

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

**Quarter One 2018-19 (1 April to 30 June 2018)**

**For Police and Crime Panel meeting 27 September 2018**



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## **Introduction by Commissioner Angus Macpherson**

This document provides the performance information for quarter one against my Police and Crime Plan 2017-21.

This is the summary performance report for quarter one 2018-19.

This document provides the performance information for quarter four against my Police and Crime Plan 2017-21.

This is the summary performance report for quarter four 2017-18. This report will form the basis for my annual report drawing extensively from the deep dive summary of my police and crime plan.

### **Raising awareness of significant topics**

Regardless of which group of Plan objectives are being focused on, every performance report should address any performance issues which, for that period:

- a) Have shown a significant change;
- b) Are of particular concern to me;
- c) Are an area of excellent work or progress; or
- d) Are prominent in the local or national media.

Sticking to these criteria should create a 'no surprises' agreement between my Office and the Panel when it comes to performance monitoring.

I would like to draw the Panel's attention to the following areas which I consider require the Panel to consider:

#### **Salisbury Critical Incidents – Operations Fairline and Fortis**

As Operation Fortis moves into recovery, I would like to take this opportunity to thank all those who have worked tirelessly since the incident began to ensure the safety of members of the public in both Amesbury and Salisbury. This includes Wiltshire Police officers, staff and volunteers, as well as our mutual aid colleagues, security officers and a significant amount of partner agencies - both locally and nationally.

I would also like to thank the public for their continued support and patience.

The operational costs for Wiltshire Police are currently projected to exceed £10 million. To date Wiltshire Police has been reimbursed £6.6 million pounds.

The money reimbursed to us so far matches our outgoings in regards to the operations, so the Force is not operating at a deficit.

I am grateful for the support and swiftness from the Home Office. I am in frequent contact with the Policing Minister, and those conversations remain an absolute priority for me, to ensure that policing in Wiltshire and Swindon is not affected by the financial implications of these high profile and complex major incidents.

### **Improvements in CCC non-emergency answer rates**

I would like to draw members attention to the significant improvement in CCC non-emergency performance. Over the last year I have raised this as a significant performance issue, both with the PCP and the Chief Constable.

The public were experiencing significant call times, waiting to speak to the Crime Recording and Incident Bureau (CRIB) to report crime, with average call answer over 5 and half minutes and call abandonment rates of over 20%. Following investment by the PCC and an improvement plan implemented by the Chief Constable which addressed staff recruitment, retention and process changes, we have seen significant improvement to performance. CRIB average call waiting time is now under 1 minute 30 seconds and abandonment rates have fallen to 5%.

This is with the backdrop of a significant increase in call and continually exceptional 999 answer times as well as national reports of other police forces experiencing more pronounced challenges in this area.

There are no other issues that I want to specifically highlight in addition to the areas and discussion points raised in this performance report or the risk register.







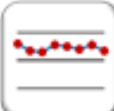



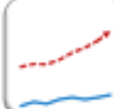

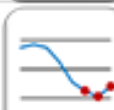





**Angus Macpherson**

**Police and Crime Commissioner for Wiltshire and Swindon**


































**September 2018**

## Performance dashboard Key

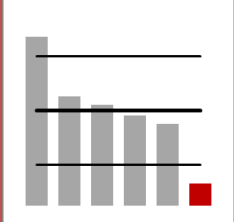
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last 8 months have all been above the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Increasing

	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have all been below the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Decreasing
	The Rolling 12-month trend, for the past 12 months, is significant and Decreasing
	Does not trend with Peers
	No data has been recorded for this measure for at least 12 months

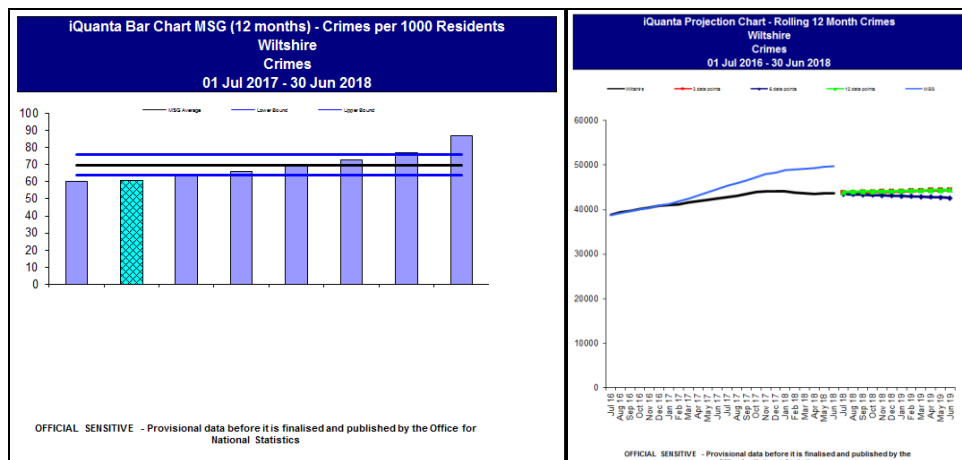
## Performance dashboard

Priority 1: Prevent crime and keep people safe				Priority 2: Protect the most vulnerable in society				Priority 3: Put victims, witnesses and communities at the heart of everything we do				Priority 4: Secure a quality police service that is trusted and efficient			
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context
Crime volume	10,921		Stablisng trend and significantly lower than peers	S136 Arrests	62		Stable	Satisfaction of victims with the whole experience	73.0%		Long term significant decreasing trend	Immediate response time	10mins 23sec		Stable
Crime recording compliance	89.1%		Area of focus for improved resourcing and performance	Number of Missing Individuals	537		Stable	Satisfaction with being kept informed	67.1%		Long term significant decreasing trend	Priority response time	52mins 21sec		Stable
Cyber flagged + Key word	615		Long term trend is gradually increasing	Volume of CSE crimes	27		Long term, slow increasing trend	Satisfaction with ease of contact	89.9%		Long term significant decreasing trend	Average time to answer 999 call	4 sec		Consistently good
Hate crime volume	210		Trend is stable with a single month exception in May	Volume of DA Crime (ACPO defined)	1,525		Long term, slow increasing trend	Satisfaction with treatment	89.1%		Long term significant decreasing trend	Average time to answer CrIB call	1min 28sec		Consistent improvements
Outcome ratio*	14.4%		* note term change from rate to ratio Decreasing trend but in line with peer forces	Volume of Sexual Offences (Recent / Non Recent)	456		Significantly lower than peers	Conviction rates	86.3%		Stable and high	CrIB Abandonment rate	5.6%		Consistent improvements
ASB volume	4,487		Long term reducing trend with expected seasonal variation					Restorative Justice level 1	117		Sustained and stable	Quality of full files (error rate)	1.5%		Long term improving trend
Overall confidence with the police in this area	85.9%		Significant improvement					% of cracked or ineffective trials due to prosecution	22%		Small percentage increase	Volume of complaints	121		Long term reducing trend
KSI- Collisions	57		Long term decreasing trend					Subject to change				% Complaints recorded within 10 working days	93%		Stable
Special Constables hours deployed	18,712		Increasing long term trend									Complaints average number of days to record	8 days		Stable
Number of Volunteers in post	168		Continued uplift in volunteers									Percentage of appeals upheld	43%		Long term stable picture
Subject to change												Number of actual days lost per person (rolling 12 months)	12.1		Long term reducing trend

# 1. Prevent crime and keep people safe

Crime volume	Q1. 10,916 - 43,646 rolling 12 months	
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1. There were 10,916 crimes recorded during quarter one and 43,646 in the 12 months to June 2018.
2. This represents an increase of 1,112 recorded crimes (2.6 per cent) compared to the previous 12 months.
3. The recorded crime rate per 1,000 population for Wiltshire in the year to June 2018 is 60.9 crimes. This is below the most similar group (MSG) average of 69.5 crimes per 1,000 population and is statistically lower than peers, as shown in the chart below:



*All crime up to June 2018 – most similar group (MSG) position*

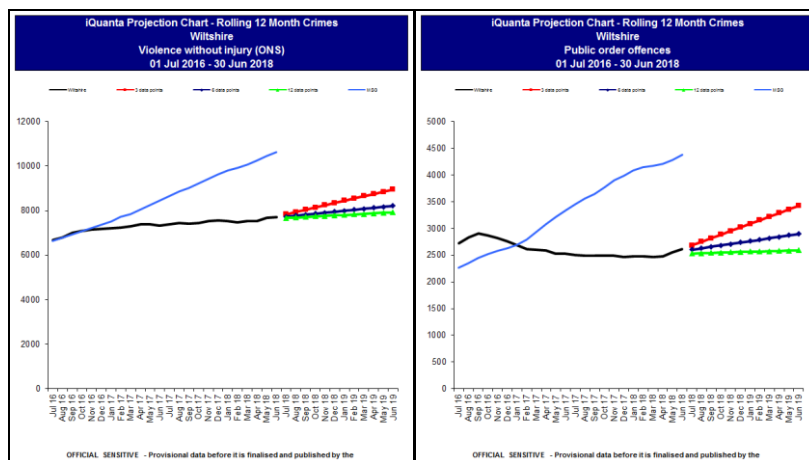
4. The latest national crime statistics publication<sup>1</sup> cites that police recorded crime is not a reliable measure of levels or trends of crime. This is particularly in relation to the improvements to crime recording practices being adopted up and down the country.
5. Police recorded crime has increased nationally by 10.3 per cent in the 12 months to

<sup>1</sup> Crime in England and Wales: year ending March 2018 -

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingmarch2018>

June 2018 and 5.4 per cent regionally.

