

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

**Annual Report 2013-14**

**For Police and Crime Panel meeting 11 June 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](http://www.wiltshire-pcc.gov.uk). On the site you can also read about my activities as well as regularly updated news items and a weekly blog.



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

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

1. I use the measures set out in the Police and Crime Plan to assess the progress on each priority.
2. 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           |
|------------------|---------------------------------|
| <b>EXCELLENT</b> | Over 10% better than threshold  |
| <b>GOOD</b>      | Up to 10% better than threshold |
| <b>FAIR</b>      | Up to 10% worse than threshold  |
| <b>POOR</b>      | Over 10% worse than threshold   |

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

4. Working with the Force Performance Team, my office has developed a scorecard 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 2013/14 is the first full year of its implementation.
5. The table below at Figure 1 shows the year end final position on the Constabulary’s performance for 2013/14.

| PCC PRIORITY SCORECARD 2013/14  |  |                                      |           |  |  |   |       |  |   |  |  |       |           |            |
|---|--|--------------------------------------|-----------|--|--|---|-------|--|---|--|--|-------|-----------|------------|
| <b>Reducing crime and ASB</b>   |  |                                      |           | <b>Protecting the most vulnerable in society</b> |  |   |       | <b>Putting victims and witnesses first</b> |   |  |  |       |           |            |
| 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   | 32817                                | 32000     | 2.6%   | To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities | Reconvictions of members in the SWITCH cohort | 388   | 427  | -9.1%                                     | To make criminal justice processes shorter                         |  | 46    | 44        | 4.5%       |
|   | ASB  | 22588                                | 22620     | -0.1%  |  | Reduce serious harm crime                     | 811   | 702  | 15.6%                                     | Number of days from report to disposal                             |  | 84.2% | 84.7%     | -0.6%      |
| People feeling safe during the day  |  | 96.1%                                | 93.3%     | 3.0%   |  |   |       |  |   | Proportion of victims satisfied with being kept informed           |  | 81.0% | 82.1%     | -1.4%      |
| People feeling safe during the night  |  | 69.8%                                | 67.5%     | 3.4%   |  |   |       |  |   | Proportion of victims satisfied with the level of investigation    |  | 27.9% | 32.5%     | -14.2%     |
| To make watch schemes fundamental to intelligence gathering and crime prevention in communities |  | Will be reported on in annual report |           |  | <b>Driving up standards of customer service</b>  |   |       |  |   |  |  |       |           |            |
| Volunteering numbers taking part in various watch schemes                                       |  | 3131                                 | 6840      | -54.2%   | Percentage of incivility, impoliteness and intolerance allegations out of total allegations                        |   | 17%   | 17%  | -0.3%                                     | Resolved rate - proportion of crime successfully resolved          |  | 91.3% | 80.0%     | 14.1%      |
| Number of Specials  |  | 223                                  | 235       | -5.1%  | Number of allegations of incivility, impoliteness and intolerance  |   | 119   | 123  | -3.3%                                     | Proportion of victims referred to Victim Support                   |  | 97%   | 95.0%     | 1.9%       |
| Average hours contributed by Youngs per month   |  | 12.1                                 | 16.0      | -25.8%   | Satisfaction of victims with the whole experience after reporting an incident to wiltshire police                  |   | 90.0% | 87.0%                                      | 3.4%                                      | Proportion of cases successfully dealt with out of court           |  | 42.3% | 48.8%     | -13.3%     |
| % of people thinking that young people hanging around is a key issue                            |  | 19.4%                                | 16.0%     | 21.3%  | Average number of days to finalise a complaint made to wiltshire police by local resolution                        |   | 48    | 54   | -11.1%                                    |  |  |       |           |            |
| Reduce the harm caused by organised crime groups operating in the county                        | Dangerous drug network 'disruption in harm' assessment | -63.2%                               | -6.3%     | 903.6%   | Prosecutions that fail due to quality of police input  |   | 19.0% | 16.7%                                      | 13.9%                                     |  |  |       |           |            |
|   | Organised crime group 'disruption in harm' assessment  | -26.6%                               | -6.30%    | 321.5%   | Proportion of errors found out of total possible errors  |   | 0.86% | 0.99%                                      | -13.1%                                    |  |  |       |           |            |
| % of people saying that ASB is a concern in their local area                                    |  | 34.1%                                | 33.4%     | 2.1%   | <b>Ensuring unfailing and timely response to calls for assistance</b>  |   |       |  | <b>Unlocking the resources to deliver</b> |  |  |       |           |            |
|   |  |                                      |           |  | Immediate response rate to emergencies   |   | 94.1% | 90%  | 4.5%                                      | Proportion of the public that are satisfied with police visibility |  | 58.5% | 62%       | -5.6%      |
| <b>Reducing offending and re-offending</b>  |  |                                      |           |  |  |   |       |  |   |  |  |       |           |            |
| Measure   |  | YTD                                  | Threshold | Difference                                       | 999 calls answered within 10 seconds   |   | 94.7% | 90%  | 5.2%                                      | Number of police officers  |  | 1021  | 1062      | -3.8%      |
| Number of Licensed Premises checks conducted  |  | 5273                                 | 6495      | -18.8%   | 101 to report crime - calls answered within 30 seconds   |   | 81.6% | 75%  | 8.8%                                      | Number of PCSOs  |  | 133   | 138       | -3.6%      |
| Re-Offending Rate   |  | 25.5%                                | 29.1%     | -12.4%   |  |   |       |  |   |  |  |       |           |            |

