resolution rate at the end of the first quarter of 2014/15 finished at 28.3 per cent. This is a slight improvement on the previous year's performance, but against a threshold set at 32.5 per cent, which was the level required to keep Wiltshire above the average of its most similar forces. This remains significantly below the required position.
67. Throughout the year it was identified that this drop within the resolution rate was a result of out of court disposals dropping significantly from the summer of 2013.
68. There were staff shortages and inadequate training and process in this area. This has now been addressed by the Constabulary, with a new Out of Court Disposals Manager now in place and beginning to embed within the organisation.
69. The proportion of out of court disposals has now returned to a previous position before the introduction of community resolutions and the Constabulary is undertaking a wide-ranging piece of work to educate officers on when and how to carry out this type of disposal accurately and effectively.
70. Alongside this, the Constabulary are currently conducting a number of pieces of work 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.
71. 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. An independent evaluation will be undertaken at the end of the project.
72. I want to provide victims with the most appropriate level of support. It is my view that out of court disposals should be given out appropriately, in line with victims' wishes, and support national guidance to ensure the quality of service is as good as possible.
73. Over the financial year and as described above, the rate of disposals conducted out of court has reduced in the previous financial year. For the first quarter of this year, the Constabulary recorded 42.6 per cent against a threshold of 48.8 per cent which I set in my Police and Crime Plan.
74. Wiltshire Police regularly review out of court disposals involving higher risk offences to ensure they are being dealt with appropriately. In the most recent review, it was clear that the higher risk cases had been dealt with appropriately.

Reducing offending and re-offending

| Reducing offending and re-offending | | | |
|--|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Tackle irresponsible licensed premises | | | |
| Reduce Re-offending | 25.1% | 29.1% | -13.7% |
| Re-offending rate of SWITCH Cohort | 27.7% | 35.4% | -21.9% |

Figure 10: Reducing offending and re-offending

75. 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

76. Restorative justice and Organised Crime Groups are dealt with under Reducing Offending and Re-offending and Reducing Crime and ASB respectively.

77. As far as reducing re-offending is concerned, I awarded £92,805 from my Innovation Fund to the Wiltshire Probation Trust for a prison gate rehabilitation scheme under which short-term prisoners whose homes are in Swindon or Wiltshire will be met on release and given expert support to steer them away from a return to crime. The Trust is matching the sum awarded by the PCC. The commissioning contract was signed in early January 2014 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.

78. 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.

79. For the first quarter of 2014/15, there have been 18 interventions which involve identifying problem venues, putting the onus on licensees to explain the steps they will take to remedy the problem, and explain the risk of losing the licence if the problems are not dealt with. This volume shows the amount of activity that the licensing department is committing to tackling those premises which act irresponsibly.

80. Specifically, the two interventions of significance were:

- A football pub located in Swindon: Following a number of incidents and subsequent collation of evidence to support licensing legislation breaches, Police Licensing advised unless a variation was made to the licence (which included numerous conditions directing how the premises would be conducted), a review would be called. The conditions have subsequently been agreed and formally applied to the licence.
- Licensed premises in Devizes – The Licensing Team were already involved in dealing with this premise but an incident in June involving assaults on two officers, enabled us to apply further pressure. A number of new conditions have been applied to the licence formally, and an earlier closure time of the premises applied.

81. Both of these interventions had a significant impact on crime and disorder in Swindon and Devizes. In addition to this, a large amount of planning and preparation was conducted for the World Cup, although in reality this was a quieter period than expected.

82. The Licensing Team is aligned to the three geographic hubs of policing in the Constabulary, and has an extensive delivery plan which is operating effectively. A licensing working group to support the alcohol harm reduction strategy has been formed, resulting in a draft edition, and public consultation to provide a completed plan towards the end of 2014.

SWITCH

83. 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.

84. 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).

85. 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.

86. Within the first quarter of this financial year, SWITCH has seen a reoffending rate of 27.7% against an expected rate of 35.4%. Within this quarter, out of the 137 people within SWITCH, only 38 re-offended, resulting in 72 crimes.

Driving up the standards of customer service

| Driving up standards of customer service | | | |
|---|--------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Number of allegations of incivility, impoliteness and intolerance | 15.60% | 17.00% | -8.2% |
| Victim satisfaction | 90.1% | 86.7% | 3.9% |
| Number of days to finalise a locally resolved complaint | 64 | 54 | 18.5% |
| Prosecutions that fail due to quality of police input | 23.2% | 16.7% | 38.9% |
| Data quality | 0.96% | 0.90% | 6.7% |

Figure 11: Driving up the standards of customer service

87. 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.

88. 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."

89. The plan sets out a number of measures designed to improve the experience of people who come into contact with Wiltshire Constabulary. One measure concerns the number of complaints received and how effectively those complaints are dealt with.