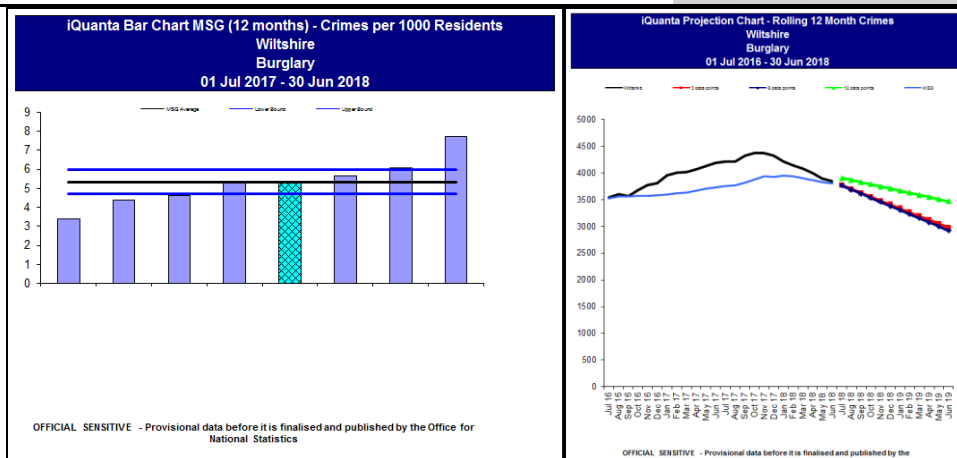
6. The publication made reference to a national increase in recorded offences involving guns and knives as well as homicide and robbery offences. The link in the footnote provides access to the raw data tables.
7. Reassuringly, Wiltshire has the 2<sup>nd</sup> lowest homicide rate and 3<sup>rd</sup> lowest most serious violence rate in the country.
8. Wiltshire are lower than average with respect to robbery, knife and gun crime, ranked 20<sup>th</sup>, 17<sup>th</sup> and 18<sup>th</sup> respectively.
9. The national context with police recorded crime is that there have been significant increases in low level violence without injury offences and public order offences and significant decreases within anti social behaviour.
10. This corresponds to previous analysis conducted on trends within Wiltshire over the last two years, which are still present, but to a lesser extent with short term trends now stable for several months.



*Violence without injury and public order offences – rolling 12 months*

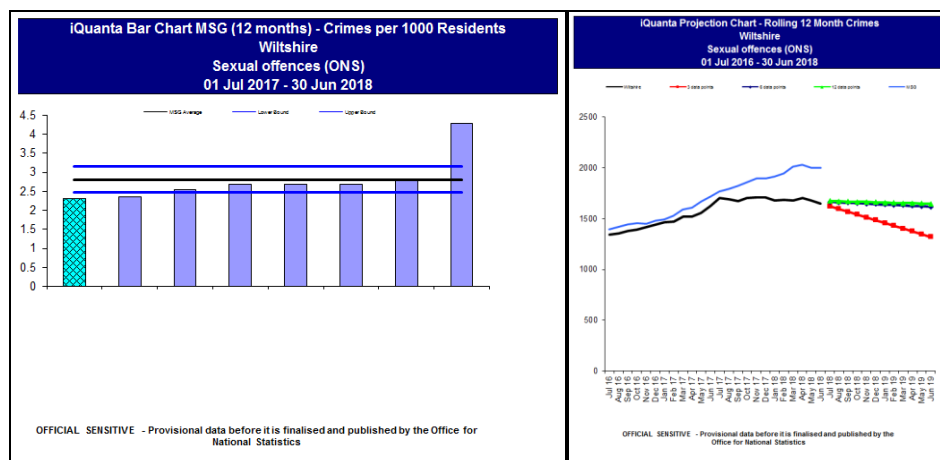
11. The volume of burglaries in the county have reduced by 8.1 per cent (340 offences) in the 12 months to June 2018. It is not possible to compare the trends within the burglary subgroups residential or business and community due to only having 15 months of the new classifications.





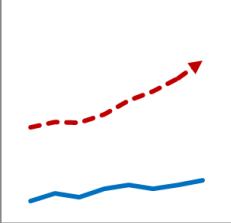
*Burglary offences up to June 2018 – most similar group (MSG) position*

- 12. Internal trends would indicate that there have been sustained reductions in the volume of recorded residential burglaries since December 2018. This is testament to the improvement the Force has been making with the way it tackles burglary through the Burglary Improvement Programme led by Detective Superintendent Sarah Robbins, as outlined in previous quarterly reports.
- 13. The volume of sexual offences recorded is showing a decreasing trend during quarter one, while our most similar forces continue to experience increases.



*Sexual offences up to June 2018 – most similar group (MSG) position*

<p>Crime recording compliance rate</p>	<p>Q1: 89.1 per cent</p>	
<p>14. Wiltshire Police and the Office of the Police and Crime Commissioner (OPCC) are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.</p> <p>15. By recording crimes correctly, victims receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local communities; PCCs, forces and their partners can fully understand the extent of demands made on them and Government policy can be developed to reduce crime.</p> <p>16. Increasing the focus on recording crimes properly does result in an increase in the recorded crime levels, and this is seen across the country and has been previously reported. In this context, increasing crime levels due to improved crime compliance is a good thing.</p> <p>17. To achieve this, a Crime and Incident Validation Unit (C&amp;IVU) was created with the sole purpose of reviewing all crimes and specific incident categories which may risk inaccurate recording to enable compliance with national standards, swift correction of any errors identified and timely feedback to staff. The nature of these audits vary between each report to ensure as many high risk recording categories are monitored. Consequently, this measure will not be directly comparable for each quarter.</p> <p>18. The audit during quarter one involved data from May which included 351 records and 89.1 per cent were compliant with national crime recording standards (NCRS) and Home Office counting rules (HOCR).</p> <p>19. At the time of audit, the C&amp;IV team only consisted of one member. The Force Crime and Incident Registrar presented a report to the Executive Leadership Team in June whereby additional resourcing in the C&amp;IV team was agreed and an aspiration of at least 95 per cent compliance was set.</p>		

Cyber flagged + key word	Q1: 615 crimes – 2,167 rolling 12 months	
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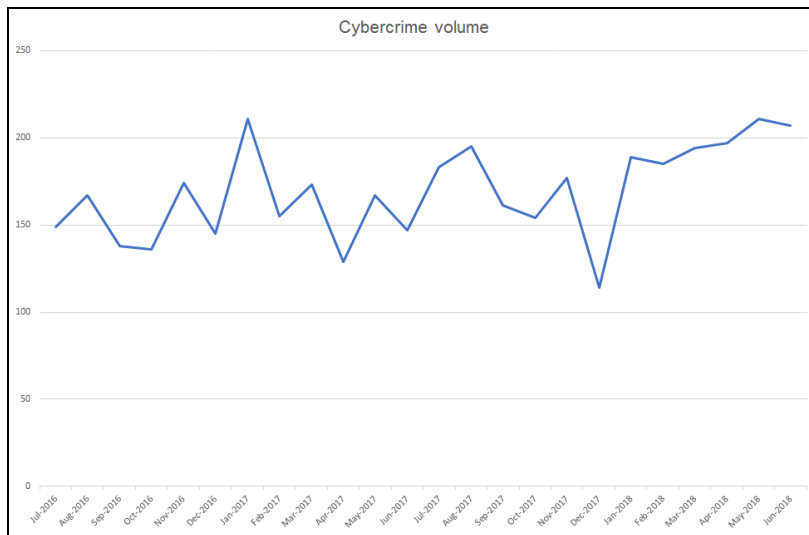
20. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

According to the National Crime Agency (NCA) cybercrime is found in two forms:

“Cyber-dependent crimes can only be committed using computers, computer networks or other forms of information communication technology (ICT). They include the creation and spread of malware for financial gain, hacking to steal sensitive personal or industry data and denial of service attacks to cause reputational damage.

“Cyber-enabled crimes, such as fraud, the purchasing of illegal drugs and child sexual exploitation, can be conducted on or offline, but online may take place at unprecedented scale and speed.”<sup>1</sup>

21. To calculate the overall volume of cybercrime, the Force extract crime records that contain a cyber flag or cyber related word/phrase in the summary field of the crime record within NICHE. The key word search is maintained and updated by the Force’s Criminal Intelligence Department in line with national trends.



