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

Quarter Two 2014/15 (1ˢᵗ April to 30ᵗʰ September 2014)

For Police and Crime Panel meeting 19ᵗʰ November 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. An update to these was issued in August 2014.

My key priorites remain as:

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

You can read my Police and Crime Plan and the updates by visiting www.wiltshire-pcc.gov.uk. On the site you can also read about my activities as well as regularly updated news items and a weekly blog.

**Angus Macpherson
Police and Crime Commissioner
For Wiltshire and Swindon**

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

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

2. 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. The way in which I assess the Force's performance and the Police and Crime Panel assess my performance is currently under review. This follows increasing amounts of national research which suggests targets used within policing are causing significant adverse effects. 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.

4. A paper written by the House of Commons Public Affairs Select Committee entitled 'Caught red-handed: why we can't count on police crime statistics' quite clearly sets out a view on the use of targets within policing:

   • The Police and Crime Commissioner (PCC) role, and the political and electoral pressures that PCCs are subject to, has the potential to foster target cultures within forces, with consequent perverse incentives and detrimental impact on data quality.

   • Some PCCs consider the perverse incentives created by targets to be so serious that they have dropped all targets. Others believe the risk is manageable. As part of its annual audit programme, Her Majesty's Inspectorate of Constabulary (HMIC) should examine the effect of PCC target-setting on crime recording practices and culture, and should in due course look back at the first PCC period in office to assess the impact on data integrity of locally-set targets.

   • We deprecate the use of targets in the strongest possible terms. The Home Office, which claims credit for abolishing national numerical targets, should also be discouraging the use of such targets.

5. As I reported in my previous report, the Force had independently set up a review of its performance culture to ensure that officers were operating ethically and with the best interests of the people of Wiltshire and Swindon at the forefront of their minds.

6. I have been kept informed about the progress of the review and am satisfied that the senior management within the Force understand the negative impact of a perverse performance culture. The Chief Constable and his team will be helped in this by the College of Policing's recent publication of the first Code of Ethics for police officers and staff.

7. My office has been working closely with a working group established by the Police and Crime Panel so that the outcomes of the performance culture review can be shared with them, in order to ensure that this piece of work is understood at all levels of scrutiny, and to identify how we can work together to establish an effective monitoring process.

8. Since I came into office I have reported to the public and the Police and Crime Panel on the performance of Wiltshire Police 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.

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

10. In the meantime, this report will still make references to thresholds and performance status as detailed in the table below. As a reminder, 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 per cent better than threshold
GOOD	Up to 10 per cent better than threshold
FAIR	Up to 10 per cent worse than threshold
POOR	Over 10 per cent worse than threshold

Her Majesty's Inspectorate of Constabulary (HMIC)

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

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

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

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

15. There have been a number of inspections which have taken place within the first two quarters of this financial year, and in total there will be approximately 17 inspections over the full year, which is a marked increase on the previous year. The majority of inspections have shown Wiltshire Police in a positive light. All inspections and identified areas for improvement through the inspections are managed locally with clear owners and specific plans in place. They are reported through the Force's Strategic Improvement Board of which I am a member.

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

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

17. During this transition period to a new reporting style, I will continue to use the scorecard 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 the last financial year and 2014/15 is the second year of its implementation.

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

PCC PRIORITY SCORECARD 2014/15

Reducing crime and ASB

Measure		YTD	Threshold	Difference
A 10% reduction in the absolute number of crimes and anti-social behaviour incidents	Crimes	16162	16879	-4.2%
	ASB	12213	13372	-8.7%
People feeling safe during the day		94.8%	93.3%	1.6%
People feeling safe during the night		60.4%	58.4%	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		4617	6840	-32.5%
Number of Specials		204	235	-13.2%
Hours contributed by Specials		8	16	-50.0%
% of people thinking that young people hanging around is a key issue		16.2%	16.0%	1.3%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-23.5%	-12.50%	88.0%
	Organised crime group impact assessment	-15.5%	-12.50%	16.2%
% of people saying that ASB is a concern in their local area		29.4%	33.4%	-12.0%

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	545	368	48.0%

Driving up standards of customer service

Measure	YTD	Threshold	Difference
Number of allegations of incivility, impoliteness and intolerance	17.37%	17.00%	2.2%
Victim satisfaction	90.1%	86.7%	3.9%
Number of days to finalise a locally resolved complaint	66	54	22.2%
Prosecutions that fail due to quality of police input Crown Court	11.3%	10.0%	13.2%
Prosecutions that fail due to quality of police input Magistrates Court	20.9%	17.5%	19.6%
Data quality	0.96%	0.90%	6.7%

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	26.9%	32.5%	-17.2%
Victims referred to Victim Support	89.6%	80.0%	12.0%
Victims satisfied with Victim Support	98%	95.0%	2.9%
Proportion of cases dealt with out of court	39.9%	48.8%	-18.2%

Reducing offending and re-offending

Measure	YTD	Threshold	Difference
Tackle irresponsible licensed premises	1882	3247	-42.0%
Reduce Re-offending	25.1%	29.1%	-13.7%
Re-offending rate of SWITCH Cohort	26.3%	35.4%	-25.6%

Ensuring unfailing and timely response to calls for assistance

Measure	YTD	Threshold	Difference
Immediate response rate	92.6%	90%	2.9%
999 calls answered within 10 seconds	89.2%	90.0%	-0.9%
101 to report crime - calls answered within 30 seconds	73.3%	75.0%	-2.3%

Unlocking the resources to deliver

Measure	YTD	Threshold	Difference
Public satisfaction with police visibility	59.4%	62%	-4.2%
Number of police officers	1021	1021	0.0%
Number of PCSOs	129	138	-6.7%

Figure 1: PCC Priority Scorecard April 2014 – September 2014

19. Overall, the scorecard is graded as 'Fair'. This assessment is arrived at by combining the scores of each priority. 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	16162	16879	-4.2%
	ASB	12213	13372	-8.7%
People feeling safe during the day		94.8%	93.3%	1.6%
People feeling safe during the night		60.4%	58.4%	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		4617	6840	-32.5%
Number of Specials		204	235	-13.2%
Hours contributed by Specials		8	16	-50.0%
% of people thinking that young people hanging around is a key issue		16.2%	16.0%	1.3%
Reduce the harm caused by organised crime groups operating in the county	Dangerous drug network harm assessment	-23.5%	-12.50%	88.0%
	Organised crime group impact assessment	-15.5%	-12.50%	16.2%
% of people saying that ASB is a concern in their local area		29.4%	33.4%	-12.0%

Figure 2: Reducing Crime and ASB

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

21. 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 two quarters of this financial year, 16,162 crimes were recorded against a threshold of 16,879.