Figure 1: PCC Priority Scorecard April 2013 – March 2014

6. Overall, the scorecard is graded as 'Fair'. This assessment is arrived at by combining the scores of each priority. This annual report highlights the exceptional areas of performance within the scorecard. Where possible, measures within this scorecard have been assessed against the previous year (2012/13) which was the transition year of Wiltshire Police Authority to the Police and Crime Commissioner.

### 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   | 32817  | 32000     | 2.6%       |
|   | ASB  | 22588  | 22620     | -0.1%      |
| 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 |  |        |           |            |
| Volunteering numbers taking part in various watch schemes                                       |  | 3131   | 6840      | -54.2%     |
| Number of Specials  |  | 223    | 235       | -5.1%      |
| Average hours contributed by Specials per month   |  | 12.1   | 16.0      | -25.8%     |
| % 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 "disruption in harm" assessment | -63.2% | -6.3%     | 903.6%     |
|   | Organised crime group "disruption in harm" assessment  | -26.6% | -6.3%     | 321.5%     |
| % 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 2013/14 is graded as 'Fair'.
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. Against a threshold of 32,000 crimes for 2013/14, the police recorded 32,817 crimes which is 2.6% (817 offences) above the threshold. This compares to a total of 34,103 crimes reported for 2012/13.

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.
10. There have been 1,286 fewer crimes in 2013-14 which is a reduction of 3.8% on the previous year. This means proportionately that there have been fewer victims of crime.
11. Within the period 1<sup>st</sup> January to 31<sup>st</sup> March 2014 the Constabulary recorded the same level of crime as in the same period in 2013. This demonstrates a stable trend in crime levels as can be seen in the graph below (Figure 3). However, there have been peaks and troughs in some crime types and these are highlighted below.

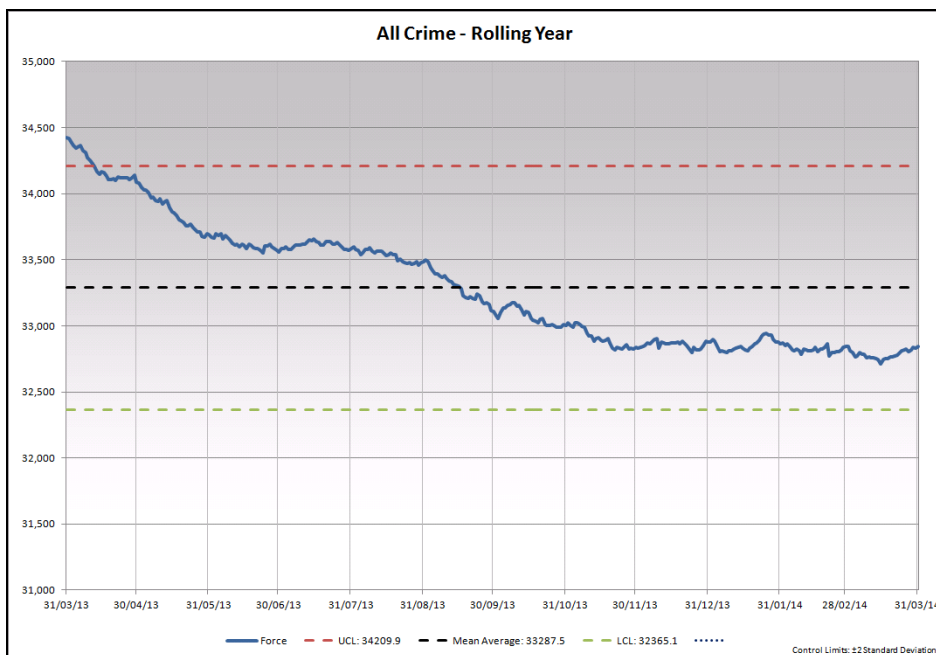


Figure 3: All crime – rolling year

12. The above trend graph shows a rolling 12-month picture (each point on the graph represents all the data for the preceding 12 months) for total crime within Wiltshire. This demonstrates a continuing level of reduction over the last year.
13. As was seen in the recent Office for National Statistics (ONS) release of crime figures for the year to December 2013, Wiltshire has experienced a reduction of 4.7% (1,617 crimes) which compares favourably with the national reduction of 3.3% placing Wiltshire sixth nationally (based on crime per thousand population).
14. A reduction in 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.