Cybercrime monthly volume up to June 2018

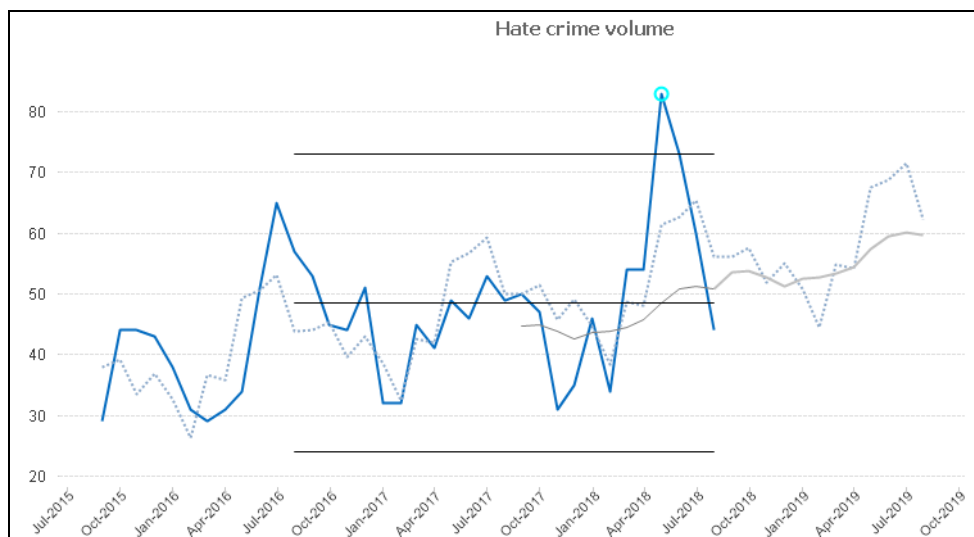
22. In Wiltshire during quarter one, there were 615 cybercrimes recorded and 2,167 crimes reported in the 12 months to June 2018. This compares to 1,891 crimes recorded in the year to June 2017 which represents a 14.6 per cent increase.

23. The Force has developed a 21 point plan to improve its cyber capabilities. The first area of risk being addressed is inaccurate and missing data. There has been a push to train and educate staff, particularly those within the crime and communication centre and sergeants and this has resulted in improved compliance and therefore increased volumes of recorded cybercrimes.

<sup>1</sup> NCA Strategic Cyber Industry Group Cyber Crime Assessment 2016  
<http://www.nationalcrimeagency.gov.uk/publications/709-cyber-crime-assessment-2016/file>

Hate crime	Q1: 210 hate crimes - 609 crimes rolling 12 months	
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24. The overall volume of hate crime reported has remained relatively stable for the last two years. There were 609 hate crimes reported in the year to June 2018. This compares to 560 hate crimes in the year to June 2017 (a 8.7 per cent increase).



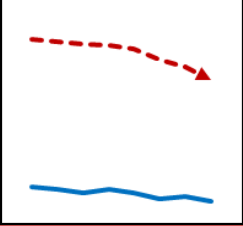
*Hate crime to June 2018*

25. The majority of this annual volume increase occurred during May 2018 when there were 83 offences recorded.
26. Analysis of this increase was reported to the Hate Crime performance meeting in June.
27. This analysis found that increases were seen in a number of locations across the county and not specifically isolated to one area in particular.
28. It also found that there was nothing specific within the strands of hate crime to suggest anything significantly different was happening. It must be noted that the numbers are low which can cause percentages to vary.

	Mar-18	Apr-18	May-18		Mar-18	Apr-18	May-18
Disability	7%	13%	15%		4	7	12
Racial	77%	64%	79%		46	36	65
Religion	8%	5%	4%		5	3	3
Sexual Orientation	8%	14%	2%		5	8	5
Transgender		4%				2	
Total	60	56	82		60	56	82

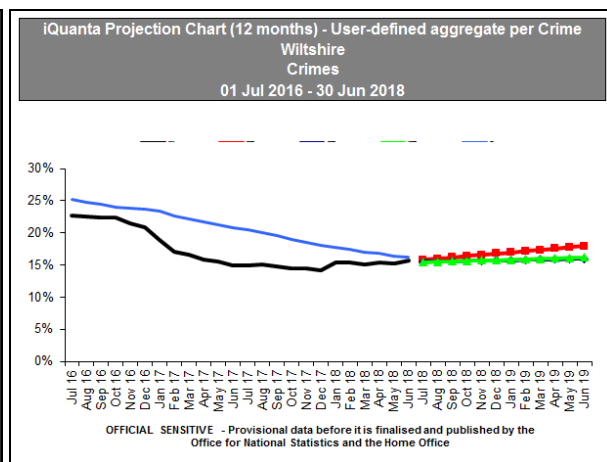
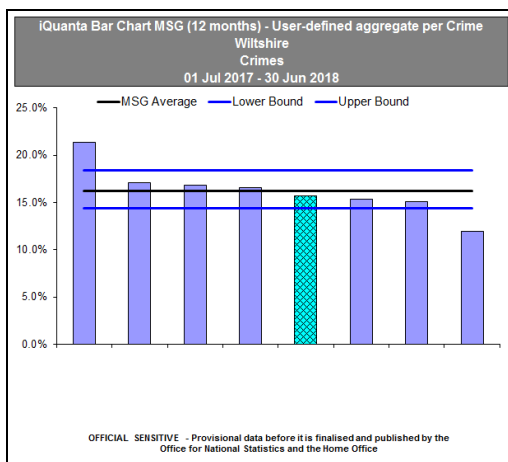
*Hate crime proportions and volume by strand*

29. It is worth noting that one crime can be tagged with multiple national incident category list (NICL) prejudice tags.
30. Analysis of this crime type is considered in fortnightly tasking meetings chaired by superintendents where the Force's key local threats, harm and risk are discussed alongside key events covered by the media.
31. Wiltshire supports the national hate crime portfolio through the weekly submission of hate crime data to the National Community Tension Team (NCTT).
32. The NCTT predicted an increase in the volume of hate crimes, particularly in relation to PRIDE events. This was not seen to be the case within Wiltshire.

Positive Outcome ratio*	14.4 per cent rolling 12 months	
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\*Note that this measure now represents a ratio rather than a rate, to bring it more in line with the Home Office methodology for reporting outcomes.

- 33. The move from the Home Office is to understand the investigation as a process rather than specifically focus on the outcome rates.
- 34. This methodology involves understanding the efficiency as well as the effectiveness of crime investigations.
- 35. The methodology for the outcome ratio is to understand the current investigation status of the crimes recorded within the given time period. This factors in the current status of the investigation (under investigation or finalised) and the timeliness with which investigations are completed, as well as the type of outcome applied by crime type.
- 36. In the year to June 2018, based on the 43,646 crimes reported, 14.4 per cent have been `detected` (a positive outcome), 72.7 per cent `undetected` and 10.7 per cent remain under investigation. (Figures accurate as of 11<sup>th</sup> September 2018)



*Positive outcome ratio up to June 2018 – most similar group (MSG) position*

- 37. Forces nationally are seeing their outcome ratio decline and this is most significantly correlated with increased crime recording compliance. The drive in other forces is to better understand “solvable factors” and understand their performance against these,

identifying learning opportunities along the way.

38. This is something which Wiltshire will be looking to develop in the coming months.

39. The breakdown of high level crime groups can be seen in the table below.

	Detected	Under Investigation	Undetected
Drug Offences	73%	17%	7%
Possession Of Weapons	51%	18%	26%
Theft	19%	6%	75%
Miscellaneous Crimes Against Society	22%	21%	38%
Public Order Offences	18%	15%	66%
Violence Against The Person	14%	14%	67%
Arson And Criminal Damage	10%	7%	83%
Theft Offences	9%	12%	79%
Burglary	6%	6%	88%
Robbery	6%	20%	75%
Sexual Offences	5%	28%	62%
Vehicle Offences	3%	4%	94%
<b>All Crime</b>	<b>14%</b>	<b>73%</b>	<b>11%</b>

*Investigation status by crime group – 12 months to June 2018*

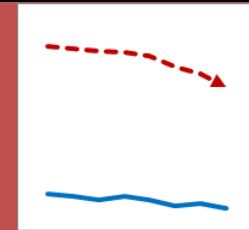
40. As mentioned within previous reports, there is a disproportionate number of crimes that take over 100 days to resolve and this is indicative of a process bottleneck and does not affect the timeliness with which the crime is investigated and the victim updated.

41. There is a big drive to improve the investigative standards of our community policing teams. The improvement plan, led by Detective Superintendent Sarah Robbins covers training, resourcing and governance arrangements as well as a desire to have a better understanding of the performance information available.

42. This performance information is to be understood in line with the cultural developments and made accessible to the right people, to enable them to improve the quality of investigations.

Anti Social Behaviour Volume

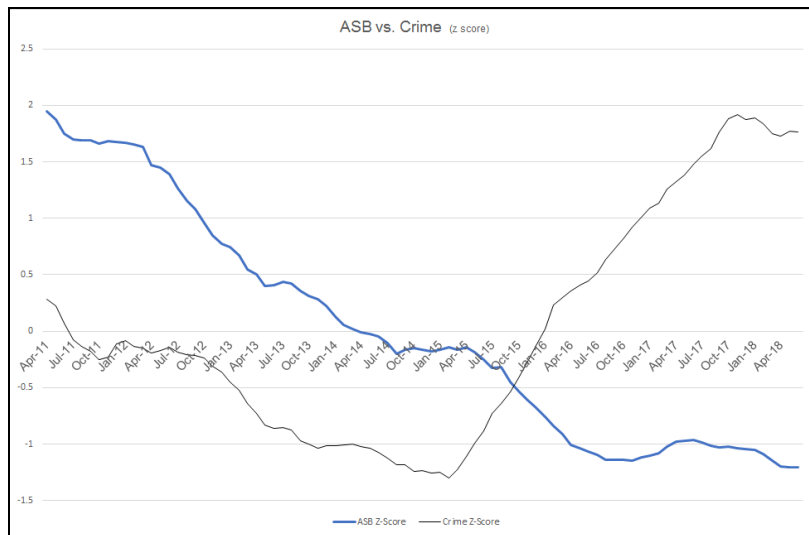
Q1: 16,317 incidents rolling 12 months



43. The volume of Anti Social Behaviour (ASB) incidents has shown a significant long term reducing trend.

44. There were a total of 16,317 ASB incidents reported in the 12 months to June 2018 which equates to a seven per cent decrease on the 17,554 incidents recorded in the 12 months to June 2017.