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

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

24. The below graph demonstrates the continued level of reduction in crime seen in Wiltshire.
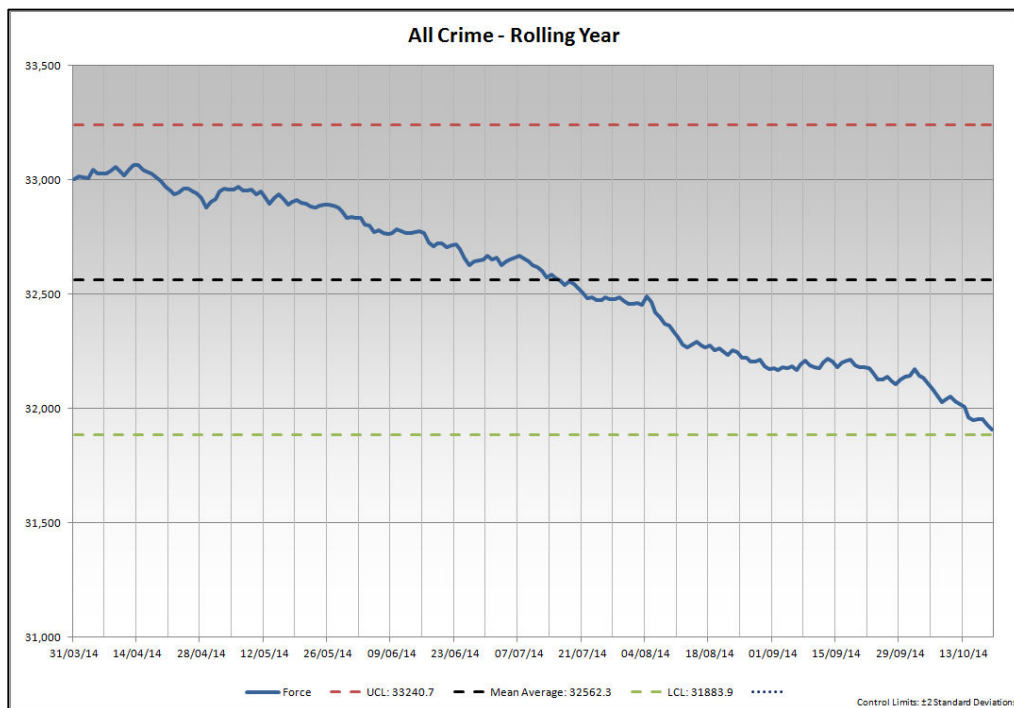

Figure 3: All crime – rolling year

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

26. 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 throughout the last year, and also strong performance compared to other forces. Reductions have been as strong as 7.8 per cent since the start of this financial year, equating to 1,267 victims of crime in six months. The graph below demonstrates the level of reduction seen within this crime group.
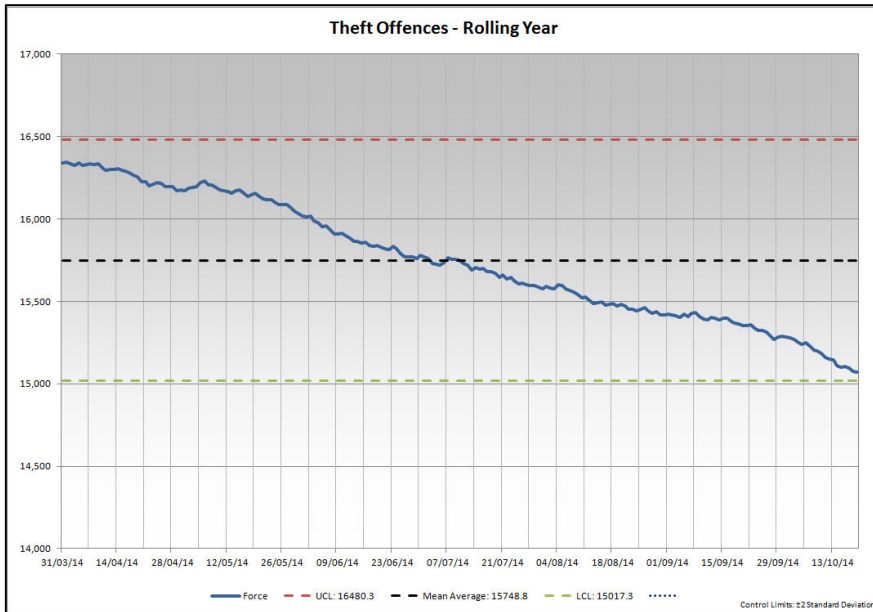
Figure 4: Theft offences – rolling year

27. Within the most recent Home Office crime release reporting on the year up to June 2014, Wiltshire is positioned third lowest nationally for Dwelling Burglary, 9th for Vehicle Crime and 19th for Non Dwelling Burglary. The latter two crime groups have improved in their position nationally, and all of these areas continue to show significant reductions in Wiltshire and Swindon as a whole.

28. Violent Crime has been an area of consistent review and analysis over the past 12 months. Trends within this crime type have been increasing within Wiltshire, and nationally since September 2013.