90. The number of occasions where officers are alleged to have been lacking in civility, or have been impolite or intolerant, is 35 for the first quarter of the year against a threshold of 31, out of a total of 213 allegations. This represents 15.6 per cent of the total, against the desired position of 17 per cent as stated by the Independent Police Complaints Commission.

91. The total volume of complaints has been increasing considerably within Wiltshire and other forces nationally. A review is taking place internally to assess the reasons for this increase and the efficiency of the current working model. The internal review is conducting customer satisfaction telephone surveys to identify lessons learnt, and also understand what the public want when making a complaint. Benchmarking and scoping with other forces has taken place and the results and implementation of a new system is imminent.

92. The number of days to finalise a locally resolved complaint has increased significantly over the last 12 months, going from an average of 47 days this time last year, to a current position of 64 days. This is mainly as a result of the increase in the number of

days to record a complaint, and the limited resources in significant legal positions required in the complaint handling process.

93. Members will recall that at the previous meeting, the Chief Executive referred to the complaints recording process adopted by Northumbria. The OPCC has been to visit Northumbria and see for itself how this operates. A report on the Northumbria process will be considered by CMB with detail circulated to the Panel.

94. Prosecutions that fail due to quality of police input

95. Another measure relates to the proportion of prosecutions which fail because of the quality of the police input (ie incorrect information, insufficient detail, witness absent). Such cases can cause upset to victims and witnesses, and can prove highly expensive in terms of court costs. The thresholds are set by the CPS at 17.5 per cent for Magistrate Courts and 10 per cent for Crown Courts. As can be seen from the below graph, the trend is increasing for these type of case failures:

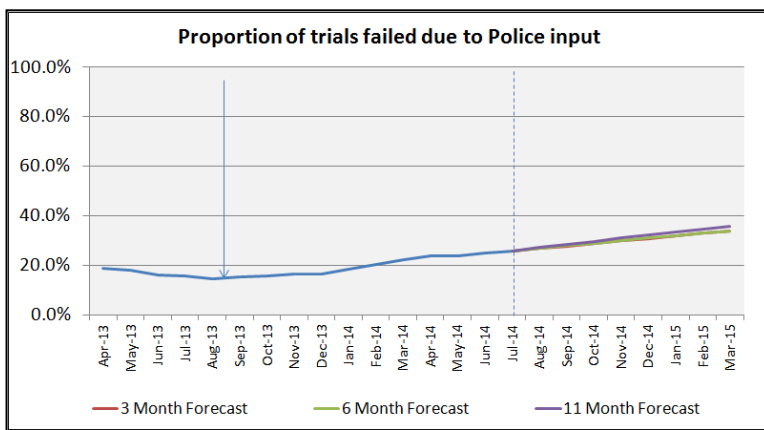


Figure 12: Proportion of prosecutions which fail because of the quality of police input

96. The majority of failed trials are due to insufficient evidence which is not an acceptable position. The Constabulary are taking steps to address this through a new Integrated Prosecutions Team which will identify failings on the front line to develop an effective and targeted improvement plan.

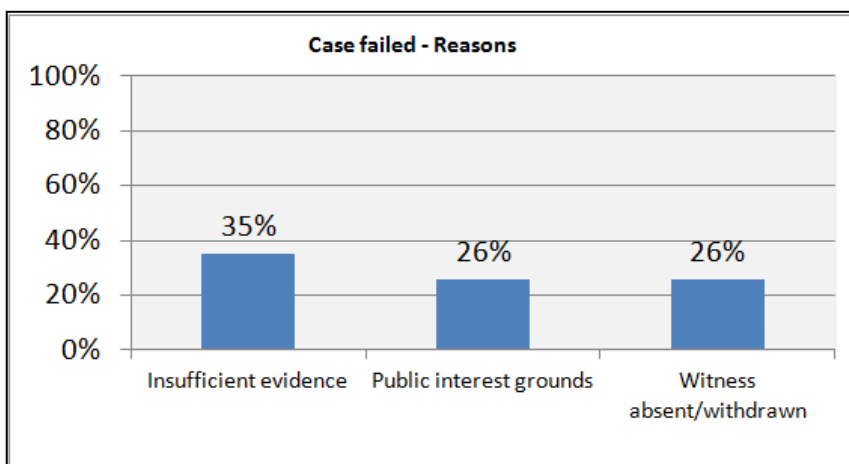


Figure 13: Reasons for case failure due to police input

Tracking the 'customer journey'

97. 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 Constabulary.