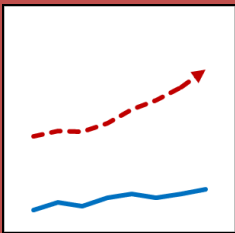
45. The reduction in the volume of recorded ASB correlates with the increased recording of crime as show within the chart below.



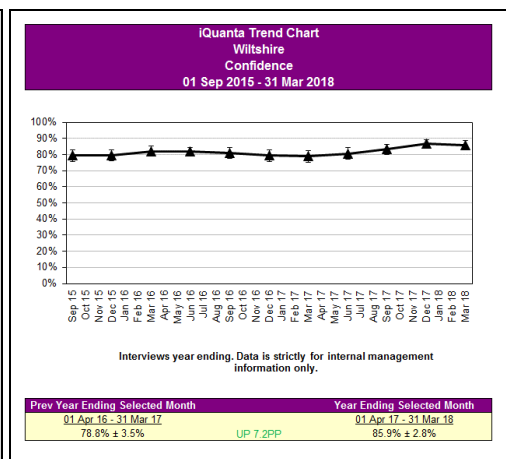
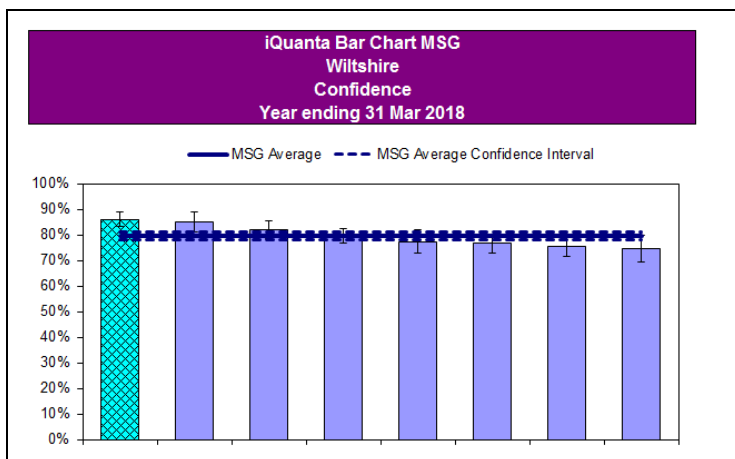
*ASB and crime volume trend comparison – z score*

46. The chart clearly shows at which point the Force started to increase its crime recording compliance. Local context, reported in the Police and Crime Panel reports at this time showed the relationship between reducing ASB volume and increased public order and violence without injury offences.



Overall confidence with the police in this area	85.9 per cent ( $\pm 2.8$ per cent) 12 months to March 2018	
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- 47. This measure is usually informed by the Public Opinion survey which I commission twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.
- 48. The CSEW has measured crime since 1981. The government use this information along side police recorded crime to understand the nature and extent of crime in England and Wales.
- 49. This survey is conducted by Kantar Public on behalf of the Office for National Statistics.
- 50. The survey measures crime by asking members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.
- 51. The CSEW data for the 12 months to March has been published. Figures show that 85.9 per cent ( $\pm 2.8$  per cent) of respondents have confidence in Wiltshire Police.
- 52. This figure places Wiltshire as having the second highest public confidence rate in the country, improving from 20<sup>th</sup> the previous March (2017).

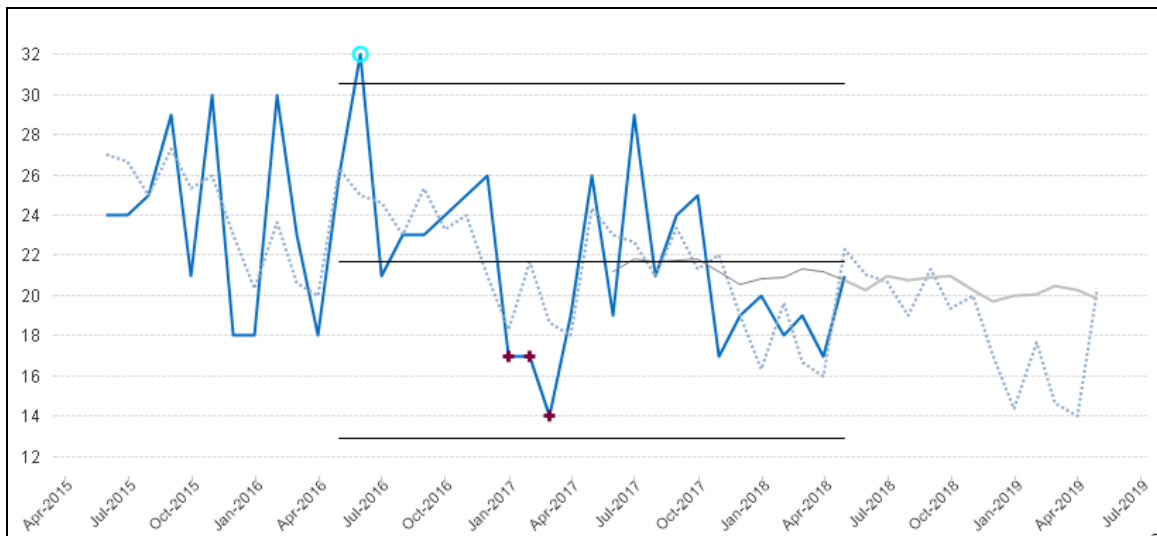


CSEW Public Confidence – 12 months to March 2018

53. This significant improvement in public confidence is not driven by the recent events in Salisbury as the survey sample period relates to the full financial year 2017-18 and it would not be possible to skew the data based on three weeks of March.

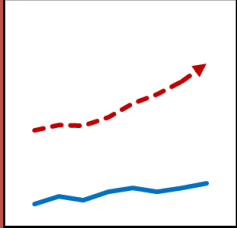
<p>Killed and seriously injured (KSI) - Collisions</p>	<p>249 collisions – 12 months to June 2018</p>	
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54. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI). This is monitored by the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.



*The discrete monthly volume and rolling 12 month trend of KSI collisions*

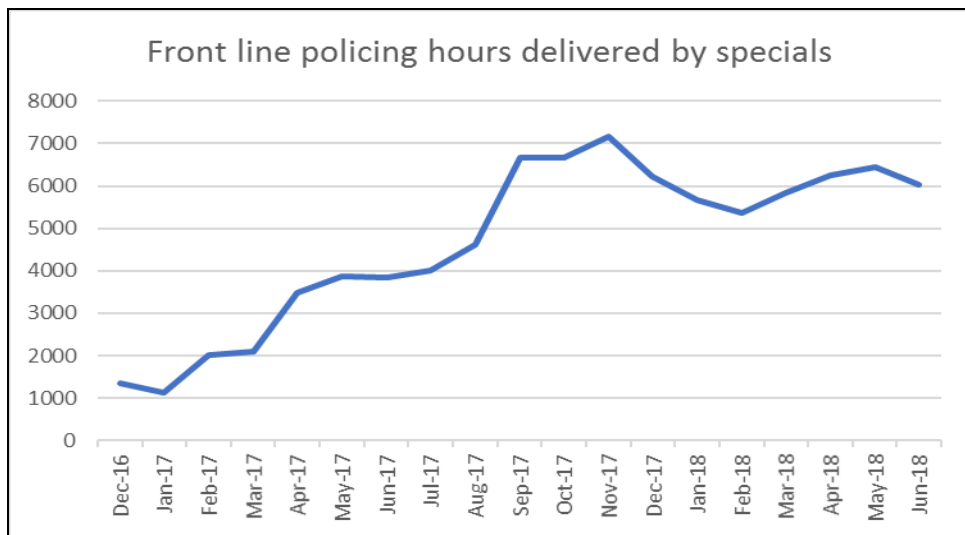
55. In the 12 months to May 2018, there was on average of 21 KSI collisions a month and 249 in total. The longer-term trend is decreasing. There are no exceptional volumes of KSI collisions to report in the last fiscal year.

Special Constables hours deployed	Q1: 18,712 hours deployed	
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56. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.

57. As such, I have provided the funding for a recruitment website [www.wiltshirepolicespecials.co.uk](http://www.wiltshirepolicespecials.co.uk) which has been designed and launched to provide the link between the marketing strategy and the on-line selection process.


58. This measure shows the total amount of hours that the special constabulary were deployed for during each month. This trend is increasing as the number of Specials attested increases.