29. For 2013/14, Violence had seen an increase nationally of 5.6per cent, which the national lead on police crime statistics, Chief Constable Jeff Farrar, cited as being 'indicative of an increased compliance with the National Crime Recording Standards'. This process has continued and as can be seen from the trend below (Figure 5), has stabilised following 12 months of this increase, indicating a process change.
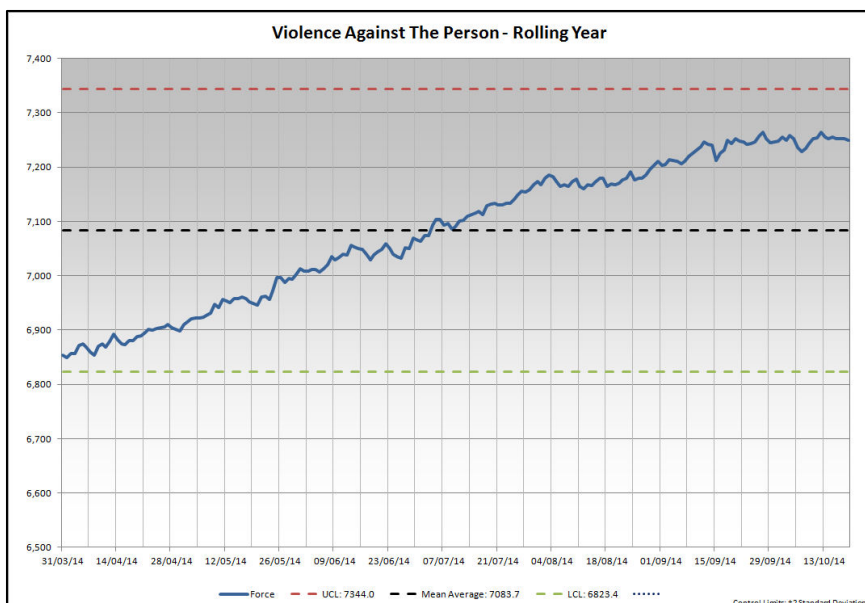
Figure 5: Violence Against the Person – rolling year

30. In relation to Violent Crime, Wiltshire's performance is in line with the national and regional trend, where Wiltshire is positioned 20th out of 42 forces up to the most recent data of June 2014.

31. From previous performance reports, I have 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 police views on increased Violent Crime.

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

33. 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.

34. As far as anti-social behaviour (ASB) is concerned, I continue to be pleased with the level of reported incidents to the Force. There has been a four per cent reduction compared to the start of the year, and a 10.6 per cent reduction compared to the same period last year. This has equated to 2,576 fewer incidents.
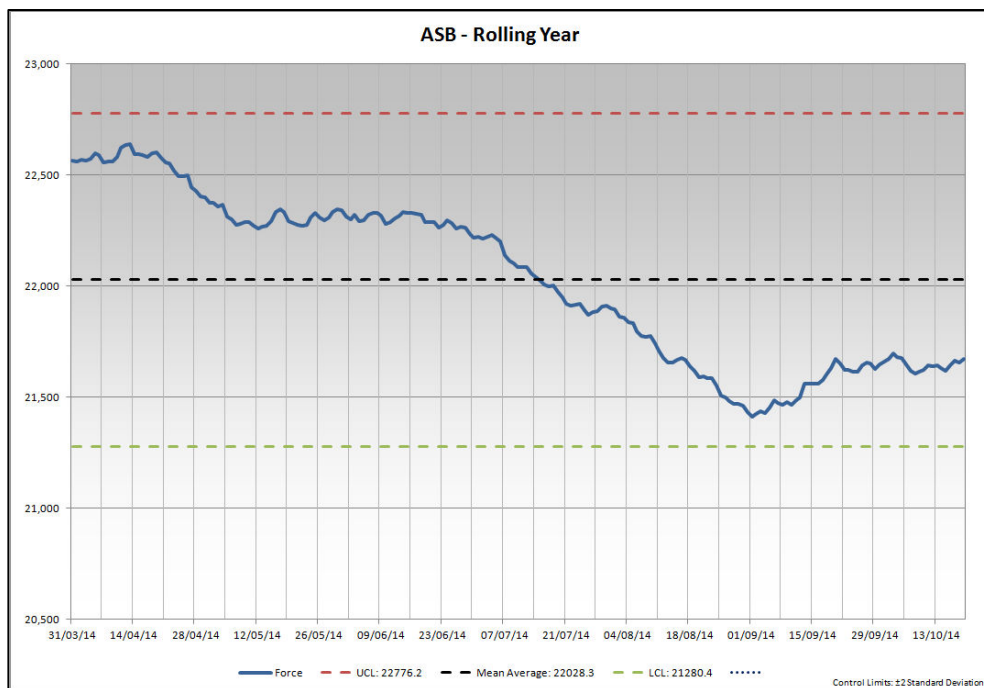

Figure 6: Anti-Social Behaviour – rolling year

Public Opinion Survey

35. 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. The independent company which carries out this survey is conducting work now on the next round of results.

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

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

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

Measure	Autumn/Winter 2012	Spring/Summer 2013	Autumn/Winter 2013	Spring/Summer 2014
Proportion of people who feel **safe during the day**	92.5%	93.7%	94.9%	94.8%
Proportion of people who feel **safe during the night**	61.9%	59.6%	58.8%	60.4%
Proportion of people who think **young people hanging around is an issue** (unprompted response)	16.4%	16.5%	19.4%	16.2%
Proportion of people who are **satisfied with Police visibility**	59.9%	55.3%	57.2%	59.4%
Proportion of people who think that the **Police deal with crime & ASB in their area**	58.4%	56.5%	54.1%	56.8%
Proportion of people who have **confidence in the Police**	85.3%	85.3%	83.9%	83.9%
Proportion of people who think that **ASB is an issue in their area** (prompted question, yes/no response)	32.8%	32.8%	33.3%	29.4%

Figure 7: Public Opinion Survey results

People feeling safe during the day/night

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

40. The feeling of safety at night has always been much lower than safety during the day, and this is likely to remain the case. This indicator has remained relatively stable over the last four surveys conducted. Responses from the public relate to perception of danger, general apprehension of the dark, or a lack of street lighting.