### Private space violence

15. The main reason for overall crime flattening out is the result of violence in the home, or other private space.

16. Approximately 75 per cent of violence in the home occurs between partners or family members (which is what we call domestic abuse). Within the last year there has been a 15 per cent increase in violence in the home which has equated to 486 more offences recorded.
17. During the latter quarter of 2013/14, I asked the Constabulary to determine whether this increase is due to an increase in confidence in reporting to the police or whether there is an actual increase in the level of domestic abuse taking place across Wiltshire and Swindon.
18. The analysis has shown that the increase has been consistent across Wiltshire and Swindon and that the majority of the increase is attributed to first time reports of domestic abuse. This might suggest improving levels of confidence in the police. However, it is very difficult to confirm this without speaking to the victims.
19. One of the outcomes of this analysis is that the Constabulary has put plans in place to increase awareness of domestic abuse, to challenge repeat offenders and to introduce increased police activity in areas where there are higher levels of crime. There will also be focused activity taking place around the football World Cup which is in June and July of this year.

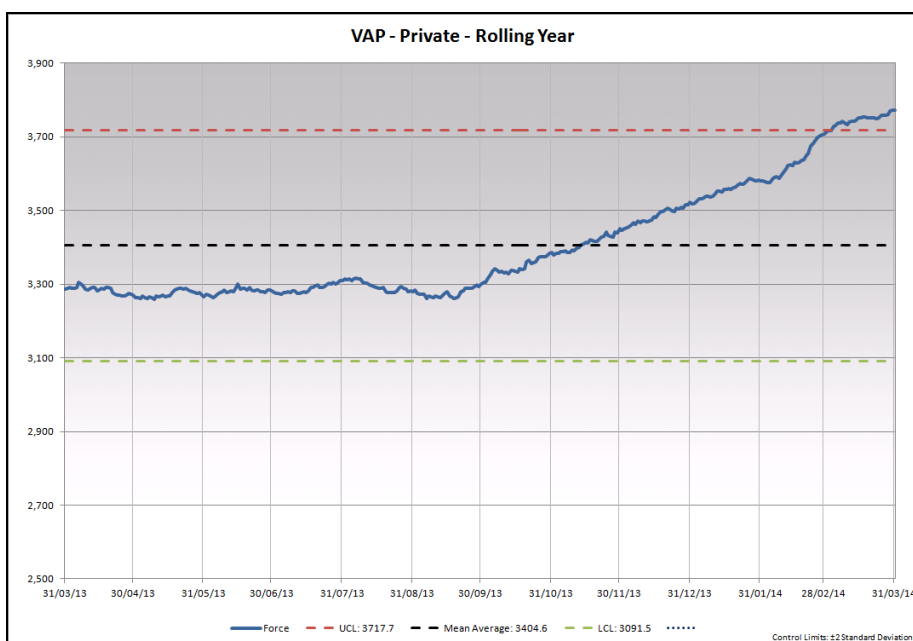


Figure 4: Private Space Violence – rolling 12 months

20. As far 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.
21. 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.
22. It can be said that this measure – reducing ASB by 10 per cent by the end of my term of office has been achieved. However, there are some areas within Wiltshire and

Swindon that continue to have ASB concerns. I also need to be confident that the level of ASB reported is reflective of reality.

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

23. My office commissions a public opinion survey twice a year. More than four thousand Wiltshire and Swindon residents completed the survey during 2013/14. I use the results to understand how policing influences people's sense of security and wellbeing.
24. A survey of 2,112 members of the public was carried out in the autumn of 2013. We have analysed the raw data and, as can be seen at Figure 2, the percentage 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 following the previous survey (carried out in Spring 2013) but the new results have shown an increase to 69.8% against threshold of 67.5%.
25. I have tasked the Constabulary with getting a better understanding of those areas in the report that appear to highlight concerns. A report on the findings of this survey will be published on my website shortly.

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

26. The results of my recent public opinion survey has shown 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.
27. Although this now sits at more than ten per cent above the set threshold of 16 per cent I will not 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 look at this in more depth and identify factors that may have influenced this outcome and whether the responses correlate with any other questions asked. This measure will be closely looked at when the next set of result is published.

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

28. 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 co-ordinators because membership of the scheme does not require volunteering per se. I intend to take a similar approach when reviewing other voluntary schemes.
29. Within Wiltshire and Swindon there are currently 3,131 Neighbourhood Watch schemes. This compares to 3,142 as at the start of the year. I have been working with Neighbourhood Watch and the Constabulary to commission a scheme that will be owned by Neighbourhood Watch and allow for better communication flow between Watch Schemes and the police and for more accurate recording of data, such as number of schemes, and number of people involved in the schemes.
30. There are currently 118 Community Speedwatch schemes in Wiltshire with, on average, three people proactively involved. This equates to 345 volunteers.