*The discrete monthly total hours that special constables were deployed*

59. In the 12 months to June 2018, special constables have delivered a total of 70,909 policing hours.

60. The efforts and the contribution of the special constabulary were recognised by Assistant Chief Constable Gavin Williams during the exceptional demand period which included the Salisbury incidents, the World Cup and the Royal International Air Tattoo (RIAT).

Number of Volunteers in post	Q1: NPPV level 1 – 6 Q1: NPPV level 2 – 100 Q1: NPPV level 3 - 1 Q1: Total (incl N/A*) – 168 *Non Police Personnel Vetting	
<p>61. My office and the Force are committed to promoting volunteers across the organisation.</p> <p>62. Volunteers use their diverse range of skills and experience to support Wiltshire Police in the achievement of its objectives.</p> <p>63. Support volunteer roles within the Force are varied. Most roles offer support to police roles, help the police to become more accessible to the community and to better understand the issues that affect communities across the county.</p> <p>64. Volunteers in the organisation are vetted using the national vetting standards. There are three levels of clearance which are used in-Force. Volunteers who require access to Force buildings or IT will need to be cleared at level two which classifies them as non-police personnel vetting (NPPV) volunteers.</p> <p>65. They are spread across many departments of which a breakdown is provided in the table below.</p>		

Volunteer Role	N/A	NPPV1	NPPV2	NPPV3	Grand Total
Bobby Van			5		5
Cadet Core Leader			13		13
Call Quality Appraiser			4		4
Chaplain			13		13
HAD Member	60				60
Neighbourhood Watch Support			1		1
Office Support			7	1	8
On-Line Safety			8		8
Performance Management Coach			2		2
Police Information Point			3		3
Restorative Justice Facilitator			31		31
Rural Crime Support			2		2
Stop Search Scrutiny Panel		5			5
TBC			2		2
Vehicle Cleaning and Inventory			1		1
Volunteer Panel Member			1		1
Volunteer Recruitment Liaison			1		1
Watch Scheme Processor			5		5
Wiltshire Employment Services Team (WEST)		1			1
WorkFit			3		3
<b>Grand Total</b>	<b>60</b>	<b>6</b>	<b>100</b>	<b>1</b>	<b>168</b>

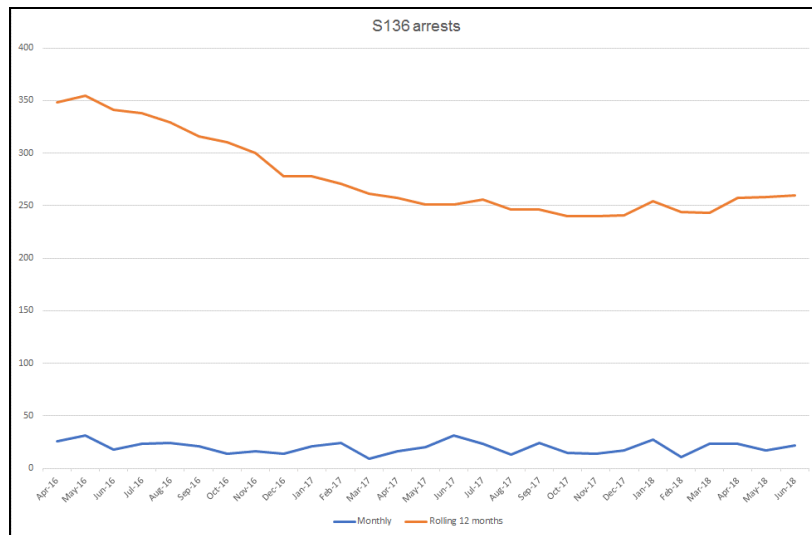
*Total number of volunteers in post in the Force, by role and level of vetting clearance  
\*HAD – Humane animal disposal*

66. Since the start of the financial year we have gained agreement and support from Unison to allow WorkFit/WEST volunteers to gain new skills by working on 'attachment' to different departments.
67. This officially gives staff the chance to show them how to do tasks they are paid to do. This is fantastic news and opens more doors for the future in embracing diversity into our work place.
68. Volunteers have undertaken a web user experience session for digital comms to get an understanding of the public's view and perception of the new website.
69. We have gained 10 nominations for consideration at the South West Region Special Constabulary and Police Support Volunteer Awards 2018 (4 SC & 6 PSV) which we host in October.
70. Volunteers week was a success as there was daily publicity, which led to numerous enquiries and applications.

## 2. Protect the most vulnerable in society

Section 136 arrests	Q1: 62 S136 arrests	
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- 71. It is acknowledged that the nature of vulnerability is wide ranging. There are many measures which are used to understand how effective the Force is at protecting the most vulnerable people in society.
- 72. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB) on which my office is represented.
- 73. The VDB is chaired by an Assistant Chief Constable (ACC) and exists to provide the appropriate governance arrangements and oversight of 19 strands of vulnerability.
- 74. Section 136 (S136) is part of the Mental Health Act. The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control.<sup>2</sup>



*Discrete monthly volume and rolling 12-month trend of section 136 arrests*

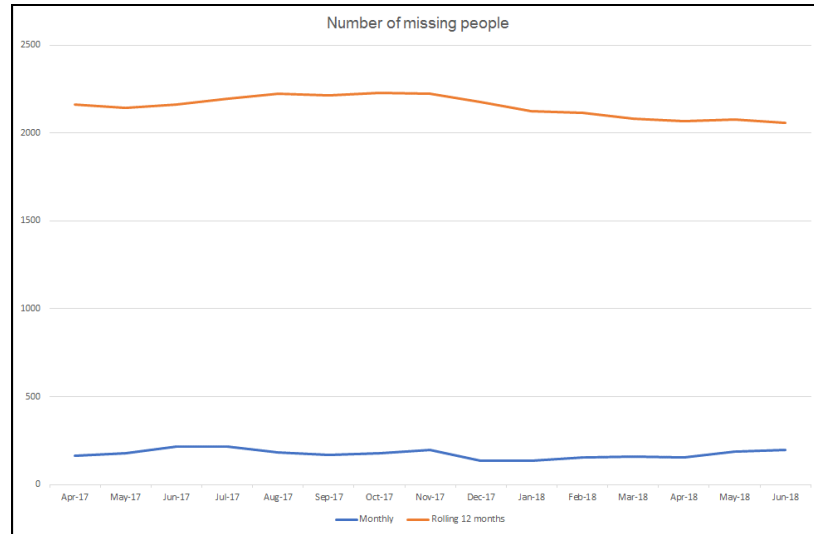
75. A particular issue in March that led to increased use of S136 was the lack of S12 trained doctors to complete the Mental Health Act assessments, both in the community and for those in police custody having been arrested for a criminal offence.
76. Consequently, on some occasions, officers were being advised by mental health professionals (EDS, LADS, Intensive Teams, Triage) of the need to use S136 powers due to delays in convening a MH Act assessment.
77. A similar number of S136s was seen in April, although during the month the delays in convening MH Act assessments (and subsequent use of S136) subsided and the number of S136s was in fact largely due to an increase in the number of acutely unwell people in the community.
78. This is evidenced by the fact that 61% of all those detained S136 during April were subsequently admitted to hospital.

<sup>2</sup>Rethink Mental Illness 2017

<https://www.rethink.org/living-with-mental-illness/police-courts-prison/section-136-police-taking-you-to-a-place-of-safety-from-a-public-place>

Number of missing individuals	Q1: 537 Individuals			
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79. This measure represents the total number of **individuals** who have been reported as missing, not the total number of **incidents**.
80. In April 2016, the recording of missing incidents and individuals was centralised in NICHE. The Force is now able efficiently to record information relating to missing people in one location, ensuring the data is more accurate and can be linked to victims of child sexual exploitation (CSE) which helps the Force gain a greater insight into its threats, harm and risk.
81. In quarter one 2018-19, there were 537 people reported as missing. Of these, 235 were children and 302 were adults. Research shows that some people have been reported as missing on multiple occasions. For example, there were 746 incidents of adults and children being reported as missing.
82. Each episode where an individual goes missing would be listed as a separate incident.



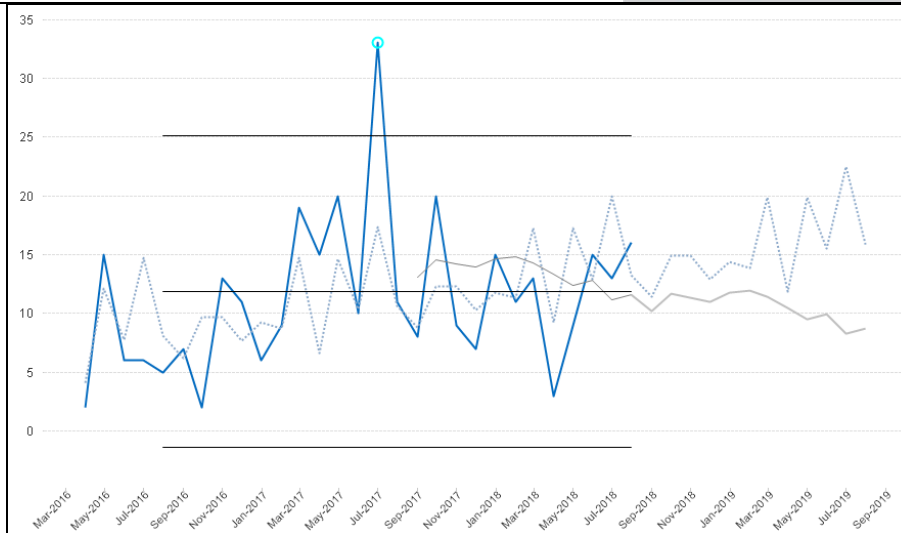
*Discrete monthly volume and rolling 12-month trend of section 136 arrests*

83. Seasonality shows that quarters one and two are the highest period for missing people demand. The overall trend of individual missing people is reducing and the force is working to reduce the volume of repeat incidents, in partnership with other agencies and in particular, to reduce the vulnerability factors and those at risk of child sexual exploitation (CSE).