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

41. Within more recent surveys an increase was seen in the proportion of people saying young people hanging around was an issue. The most recent set of results indicate a move back to just above 16 per cent, in line with previous surveys.

42. This statement is important as it is unprompted by the interviewers and is a statement that the public may choose. Officers are provided with this information to inform their local plans and understand what the local community are saying is their key issue.

Percentage of people who think that ASB is an issue in their area

43. This is a prompted question where the respondents are asked to answer yes or no. It is positive to see the perception that ASB is a local problem has reduced compared to previous surveys. This ties in with the volume of ASB incidents reducing as mentioned previously in this report.

Number of volunteers taking part in various 'watch' schemes

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

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

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

46. The new Community Messaging tool 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. The initial roll out was two months ago in four areas; Malmesbury, Pewsey, Swindon West and Warminster. Interest in this tool is high. Community Messaging is to be rolled out to an additional six areas in the second week of November: Trowbridge, Swindon North, Swindon North East, Swindon Central, Tidworth and Melksham.

47. Users will be able to receive appeals for information and crime prevention advice, as well as reply to messages, feeding back information to their local neighbourhood officers, to help them in policing their local area. At the time of writing this report, 3,117 people have joined Community Messaging. It is anticipated this will increase further following the next roll out stage. The Force is anticipating a full roll out to all areas by the end of January 2015. In addition to this, there are 75 Community Speedwatch Schemes with approximately 20 members each, equating to an additional 1,500 people involved in volunteering in their community.

48. 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 goal. The Community

Messaging system will allow the Neighbourhood Watch Association to maintain a central database of their co-ordinators and members.

Number of Specials and the hours they contribute

49. There is a large review and redevelopment of the Special Constabulary being conducted by a police lead, and 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 Specials.

50. The number of Specials supporting the Force currently stands at 204, and the hours they contribute are recorded on the system as eight per month. This is against the requirement of 16 hours. Specials have not been given a straightforward system to input hours on to the Force time sheet. 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.

51. A change in procedure and technology will allow the police to have absolute knowledge of how many Specials are available and where they currently are posted to, therefore easily identifying gaps within ranks, shifts and locations. New technology will also allow Specials to log on from home, and the new volunteer strategy previously mentioned will help effectively recruit a sustainable number of Special Constables. The force will also provide reading material essential to the role whilst the individuals undertake the vetting process. Currently the vetting process is completed first. This change is likely to reduce recruitment time by up to three months.

52. The implementation of recommendations from the review is ongoing currently, and it is anticipated that the improvements will embed into the new calendar year. The changes are dependent on internal processes such as vetting and recruitment, however I will keep the panel updated on progress.

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

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

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

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

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

57. There are now 13 active OCGs on Wiltshire's OCG map. A number of OCGs have recently been reviewed and re-assessed as either 'disrupted' or 'dismantled' and, in accordance with the national procedures for OCG mapping, these have been archived

and removed from the map. The overall threat score from the active OCGs has remained relatively static since the last report, and all active OCGs are now owned by the Serious Crime Directorate and intelligence is collected on each one to move to a more proactive stage with those OCGs where the threat is highest. They continue to be scored against Criminality, and Intent and Capability.

58. 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 used by the Force.

Dangerous Drug Networks (DDNs)

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

60. At the end of quarter two, there are 15 active DDNs on the network; this is a reduction from 20 which appeared over the last few months. There are three networks considered high risk, with three of the low or medium risk networks being no longer active due to successful arrests and disruption by the Dedicated Crime Team.

61. 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 per cent. However these 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

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	545	368	48.0%

Figure 8: Protecting the most vulnerable in society

Reduce harm from serious crime

62. 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)

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

64. This is predominantly 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.

65. As was shown in the most recent crime figures from the Office for National Statistics (ONS) sexual offences are showing an increase of 21.3 per cent nationally, compared to the 17.9 per cent increase seen in Wiltshire. Wiltshire is not what statisticians call an outlier in this regard.

66. This area is under consistent monitoring to ensure there is no increase in risk presented to the public. This has correlated to previous analysis which showed an increase in the crimes reported within the force, but not an increase in the reports of incidents of this nature. There is no noted increase in offences where the victim/offender relationship is 'stranger', and the majority of crimes are between familiar individuals. The graph below shows the increase in sexual offences recorded by Wiltshire Police.

67. I have previously reported on the increase which started in October 2014, and the below graph shows a stabilisation towards the end of September which further demonstrates that this is process related. The two dotted lines represent the boundary of significant variation.
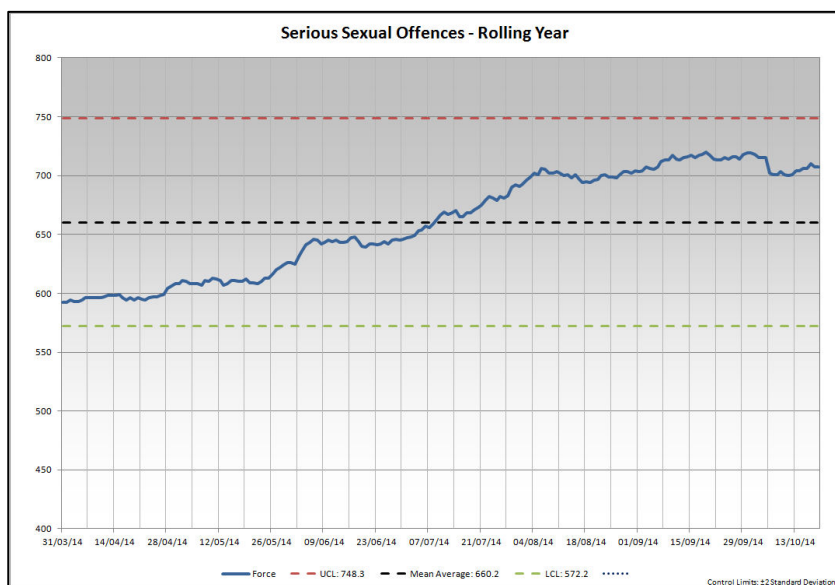