31. In my Police and Crime Plan I set a threshold of achieving community safety volunteer numbers equivalent to one per cent of the population of Wiltshire and Swindon. The population is 684,028. One per cent of that figure is 6,840.
32. The number of active volunteers is below threshold when measured using this more stringent methodology. However, I am confident that the various watch schemes are now much better supported by my Office and the constabulary. I am confident that numbers will increase.

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

33. The number of people who work voluntarily as a Special Police Officer currently stands at 223. 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.
34. Twenty Specials joined the Constabulary in January 2014, with another 17 in May 2014. There will be further intakes of 20 in September 2014 and January 2015.
35. We have a high turnover of Specials as a significant number join with a view to becoming members of the regular constabulary.
36. Specials are required to put in an average of 16 hours per month. The average figure at the end of the financial year is recorded at 12.1 hours per month. However, the recording of hours by Special Constables is not an accurate reflection of the hours worked.
37. Throughout this financial year, 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. 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.
38. A section on Specials has been included in the updates to my Police and Crime Plan.

### **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. This update is based on an analysis of the activities of 16 OCGs. Each OCG is scored against eight key criteria such as weapon use, size of network and likelihood of causing harm.
41. This financial year saw a reduction in the intent and capability of the 16 OCGs compared to the end of 2012/13. This is determined using a nationally recognised scoring system.

42. The combined impact score of the 16 OCGs is 354 for the whole of the 2013/14 financial year. At the end of the 2012/13 financial year the combined score was 482.
43. Turning to dangerous drugs networks (DDNs), we have seen the harm posed by DDNs reduce over the last 12 months. A score is obtained by applying a risk matrix to each DDN. At the end of the previous year (31 March 2013) the score for DDNs was 446. During this financial year, the score has reduced to 164 and represents a significant reduction in harm caused by dangerous drugs networks.

### Protecting the most vulnerable in society

| Protecting the most vulnerable in society  |   |     |           |            |
|--|---|-----|-----------|------------|
| Measure  |   | YTD | Threshold | Difference |
| To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities | Reconvictions of members in the SWITCH cohort | 388 | 427       | -9.1%      |
|  | Reduce serious harm crime                     | 811 | 702       | 15.6%      |

Figure 5: Protecting the most vulnerable in society

44. 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.
45. The SWITCH programme does not deal with offenders who cause the most harm, and so should not be measured against my “protecting the most vulnerable in society” priority. However, I will report on it here because, for the last financial year, this is where SWITCH has sat. My first performance report for 2014/15 (which will be in September), will see this project measured against my “reducing offending and re-offending” priority.
46. 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).
47. 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.
48. Within the last financial year, SWITCH has seen 388 re-convictions. This is against a threshold of 427 resulting in a 9.1 per cent reduction. Within the most recent quarter (1 January to 31 March 2014) out of the 125 people within SWITCH, only 31 re-offended, resulting in 57 crimes.



49. The cohort within SWITCH has increased to 125 people from 88 at the start of 2013/14 and the proportion of the cohort which has reoffended has reduced from 51 per cent in the first quarter of 2013/14 (1 April to 30 June) to 24.6 per cent in the final quarter.

### **Reduce harm from serious crime**

50. 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)

51. Based on a threshold designed to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the constabulary recorded 811 offences involving serious harm against a threshold of 702 (a difference of 109 offences).

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

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

54. In Wiltshire we have seen a significant increase in the volume of serious sexual offences, which is in line with a national increase. Operation Yewtree (investigation into sexual abuse mainly against children following the death of Savile) is a contributing factor to this increase. In addition, in Wiltshire, analysis conducted in September 2013 found that the overall number of reports made to the Constabulary was reducing but the number of recorded crimes was increasing.

55. The factor behind this shift is, I believe the constabulary's Crime Validation Team which reviews the way crimes are recorded. Previously it would review the end of the process but in September it started looking at the initial recording process. This analysis was reviewed in January 2014 where findings were consistent with previous analysis that identified reasons for this increase.

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

57. Throughout the year there have been 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.

58. 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.