| Customer Journey | Group | Measure | Apr 14 | May 14 | Jun 14 | YTD | YTD Threshold | % off Threshold | |
|----------------------|---|---|--------|--------|--------|-------|---------------|-----------------|--|
| | Visibility | Proportion of the public that are satisfied with police visibility | 58.5% | | | 58.5% | 62% | -5.0% | |
| | Contacting us | 999 calls answered within 10 seconds | | 94.0% | 93.8% | 93.8% | 90% | 4.2% | |
| | | 101 to report crime - calls answered within 30 seconds | 79.4% | 75.4% | 73.5% | 76.0% | 75% | 1.3% | |
| | Dealing with an incident | Immediate response to emergencies | 93.1% | 94.0% | 94.5% | 93.9% | 90% | 4.3% | |
| | | Satisfaction of victims with being kept informed after reporting an incident | 84.6% | 85.0% | 84.3% | 84.3% | 84.2% | 0.1% | |
| | | Satisfaction of victims with how an incident is investigated | 80.7% | 82.2% | 82.4% | 82.4% | 81.0% | 1.8% | |
| | Making a complaint | Proportion of allegations of incivility, impoliteness and intolerance | 14.3% | 19.1% | 13.5% | 15.6% | 17% | -8.2% | |
| | | Number of allegations of incivility, impoliteness and intolerance | 8 | 17 | 10 | 35 | 31 | 13.8% | |
| | | Average number of days to finalise a complaint made to wiltshire police by local resolution | 55 | 61 | 64 | 60 | 52 | 15.4% | |
| Outcomes for victims | Failed prosecutions due to quality of police actions - Crown Court | 11.1% | 14.3% | 18.8% | 15% | 10.0% | 45.8% | | |
| | Failed prosecutions due to quality of police actions - Magistrates Court | 28.2% | 19.3% | 25.4% | 24% | 17.5% | 39.3% | | |
| | % of victims referred to victim support | 89.6% | 88.4% | 87.8% | 89% | 80% | 10.8% | | |
| | % victim satisfaction with victim support service | 95.5% | 95.5% | 95.5% | 96% | 95% | 0.5% | | |
| | Satisfaction of victims with the whole experience after reporting an incident to wiltshire police | 89.8% | 90.7% | 90.1% | 90.1% | 90.0% | 0.1% | | |

Figure 14: Tracking the customer journey

98. 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.

99. In general, the initial parts of customer contact remain strong, and overall satisfaction is performing really well, but there are some areas which need attention. This is regularly reviewed by me and is managed at an appropriate local level.

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 | 93.4% | 90% | 3.8% |
| 999 calls answered within 10 seconds | 94.0% | 90.0% | 4.4% |
| 101 to report crime - calls answered within 30 seconds | 76.0% | 75.0% | 1.3% |

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

100. The speed at which Wiltshire Constabulary 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 three months was 93.4 per cent against a national standard of 90 per cent.
- Answering a 999 call within ten seconds – 94.0 per cent of all 999 calls in the first quarter were answered within ten seconds against a national standard of 90 per cent.
- Answering 101 non-emergency calls within 30 seconds – 76 per cent of all calls to 101 were answered within 30 seconds which is better than the threshold I set of 75 per cent.

101. With regard to immediate response to emergencies, there can be incidents where the Constabulary fails to meet the required response times but, from my scrutiny, these incidents are rare. Where this does happen, the management of these incidents are looked at locally through tasking meetings.

102. 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.

Unlocking the resources to deliver

| Unlocking the resources to deliver | | | |
|--|-------|-----------|------------|
| Measure | YTD | Threshold | Difference |
| Public satisfaction with police visibility | 58.5% | 62% | -5.6% |
| Number of police officers | 1009 | 1021 | -1.2% |
| Number of PCSOs | 129 | 138 | -6.7% |

Figure 16: Unlocking the resources to deliver

103. My wish to see police officers maximising their engagement with the public can be measured through the findings of the public opinion survey I commissioned. I have commissioned surveys of 2,112 members of the public, taking place twice a year in spring and autumn.
104. The most recent research carried out in autumn 2013 showed that the level of public satisfaction with police visibility rose from 56.8 per cent to 58.5 per cent. Although this is still below the set threshold of 62 per cent it demonstrates movement in a positive direction. I will be looking at the new survey data with close scrutiny.
105. As at 30th June 2014, police officer numbers stood at 1,009. This was 1.2 per cent below the set threshold of 1,018. Looking forward and considering the medium term financial strategy, and the view of the Chief Constable, it is considered that the requirement will be for 1,021 officers. Whilst this is a reduction compared to the previous figure, I am pleased to say that frontline and Neighbourhood Policing Team officers still remain unaffected.
106. The Constabulary has future recruitment taking place to balance natural wastage which includes an intake of sixteen Police Officers in September 2014, December 2014, and March 2015. PCSO intake took place in July 2014, and an additional fifteen in January 2015.

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. Full details of the strategic approach to the Comprehensive Spending Review can be found in the Medium Term Financial Strategy which is on the OPCC website.

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

Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon

August 2014