Figure 9: Sexual Offences – rolling 12 months

Most Serious Violence

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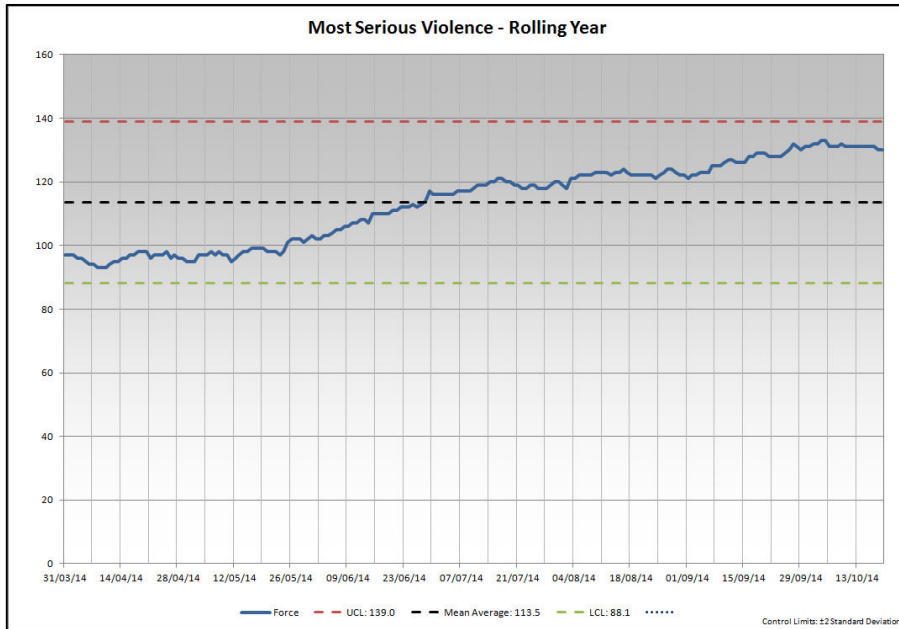

Figure 10: Most Serious Violence – rolling 12 months

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	26.9%	32.5%	-17.2%
Victims referred to Victim Support	89.6%	80.0%	12.0%
Victims satisfied with Victim Support	98%	95.0%	2.9%
Proportion of cases dealt with out of court	39.9%	48.8%	-18.2%

Figure 11: Putting victims and witnesses first

69. 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.

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

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

71. Based on a threshold devised to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the latest survey results for September 2014 show that the Force is exceeding the threshold in all areas above.

<li type="i" start="9">
<p>(i)   How well the victim has been kept up to date with developments: 84.4 per cent (threshold of 84.4 per cent)</p>
<p>(ii)   How well they thought the crime was investigated: 82.7 per cent (threshold of 82.1 per cent)</p>
<p>(iii)   How satisfied they were in general with Wiltshire Police: 90.2 per cent (threshold of 87 per cent). (*Please see Priority 6 (Driving up the standards of customer service) further on in my report*)</p>

72. Looking at the most recent publishable data from the Home Office comparison website, iQuanta (up to June 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 second out of 43 forces.

73. 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. Nationally, Wiltshire is rated sixth out of 43 forces for the same measure.

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

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

76. The performance of the number of days to dispose of crimes is directly linked to the increased volume of complex natured crimes, previously mentioned within this report.

Victim Support

77. 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.

78. The proportion of victims referred by an automated process to Victim Support for the first two quarters of 2014/15 was 89.6 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.

79. Satisfaction with Victim Support remains strong at 97.8%.

Resolved rate

80. The resolution rate at the end of the second quarter of 2014/15 was 26.9 per cent. This is 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.

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

rate dropping (blue line). The black dotted line represents the performance of the group of forces similar to Wiltshire.
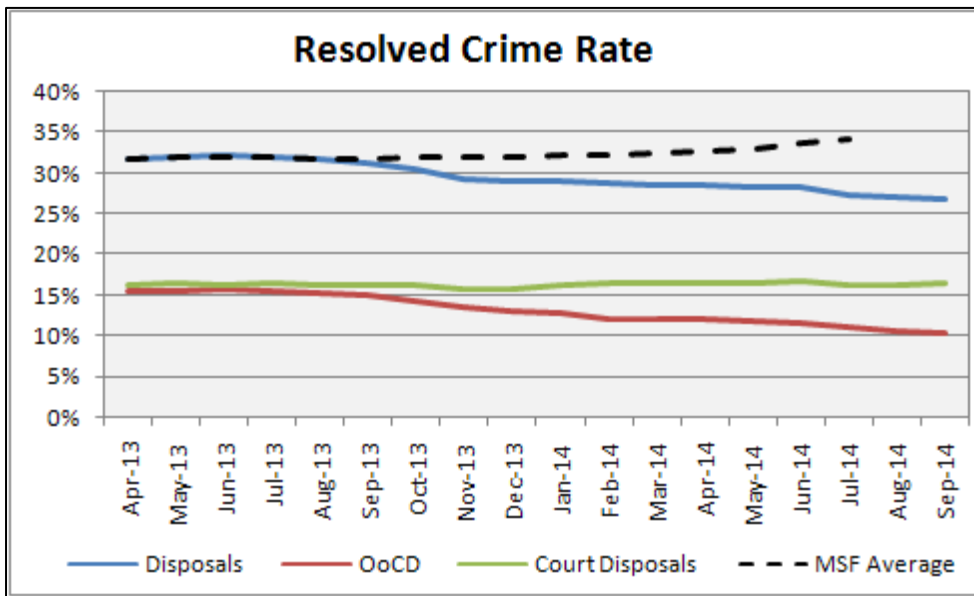

Figure 12: Resolved Crime Rate – In and out of court

82. The new Out of Court Disposals Manager has now settled in to the organisation and has carried out a number of visits with a range of internal and external policing stakeholders. During this process of consultation and engagement she has developed an excellent understanding of the issues to be addressed. The new post has commenced a process of re-writing operational guidance and a review and refresh of supporting processes. It is evident that the force has allowed an inconsistent approach to the use of Community Resolutions to develop over the last two years, where a significant drop in the use of these across the force has taken place.