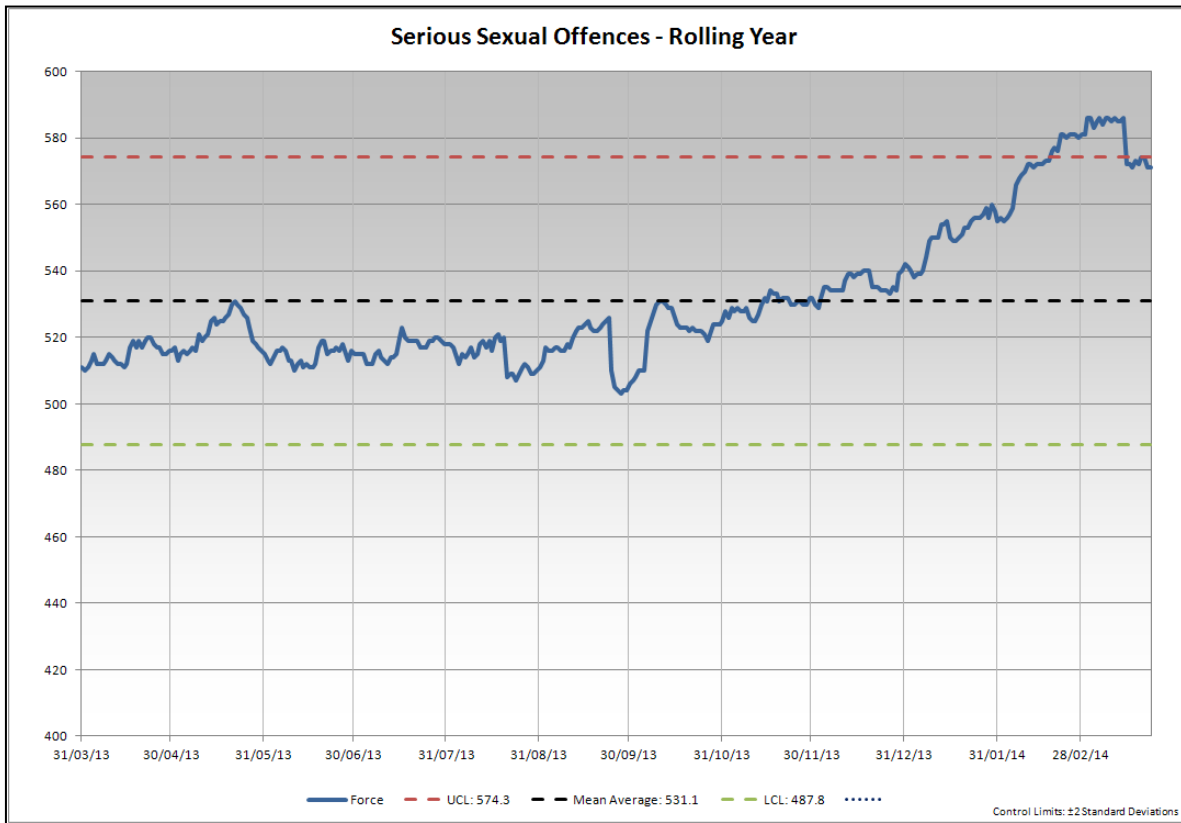


Figure 6: Sexual Offences – rolling 12 months

I believe that this increase is primarily as a result of the work of the Crime Validation Team (see para 61 above), which reviews and, if required, reclassifies all so-called crime related incidents (CRIs) and crimes awaiting classification.

The graph below shows the different classifications of sexual offences.