Volume of Child Sexual Exploitation (CSE) crimes	Q1: 27 crimes	
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84. Since April 2016, the trend of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of 11 crimes tagged with a CSE marker per month. Although the figures are low, the impact on the victim and others affected is very high and is consistently prioritised within the Force.





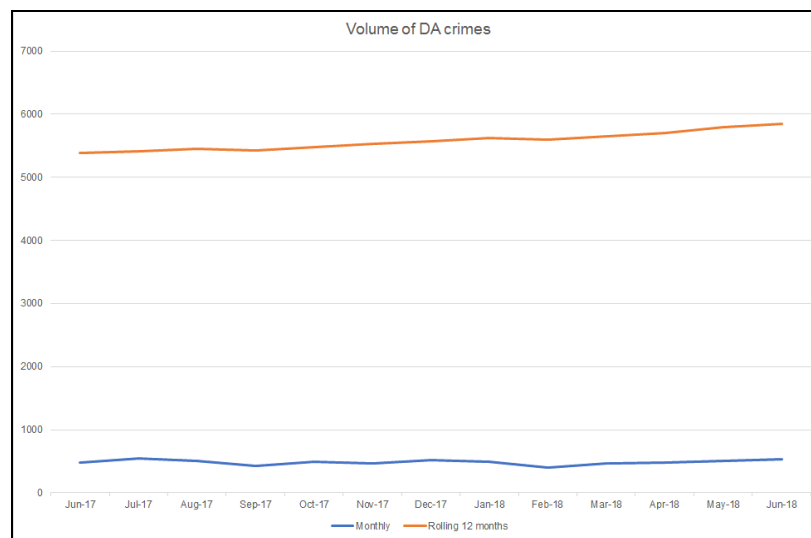
*The discrete monthly volume and rolling 12 month trend crimes tagged with a CSE marker*

85. Training to identify a crime with a CSE marker was delivered to officers and staff in Force at the end of 2016 with the aim of them understanding the true nature of this offending.
86. Because of this commitment to training staff, it was to be expected that we would see an increase of this nature. This is highlighted in the chart above by the grey trend line that demonstrates an increase for the forthcoming quarter.
87. National research suggests that the gradual increase of CSE tagged crimes is because of staff getting better at recognising and identifying the threat, harm and risk of CSE and tagging the appropriate crimes as such.
88. In quarter one there were 27 crimes tagged with a CSE marker. In the 12 month period to June 2018 there were a total of 154 crimes, this compares to 123 crimes in the previous 12 month period. The reported level of CSE crime shows no exception in quarter one.
89. Regular training is being delivered internally with the aim of educating staff in how to identify whether a victim, suspect or nominal is at risk of CSE. The Force continues to treat crimes of this nature as a very high priority and have a member of staff conducting weekly audits of CSE tagged crimes to ensure the quality of tagging is maintained and learning points are captured to help form further training.

<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,525 crimes; 5,848 rolling 12 months</p>	
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90. The trend for the volume of domestic abuse (DA) crime shows a gradual increase over time.

91. There were 5,848 DA crimes reported in the 12 months to June 2018. This compares to 5,382 in the year to June 2017 which is an increase of 8.7 per cent (466 DA crimes).

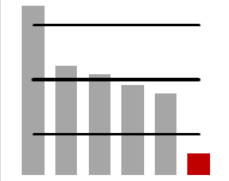


*Discrete monthly volume and rolling 12 month trend of DA crimes*

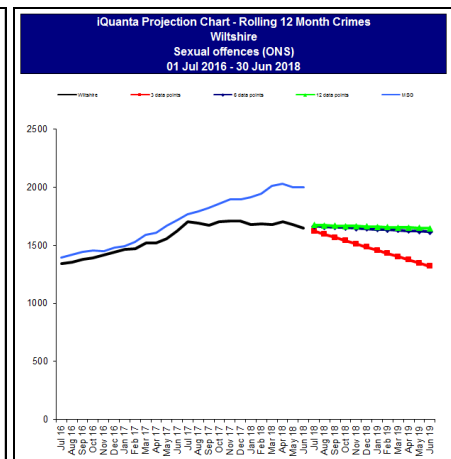
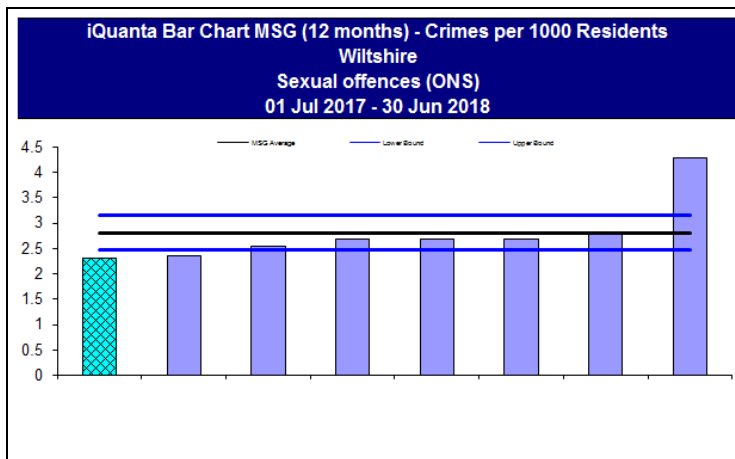
92. Domestic abuse features as part of the Force’s control strategy for 2018 and as such, has a tactical plan in place. The plan includes 27 actions which covers areas such as partnership working, information sharing, improving victims experiences, education, training, public engagement, resourcing, investigations and processes.

93. There is particular focus on DA outcomes and Detective Superintendent Deborah Smith has led an evidence led prosecutions workshop to address some of the gaps internal audits have identified.

94. This evidence led prosecution training is being rolled out through the Force’s DA lead, Detective Inspector Simon Childe with support from an independent training consultant and ex-crown prosecution service (CPS) lawyer.

Volume of sexual offences (recent/non-recent)	Q1: 439 crimes – 1,650 rolling 12 months	
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- 95. Nationally the volume of recorded sexual offences continues to increase (18 per cent), with 41 of the 43 forces recording more offences in the 12 months to June 2018.
- 96. Wiltshire recorded 439 sexual offences during quarter one and 1,650 in the 12 months to June. This equates to an increase of 25 crimes (1.5 per cent) on the previous 12 months.
- 97. Wiltshire has the 13th lowest rate of sexual offences per 1,000 population in the country and the lowest within its peer group.



*Sexual offences up to June 2018 – most similar group (MSG) position*

- 98. The volume of sexual offences is showing a decreasing trend during quarter one, while our most similar forces continue to experience increases.

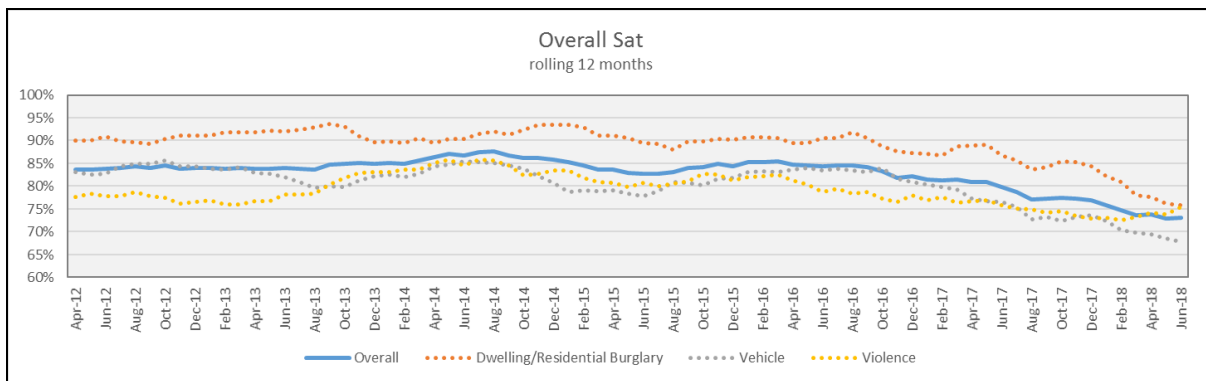
### 3. Put victims, witnesses and communities at the heart of everything we do

Satisfaction of victims with the whole experience	73 per cent (12 months to June 2018)	
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99. 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.