83. The proportion of out of court disposals has now returned to a previous position before the introduction of community resolutions, and can be seen from the below graph.
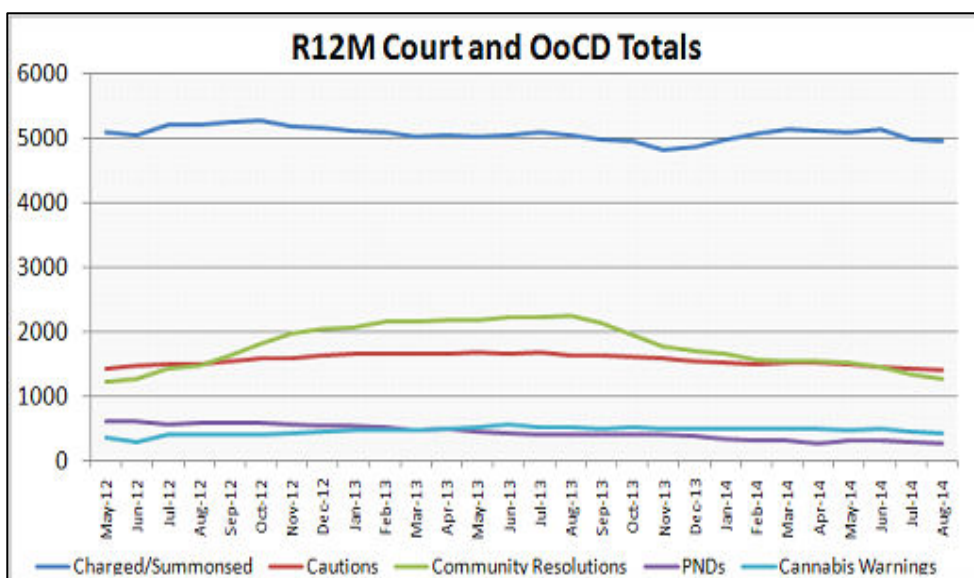

Figure 13: Disposal volumes broken down by type – Rolling 12 months

84. The Out of Court Disposals Manager held a meeting of the first pan-Wiltshire multi-agency delivery group recently. This group has, for the first time, provided the force with a means of monitoring activity in this area and identifying where corrective action can and should be taking place. The Out of Court Disposals Manager and the Crime and Justice Strategic Support Officer are developing an awareness-raising package to assess and improve the ethical recording of disposal methods, to promote the correct use of out of court disposals, and improve the resolved rate of both in and out of court disposals.

85. For the first two quarters of this year, the Force recorded 39.9 per cent against a threshold of 48.8 per cent which I set in my Police and Crime Plan.

86. Wiltshire Police regularly reviews 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 this was the case and that higher risk cases had been dealt with appropriately.

Neighbourhood Justice Panels (NJP)

87. A separate report on Restorative Justice is included on the agenda.

Reducing offending and re-offending

Reducing offending and re-offending			
Measure	YTD	Threshold	Difference
Tackle irresponsible licensed premises	1882	3247	-42.0%
Reduce Re-offending	25.1%	29.1%	-13.7%
Re-offending rate of SWITCH Cohort	26.3%	35.4%	-25.6%

Figure 14: Reducing offending and re-offending

88. 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

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

Tackling Irresponsible Licensed Premises
90. 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.

91. For the first two quarters of 2014/15, there have been 31 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.

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

93. In addition to this, the Licensing Team have also conducted 14 prevention activities to reduce the likelihood of inappropriate licensing behaviour, and two hearings to discuss licensing applications and ensuring they are complied with.

94. The Licensing Team is aligned to the three geographic hubs of policing in the Force, 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.

95. The number of licensed premises checks currently stands at 1,882 and has been reported on within previous reports as significantly lower than expected. The reason for this significant reduction in the number of checks being conducted is considered to be checks being completed, but not recorded within the system. Licensing officers are now supporting local officers to refresh the process of carrying out checks to a high standard and how to record them effectively within the system. It is important that checks are conducted to a high quality and not just completed ineffectively to keep the numbers high.

SWITCH
96. 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.

97. 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).

98. 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.

99. Within the second quarter of this financial year, SWITCH has seen a reoffending rate of 25 per cent against an expected rate of 34.9 per cent. Within the previous quarter the rate was 27.7 per cent against an expected rate of 35.4 per cent.

Driving up the standards of customer service

Measure	YTD	Threshold	Difference
Number of allegations of incivility, impoliteness and intolerance	17.37%	17.00%	2.2%
Victim satisfaction	90.1%	86.7%	3.9%
Number of days to finalise a locally resolved complaint	66	54	22.2%
Prosecutions that fail due to quality of police input - Crown Court	11.3%	10.0%	13.2%
Prosecutions that fail due to quality of police input - Magistrates Court	20.9%	17.5%	19.6%
Data quality	0.96%	0.90%	6.7%

Figure 15: Driving up the standards of customer service

100. 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.

101. 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."

102. The number of occasions where officers are alleged to have been lacking in civility, or have been impolite or intolerant, is 74 for the first two quarters of the year out of a total of 426 allegations. This represents 17.4 per cent of the total, against the desired position of 17 per cent as stated by the Independent Police Complaints Commission.