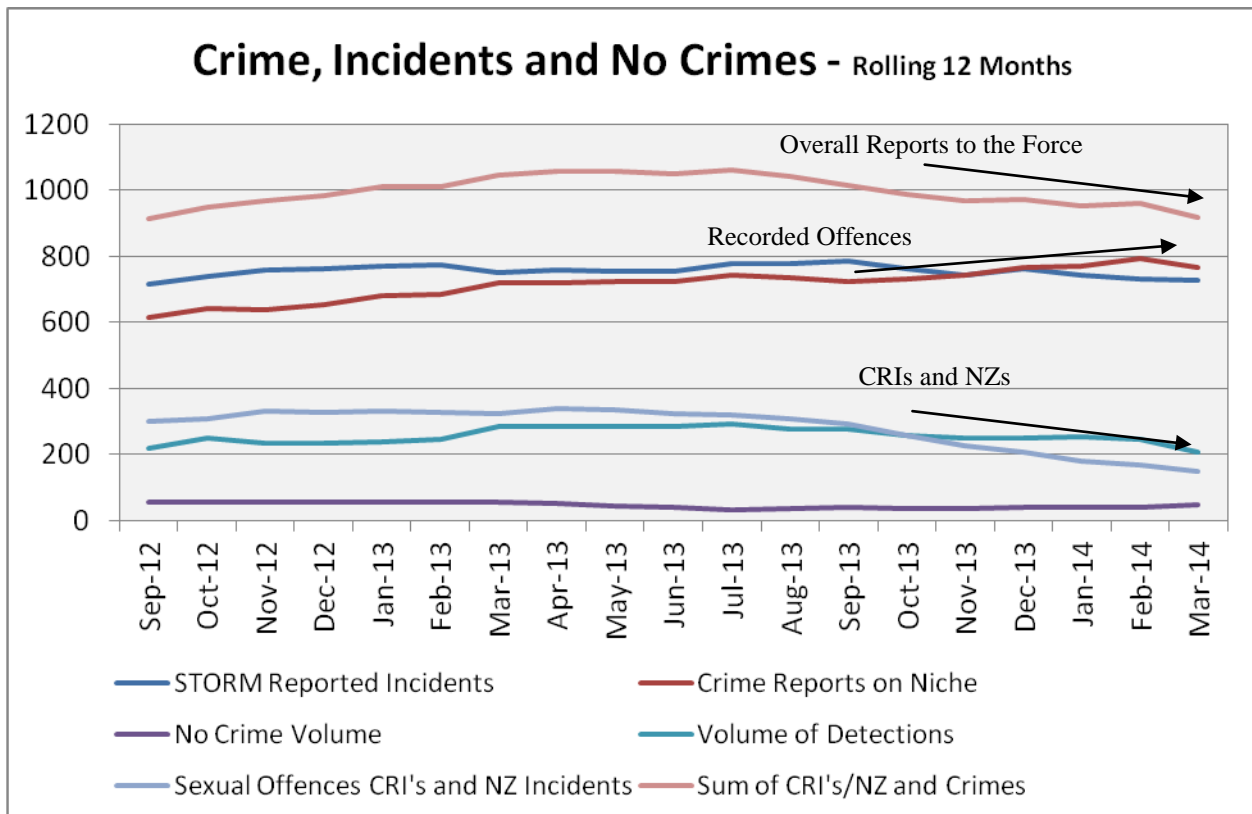


Figure 7: Sexual Offences crime classification breakdown – rolling 12 months

The key finding is that reports of sexual offences into the constabulary are stable (see top trend line within figure 7). However, we are seeing a change in the way these offences are being managed. As a result, the number of sexual offences classified as crimes is increasing, whilst the number of offences listed as crime-related incidents is decreasing. The main reason for this change is that the Crime Validation Team has reclassified 236 crime-related incidents or crimes awaiting classification as sexual offences. 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<br>Number of days from report to disposal | 46    | 44        | 4.5%       |
| Proportion of victims satisfied with being kept informed                             | 84.2% | 84.7%     | -0.6%      |
| Proportion of victims satisfied with the level of investigation                      | 81.0% | 82.1%     | -1.4%      |
| Resolved rate - proportion of crime successfully resolved                            | 27.9% | 32.5%     | -14.2%     |
| Proportion of victims referred to Victim Support                                     | 91.3% | 80.0%     | 14.1%      |
| Proportion of victims satisfied with Victim Support                                  | 97%   | 95.0%     | 1.9%       |
| Proportion of cases successfully dealt with out of court                             | 42.3% | 48.8%     | -13.3%     |

Figure 8: Putting victims and witnesses first

59. 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.
60. 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
61. Based on a threshold devised to maintain the position of Wiltshire Police in comparison with other forces of a similar size and serving similar communities, the survey results for 2013/14 show that the constabulary is exceeding the threshold in one of the areas above, but is slightly below the threshold in the other two.
- (i) How well the victim has been kept up to date with developments: 84.2 per cent (threshold of 84.7 per cent)
  - (ii) How well they thought the crime was investigated: 81 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
62. Looking at the most recently publishable data from the Home Office comparison website, iQuanta (up to December 2013), 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 fourth out of 43 forces.
63. 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 seventh out of 43 forces for the same measure.
64. 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.
65. In summary, although the majority of the measures within this scorecard relating to victim satisfaction do not meet the thresholds I have set, I am of the view that performance in this area remains good when considered against peers.

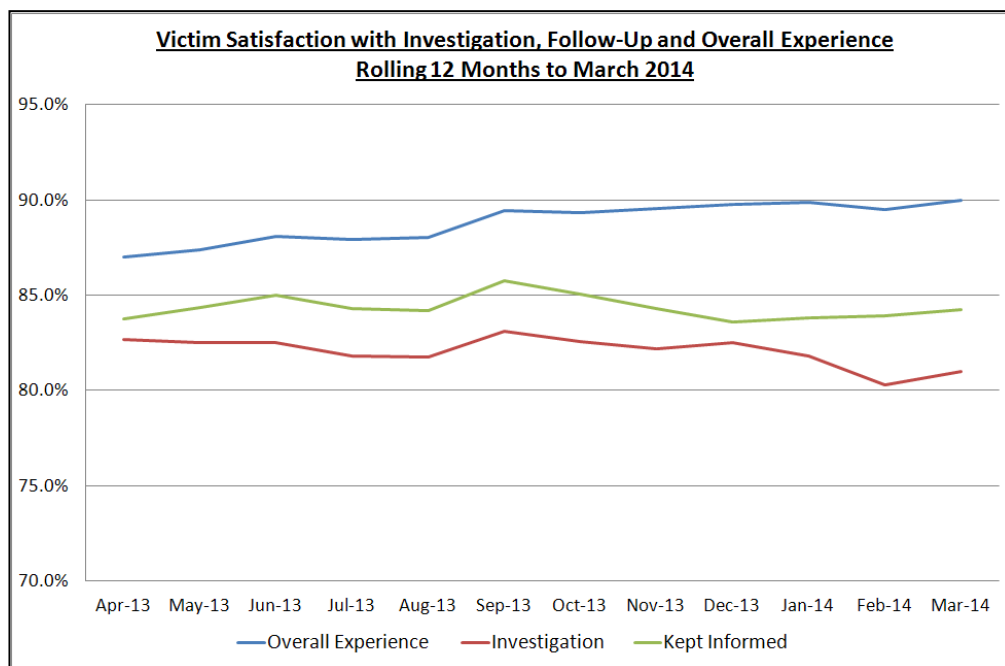


Figure 9: Trends for Victim Satisfaction measures – rolling 12 months

### Victim Support

66. 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.