100. The victim satisfaction rate was 73 per cent in the 12 months to June 2018. This is a drop of seven percentage points compared to the 12 months to June 2017.

101. This decrease is considered a significant decrease and is seen across all crime types surveyed.



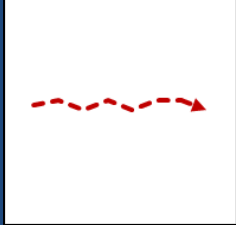
Rolling 12 month - satisfaction of victims per crime type

		12 month satisfaction level				Year on year change			
		All Groups	Dwelling/ Residential Burglary	Vehicle Crime	Violent Crime	All Groups	Dwelling/ Residential Burglary	Vehicle Crime	Violent Crime
Overall Satisfaction	Jun-14	87%	90%	85%	85%				
	Jun-15	83%	89%	78%	81%	-4%	-1%	-7%	-4%
	Jun-16	84%	91%	83%	79%	2%	1%	6%	-2%
	Jun-17	80%	87%	77%	76%	-5%	-4%	-7%	-3%
	Jun-18	73%	76%	68%	75%	-7%	-11%	-9%	0%
Ease of contact	Jun-14	97%	99%	98%	95%				
	Jun-15	95%	95%	94%	97%	-2%	-4%	-4%	3%
	Jun-16	94%	96%	95%	92%	-1%	1%	1%	-5%
	Jun-17	91%	95%	88%	91%	-3%	-1%	-7%	-1%
	Jun-18	90%	92%	88%	89%	-2%	-2%	-1%	-2%
Time to arrive	Jun-14	91%	95%	92%	87%				
	Jun-15	89%	93%	84%	89%	-3%	-2%	-8%	2%
	Jun-16	88%	94%	88%	82%	-1%	2%	4%	-8%
	Jun-17	83%	90%	83%	78%	-5%	-5%	-5%	-4%
	Jun-18	83%	88%	78%	83%	-1%	-2%	-5%	5%
Actions taken	Jun-14	71%	82%	68%	64%				
	Jun-15	71%	82%	66%	66%	0%	-1%	-2%	2%
	Jun-16	74%	81%	71%	69%	3%	0%	6%	3%
	Jun-17	68%	78%	60%	66%	-6%	-4%	-11%	-3%
	Jun-18	68%	74%	62%	67%	0%	-4%	3%	1%
Investigation	Jun-14	78%	85%	69%	79%				
	Jun-15	77%	84%	69%	77%	-1%	-1%	0%	-1%
	Jun-16	78%	84%	76%	72%	1%	0%	7%	-5%
	Jun-17	73%	83%	64%	73%	-4%	-1%	-12%	1%
	Jun-18	61%	58%	53%	71%	-13%	-25%	-11%	-2%
Keeping informed	Jun-14	79%	84%	76%	77%				
	Jun-15	77%	85%	73%	73%	-2%	1%	-3%	-4%
	Jun-16	79%	82%	80%	74%	2%	-3%	7%	1%
	Jun-17	73%	81%	66%	73%	-6%	-2%	-14%	-1%
	Jun-18	66%	66%	61%	71%	-7%	-15%	-4%	-2%
Treatment	Jun-14	95%	98%	95%	91%				
	Jun-15	93%	94%	94%	92%	-2%	-4%	-2%	0%
	Jun-16	93%	98%	94%	87%	0%	4%	0%	-5%
	Jun-17	91%	95%	89%	89%	-2%	-3%	-4%	2%
	Jun-18	88%	92%	87%	85%	-3%	-3%	-2%	-4%

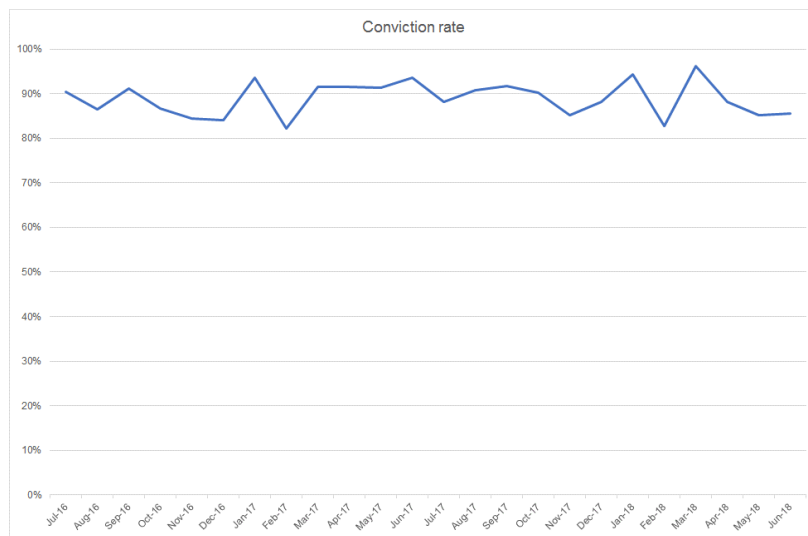
*Full breakdown of rolling 12 month satisfaction rates by question and crime type*

102. Since April 2017, it has not been possible to compare victim satisfaction with most similar forces as it is no longer a mandatory survey. HMICFRS has advised that forces should continue to consult with service users and to adopt a tailored approach to best suit the needs of the community the Force serves.

103. The Force have decided to continue with surveying victims using the Home Office methodology in the interim. A breakdown of each question area can be seen below. The most significant changes have occurred within responses from victims of vehicle crime and burglary, most notably, in the question categories of investigation and being kept informed.
104. There are number of factors that are likely to have contributed to the decrease in victim satisfaction. These include themes discussed in other areas of this report such as;
- changes in recording from dwelling burglary to residential burglary
  - increased recording of crime, particularly low-level violence with no injury or slight injury
  - attendance at vehicle crimes
105. It is not possible to make a direct comparison with survey results for burglaries completed in the previous 12-month period as dwelling burglary and residential burglary are not comparable crime groups. Previously we surveyed victims of dwelling burglary (house breaks only), whereas now we survey victims of residential burglary (this includes burglaries in a shed, outbuilding or garage as well as a house).
106. Although violent crime satisfaction has seen a downward trend over the last two years, we are now seeing this starting to plateau. The downward trend falls in line with the period in which crime recording practices were improved, therefore it is possible that this is a contributing factor to the decline in satisfaction levels as we record increased offences where we are unable to progress an investigation.
107. Previous analysis has shown that we are able to increase victim satisfaction through attendance at every vehicle crime incident, and while this had a positive impact on satisfaction levels, there was no further positive impact in terms of increased outcome rates or increased forensic hits.
108. A thorough assessment of the latest survey findings, including drivers of dissatisfaction and opportunities to improve, is being reviewed by Assistant Chief Constable Gavin Williams, chair of the Community Policing Programme Board.

Conviction rates	Q1: 86 per cent	
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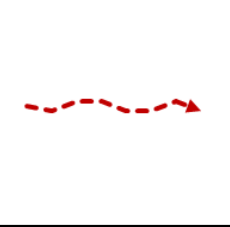
109. The long-term trend for the volume of convictions in the Wiltshire courts is relatively stable.



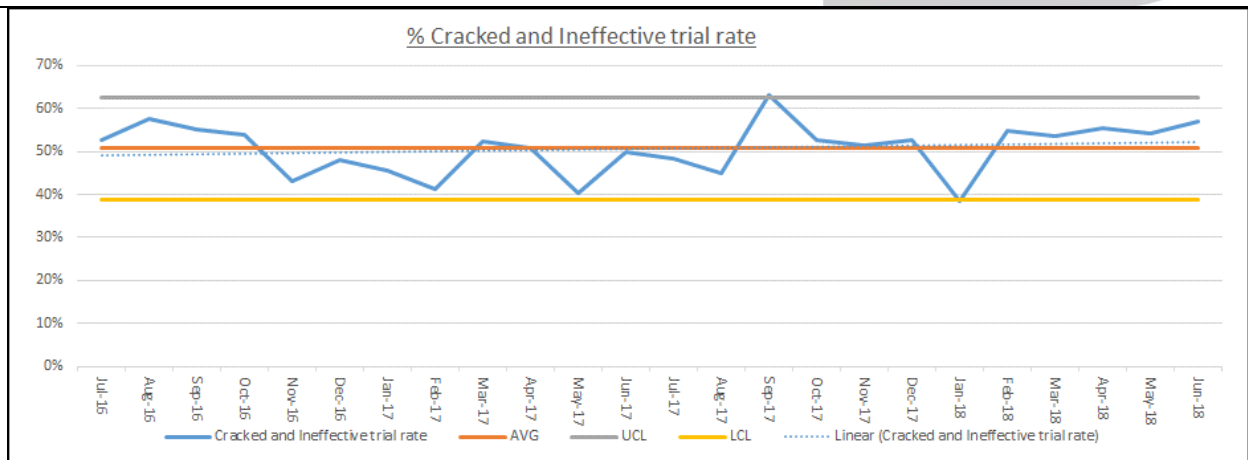
*Monthly overall conviction rate at all courts in Wiltshire and Swindon*

110. There were 4,285 convictions recorded in the year to June 2018 and 1,120 during quarter one.

111. The overall conviction rate (an average of both magistrate and crown courts in Wiltshire) has remained consistently high for some time.