103. The total volume of complaints has been increasing considerably within Wiltshire and other forces nationally. A review has taken place to understand the reasons for this increase and the efficiency of the current working model. Benchmarking and scoping

with other forces has taken place and the Force is beginning to implement new resources and processes to resolve the fluctuating performance in relation to recording complaints, as seen below.
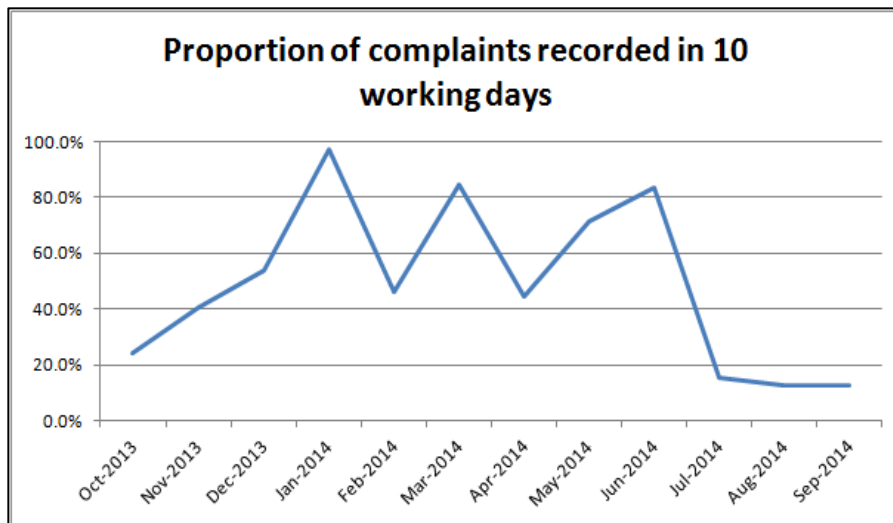

Figure 16: Complaints recorded within 10 working days

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

105. The delay in recording complaints can be seen through the below graph which shows the volume of complaints received and recorded within each month.
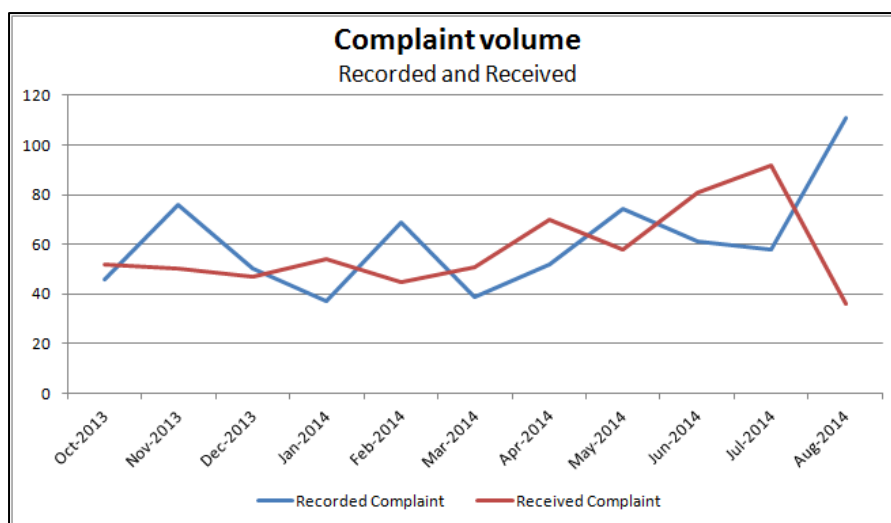

Figure 17: Complaint volume received and recorded by month

106. I have been kept updated during the progress of this review and am now confident that the management of complaints will see improvements following implementation of the review's recommendations.

107. Members will recall that at the June 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. This is subject to a separate report at the Panel meeting.

Prosecutions that fail due to quality of police input

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

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Total
Wilshire Total Trials Listed - Crown	18	14	16	20	20	18	106
Cracked and Ineffective due to prosecution - Crown	2	2	3	2	1	2	12
Proportion due to Prosecution - Crown	11.1%	14.3%	18.8%	10.0%	5.0%	11.1%	11.3%
Wilshire Total Trials Listed - Magistrates	110	109	142	106	80	103	650
Cracked and Ineffective due to prosecution - Magistrates	31	21	36	22	14	12	136
Proportion due to Prosecution - Magistrates	28.2%	19.3%	25.4%	20.8%	17.5%	11.7%	20.9%
Proportion due to Prosecution - Total	25.8%	18.7%	24.7%	19.0%	15.0%	11.6%	19.6%

Figure 18: Volumes of trials listed and 'Cracked or Ineffective'

109. Over the last few months, the proportion of cracked and ineffective trials has returned to an acceptable level, and a considerable amount of work has taken place between the Force and CPS to provide complete clarity of the case journey, i.e. if the trial has failed due to insufficient evidence, at what point exactly did this take place, what was the reason, and who was the officer involved. This information is now being fed back to ensure these issues are addressed, and form part of a more general training and awareness programme.
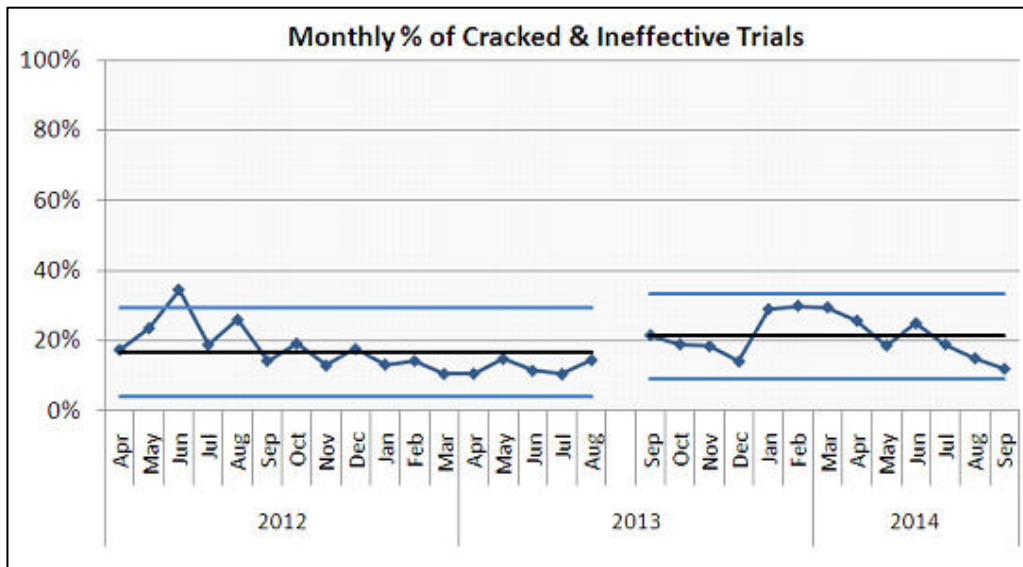
Figure 19: Proportion of prosecutions which fail because of the quality of police input