67. The proportion of victims referred by an automated process to Victim Support for the whole of 2013/14 was 91.3 per cent against a target of 80 per cent. This has seen significant improvement throughout the year, rising from 67.3 per cent for the first quarter to the last quarter averaging just over 96 per cent.

68. Satisfaction with Victim Support remained strong throughout the whole year finishing at 96.8 per cent.

### Resolved rate

69. The resolution rate at the end of the financial year for the constabulary finished at 27.9 per cent. The threshold was set at 32.5 per cent which was the level required to keep Wiltshire above the average of its most similar forces. The performance of the constabulary for 2013/14 is significantly below that of its peers.

70. 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.

71. There were staff shortages and inadequate training and process in this area. This has now been addressed by the Constabulary. I sit on an independent board that scrutinises out of court disposals. I am confident that this area of work is now back under firm control.

72. 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.

73. Disposals in court have remained stable over the last year.

74. 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.

75. 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.

76. Over the financial year and as described above, the rate of disposals conducted out of court has reduced from over 46 per cent in the first quarter to under 36 per cent in the final quarter. For the whole of the financial year, the constabulary recorded 42.3 per cent against a threshold of 48.8 per cent which I set in my Police and Crime Plan.

77. 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 |
| Number of Licensed Premises checks conducted | 5273  | 6495      | -18.8%     |
| Re-Offending Rate                            | 25.5% | 29.1%     | -12.4%     |

Figure 12: Reducing offending and re-offending

78. 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

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

As far as reducing re-offending is concerned, I recently awarded £92,805 from my Innovation Fund to the Wiltshire Probation Trust for a prison gate rehabilitation scheme under which short-term prisoners whose homes are in Swindon or Wiltshire will be met on release and given expert support to steer them away from a return to crime. The Trust is matching the sum awarded by the PCC. The commissioning contract was signed in early January and the sums have now been released. Progress on this scheme, and the impact it has on re-offending rates, will be reported in due course.

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.

For the financial year of 2013/14, there have been 68 interventions (22 in Q4 – largest number of interventions in a quarter). This activity involves identifying problem venues, putting the onus on licensees to explain the steps they will take to remedy the problem, and explain the risk of losing the licence if the problems are not dealt with. This volume shows the amount of activity that the licensing department is committing to tackling those premises which act irresponsibly.

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

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

### **Case study**

Over the last 12 months, activity has taken place to monitor and tackle irresponsible licensed premises. A particular case in the last year shows the importance of this line of work.

In August 2013, a large nightclub in Swindon opened after a formal police objection being overruled. The police concerns expressed during the hearing remained, and monthly meetings took place between the Dedicated Premises Supervisor (DPS), other premise managers and Police Licensing. Incidents began to increase and in October one of the managers assaulted a customer for which he was arrested and subsequently received a custodial sentence. Further consultation took place in an effort to remove this manager from any association with the operational running and management of the premises. In November, an assault took place within the premises (a bottling) and as a consequence the premises management were advised by police licensing that a licence review application would be made.

Further inputs were made during November and December and further evidence gathered in relation to the poor management practices that had been identified. On 12th December a review application with all the supporting evidence was submitted to the Licensing Authority. Further to this the DPS provided further evidence in respect of poor management practices and breaches of licence conditions. The licence was surrendered by the premises licence holder which negated any requirement to proceed with the review hearing. The premises remain closed.

A total of 5,273 licensed premises checks were carried out by police or licensing officers during the nine months. This is a reduction of 18.8 per cent compared to last year (6495). It is believed that this level of reduction is due in large part to officers making the checks but failing to record them. I believe that the Licensing Department is carrying out activity to tackle irresponsible licensed premises, but the inability to document this needs to be addressed urgently.

### Driving up the standards of customer service

| Driving up standards of customer service  |       |           |            |
|---|-------|-----------|------------|
| Measure   | YTD   | Threshold | Difference |
| Percentage of Incivility, Impoliteness and Intolerance allegations out of total allegations       | 17%   | 17%       | -0.3%      |
| Number of allegations of incivility, impoliteness and intolerance                                 | 119   | 123       | -3.3%      |
| Satisfaction of victims with the whole experience after reporting an incident to wiltshire police | 90.0% | 87.0%     | 3.4%       |
| Average number of days to finalise a complaint made to wiltshire police by local resolution       | 48    | 54        | -11.1%     |
| Prosecutions that fail due to quality of police input   | 19.0% | 16.7%     | 13.9%      |
| Proportion of errors found out of total possible errors   | 0.86% | 0.99%     | -13.1%     |

Figure 13: Driving up the standards of customer service

80. 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.