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

111. Conviction rates are measured within the Wessex region (proportion of guilty verdicts per defendant), and Wiltshire consistently records a higher rate than Hampshire and Dorset which is a positive position. I am also satisfied that Wiltshire is currently sixth for the conviction rate within crown court, and 17th for magistrate courts, out of 42 forces nationally.

Tracking the 'customer journey'

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

Group	Measure	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	YTD	YTD Threshold	% off Threshold	
Visibility	Proportion of the public that are satisfied with police visibility		57.2%			59.4%		59.4%	62%	-3.6%	
Contacting us	999 calls answered within 10 seconds		94.0%	93.6%	93.5%	74.0%	81.6%	89.2%	90%	-0.9%	
	101 to report crime - calls answered within 30 seconds	79.4%	75.4%	73.5%	68.0%	74.8%	70.9%	73.3%	75%	-2.2%	
Dealing with an incident	Immediate response to emergencies	93.1%	94.0%	94.5%	92.0%	92.5%	89.6%	93.9%	90%	4.3%	
	Satisfaction of victims with being kept informed after reporting an incident	84.0%	85.3%	84.6%	84.4%	84.6%	84.1%	84.3%	84.2%	0.1%	
	Satisfaction of victims with how an incident is investigated	80.8%	82.6%	82.9%	83.8%	84.0%	82.9%	82.4%	81.0%	1.8%	
Making a complaint	Proprotion of allegations of incivility, impoliteness and intolerance	14.5%	19.1%	13.7%	16.2%	22.0%	8.7%	17.4%	17%	2.4%	
	Number of allegations of incivility, impoliteness and intolerance	8	17	10	11	26	2	74	62	20.3%	
	Average number of days to finalise a complaint made to wiltshire police by local resolution	55	61	64	68	61	85	66	52	26.3%	
Outcomes for victims	Failed prosecutions due to quality of police actions	25.8%	18.7%	24.7%	19.0%	15.0%	11.6%	20.9%	16.7%	25.1%	
	% of victims referred to victim support	89.6%	88.4%	87.8%	90.6%	90.6%	90.6%	89.6%	80%	12.0%	
	% victim satisfaction with victim support service	95.5%	95.5%	95.5%	100%	100%	100%	97.8%	95%	2.9%	
	Satisfaction of victims with the whole experience after reporting an incident to wiltshire police	89.9%	90.4%	90.3%	90.4%	90.5%	89.7%	90.1%	90.0%	0.1%	

(Left vertical label: Customer Journey)

Figure 20: Tracking the customer journey

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

Ensuring unfailing and timely response to calls for assistance

Ensuring unfailing and timely response to calls for assistance			
Measure	**YTD**	**Threshold**	**Difference**
Immediate response rate	92.6%	90%	2.9%
999 calls answered within 10 seconds	89.2%	90.0%	-0.9%
101 to report crime - calls answered within 30 seconds	73.3%	75.0%	-2.3%

Figure 21: Ensuring unfailing and timely response to calls for assistance

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

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

- For the first three months was 92.6 per cent against a national standard of 90 per cent.
- There can be incidents where the Force fails to meet the required response times but, from my scrutiny, these incidents are rare. Where this does happen, the management of these incidents is looked at locally through tasking meetings.

Answering a 999 call within ten seconds

- 89.2 per cent of all 999 calls in the first quarter were answered within ten seconds against a national standard of 90 per cent. This rate continues to be within the acceptable standard; however the call answer rate has dropped within recent months. This is mainly attributed to new ways of working when answering 999 calls, resolving technical issues in the new phone system, and abstraction of supervisors' time to resolve these issues. I am monitoring this information to ensure the public continue to receive the best possible service.
- It is really important to ensure calls to 999 are answered promptly, but the quality of the phone call is also important as is the data quality, record management and the support given to the caller.

Answering 101 non-emergency calls within 30 seconds

- 73.3 per cent of all calls to 101 were answered within 30 seconds against the threshold I set of 75 per cent. August saw an exceptional drop against the required standard which was attributed to a number of members of staff on sick leave, and leaving the department. Staffing the Crime and Communication Centre remains a

challenging task. However projections and recruitment plans continue to be rigorous and in operation. The answer rate is being monitored regularly, and shows signs of improving through the beginning of quarter 3.

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

Unlocking the resources to deliver

Unlocking the resources to deliver			
Measure	YTD	Threshold	Difference
Public satisfaction with police visibility	59.4%	62%	-4.2%
Number of police officers	1021	1021	0.0%
Number of PCSOs	129	138	-6.7%

Figure 22: Unlocking the resources to deliver

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

117. The most recent research carried out in spring 2014 showed that the level of public satisfaction with police visibility rose again to 59.4 per cent. This is a continual rise over the last three quarters, and it is moving in a positive direction.

118. As at the end of September 2014, police officer numbers stood at 1,044. 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.

119. The Force has future recruitment taking place to balance natural wastage which includes an intake of 16 police officers in December 2014, and March 2015. There is also an additional PCSO intake of 15 in January 2015.

120. 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.

Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
November 2014