81. 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."



82. The plan sets out a number of measures designed to improve the experience of people who come into contact with Wiltshire Police. One measure concerns the number of complaints received and how effectively those complaints are dealt with.
83. The number of occasions where officers are alleged to have been lacking in civility, or have been impolite or intolerant, is 119 for the financial year against a threshold of 123, out of a total of 702 allegations. This represents 17 per cent of the total, which is the desired position as stated by the Independent Police Complaints Commission.
84. The number of days it takes for the constabulary to deal satisfactorily with a complaint through local resolution currently stands at 48 days, compared to a threshold of 52 days. This measure has deteriorated through the last three months of the year, due to a resourcing issue in recording the complaint when it initially arrives. This is impacting upon the number of days taken to finalise a complaint.

### **Tracking the 'customer journey'**

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

| Customer Journey  | Group   | Measure  | 2013/14 | Threshold | % off Threshold |  |
|---|---|--|---------|-----------|-----------------|--|
|   | Visibility  | Proportion of the public that are satisfied with police visibility           | 58.5%   | 62.0%     | -5.6%           |  |
|   | Contacting us   | 999 calls answered within 10 seconds   | 94.7%   | 90.0%     | 5.2%            |  |
|   |   | 101 to report crime - calls answered within 30 seconds                       | 81.6%   | 75.0%     | 8.8%            |  |
|   | Dealing with an incident  | Immediate response to emergencies - 15 mins urban                            | 94.6%   | 90.0%     | 5.1%            |  |
|   |   | Immediate response to emergencies - 20 mins rural                            | 92.1%   | 90.0%     | 2.4%            |  |
|   |   | Satisfaction of victims with being kept informed after reporting an incident | 84.2%   | 84.7%     | -0.6%           |  |
|   |   | Satisfaction of victims with how an incident is investigated                 | 81.0%   | 82.1%     | -1.4%           |  |
|   | Making a complaint  | Percentage of Incivility, Impoliteness and Intolerance allegations           | 16.95%  | 17.00%    | -0.3%           |  |
|   |   | Volume of incivility, impoliteness and intolerance allegations               | 119     | 123       | -3.3%           |  |
| Average number of days to finalise a complaint made to wiltshire police by local resolution |   | 48   | 52      | -7.7%     |                 |  |
| Outcomes for victims  | Failed prosecutions due to quality of police actions  | 19.0%  | 16.7%   | 13.8%     |                 |  |
|   | % of victims referred to victim support   | 91.3%  | 80.0%   | 14.1%     |                 |  |
|   | % victim satisfaction with victim support service   | 96.8%  | 95.0%   | 1.9%      |                 |  |
|   | Satisfaction of victims with the whole experience after reporting an incident to wiltshire police | 90.0%  | 87.0%   | 3.4%      |                 |  |

Figure 14: Tracking the customer journey

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

87. In general I am satisfied that the public receive a good level of service from Wiltshire Police throughout the points of contact the public have with them. 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 to emergencies                         | 94.1% | 90%       | 4.5%       |
| 999 calls answered within 10 seconds                           | 94.7% | 90%       | 5.2%       |
| 101 to report crime - calls answered within 30 seconds         | 81.6% | 75%       | 8.8%       |

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

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

- Immediate response rate to emergencies (15 minutes in urban areas, 20 minutes in rural areas) for the financial year 2013/14 was 94.1 per cent against a national standard of 90 per cent.
- Answering a 999 call within ten seconds – 94.7 per cent of all 999 calls in 2013/14 were answered within ten seconds against a national standard of 90 per cent.
- Answering 101 non-emergency calls within 30 seconds – 81.6 per cent of all calls to 101 were answered within 30 seconds which is better than the threshold I set of 75 per cent.

89. 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.

90. 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 |
| Proportion of the public that are satisfied with police visibility | 58.5% | 62%       | -5.6%      |
| Number of police officers  | 1021  | 1062      | -3.8%      |
| Number of PCSOs  | 133   | 138       | -3.6%      |

Figure 16: Unlocking the resources to deliver

91. 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.
92. 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.
93. As at 31 March 2014, police officer numbers stood at 1,021. This was 3.8 per cent below the set threshold of 1,062. However, this figure of 1,062 was based on the initial Vision Wiltshire programme which was the constabulary's response to the Government's 2010 comprehensive spending review. 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 1,020 officers. Whilst this is a reduction compared to the previous figure, frontline and Neighbourhood Policing Team officers remain unaffected.
94. The Constabulary has future recruitment taking place to balance natural wastage which includes an intake of eighteen Police Officers in November 2014, and fifteen PCSOs in July 2014.

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

4 June 2014