<p>Restorative Justice (RJ) Level 1</p>	<p>Q1: 117</p>	
<p>112. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)<sup>3</sup> as follows:</p> <p><i>“Restorative justice brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward.</i></p> <p><i>“Restorative justice gives victims the chance to tell offenders the real impact of their crime, get answers to their questions and get an apology.</i></p> <p><i>“Restorative justice holds offenders to account for what they have done. It helps them understand the real impact, take responsibility, and make amends.”</i></p> <p>113. In quarter one, a further 60 officers have been trained to deliver RJ level one. Currently, there are 376 police officers, and staff including PCSOs, local crime investigators (LCIs) and specials in the Force who can deliver RJ level 1.</p> <p>114. During quarter one, 117 community resolutions were issued that included RJ level one and a total of 432 in the 12 months to June 2018.</p> <p><sup>3</sup> The Ministry of Justice 2015 <a href="https://www.gov.uk/government/collections/restorative-justice-action-plan">https://www.gov.uk/government/collections/restorative-justice-action-plan</a></p>		
<p>Percentage of trials that are cracked and ineffective due to prosecution reasons</p>	<p>Q1: 22 per cent</p>	
<p>115. There were 270 trials listed during quarter one, of which 151 were cracked or ineffective and 60 of these were due to prosecution reasons.</p> <p>116. Analysis has identified an increase in the overall cracked and ineffective trial rate throughout quarter one. The findings were presented to the Criminal Justice Board in September.</p>		



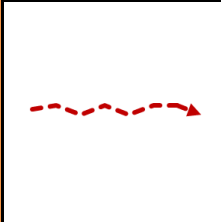


*Overall cracked and ineffective trial rate by month*

117. The volume of trials listed had reduced by 14 per cent and the volume of cracked and ineffective trials had reduced by ten per cent. This had therefore resulted in a marginal increase of 2 percentage points on average in the overall proportion of cracked and ineffective trials.

118. There was little insight gleaned from looking at the differences within courts or reasons for why the case was cracked or ineffective. The issue was noted by partners with no subsequent concerns or actions raised.

#### 4. Secure a quality police service that is trusted and efficient

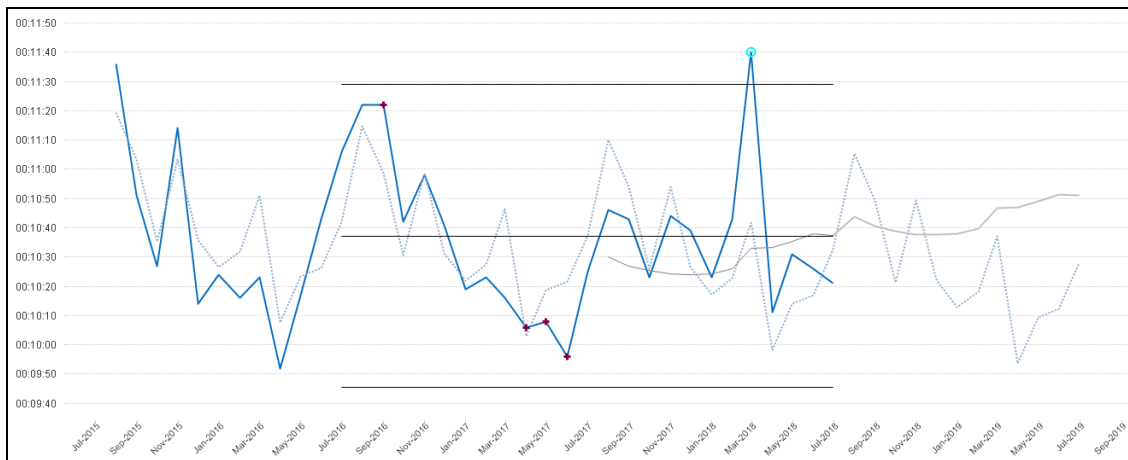
Response time (average)	Immediate Q1:10 minutes 23 seconds	Priority Q1: 52 minutes 21 seconds	
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119. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

120. The Force attended 4,704 emergency incidents during quarter one and 17,894 in the 12 months to June 2018.

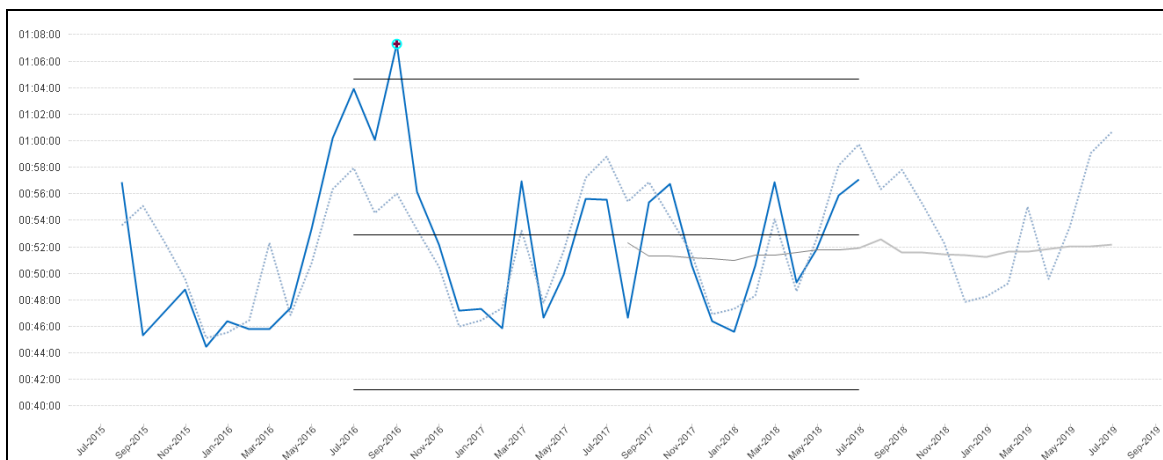
121. The amount of time it takes to arrive at an emergency incident has generally improved throughout 2017-18 with monthly averages consistently less than forecasts despite relatively stable demand.

122. This would indicate an improvement in the efficiency or resourcing of the operating model.
123. There was an exception in March and this was due to the periods of snow which meant we were unable to get to incidents as quickly as usual, but still managed an average well below 15 minutes.



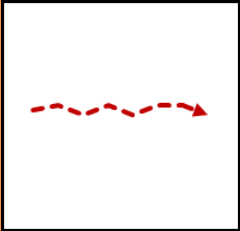
*Monthly average immediate response arrival time*

124. The Force attended 9,466 priority incidents during quarter one for which an estimated time of arrival of within one hour is given.
125. In the 12 months to June 2018, 36,766 priority incidents were attended at an average arrival time of 52 minutes 21 seconds.

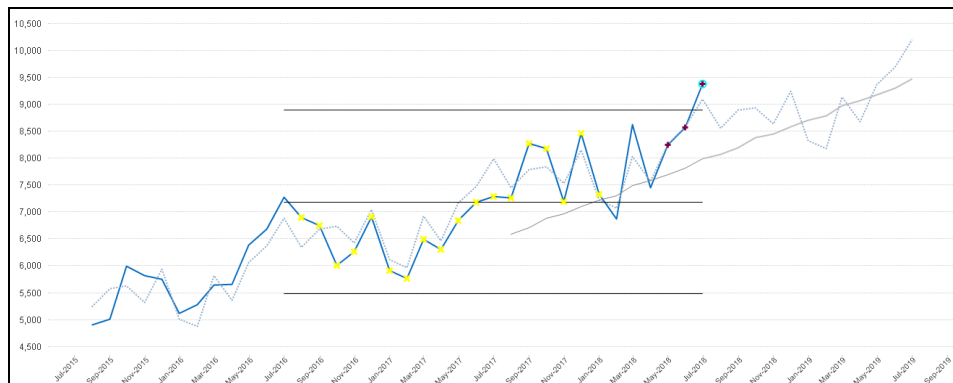


*Monthly average priority response arrival time*

- 126. There is a national increase in the 999 demand being placed upon police services across the country. A benchmarking exercise was carried out during quarter one, which 13 forces contributed to.
- 127. The findings of this exercise found that despite Wiltshire experiencing a 999 volume percentage increase comparable to the Greater Manchester Police (GMP) and the Metropolitan Police Service (MPS), the ability to service this demand was much more efficient.
- 128. Wiltshire had one of the quickest immediate response rates, but what was notable was the significant differences within the ability to service priority demand, being one of only three forces who contributed to the exercise to have an average under one hour.

Average time to answer 999 calls	Q1: 4 seconds	
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129. During quarter one, 24,264 999 calls were received and answered within an average of four seconds.



*Volume of 999 calls answered*

130. The Force has experienced a significant increase in the volume of 999 calls

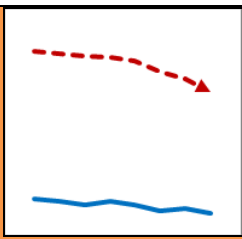
answered compared to previous years which is forecasted to increase as per the blue dotted line.

131. In the year to June 2018, the Force received 93,739 999 calls which is a 19.3 per cent increase on the year to June 2017, where 78,598 999 calls were received.

132. This means on average, Wiltshire receive approximately 41 extra 999 calls every day.

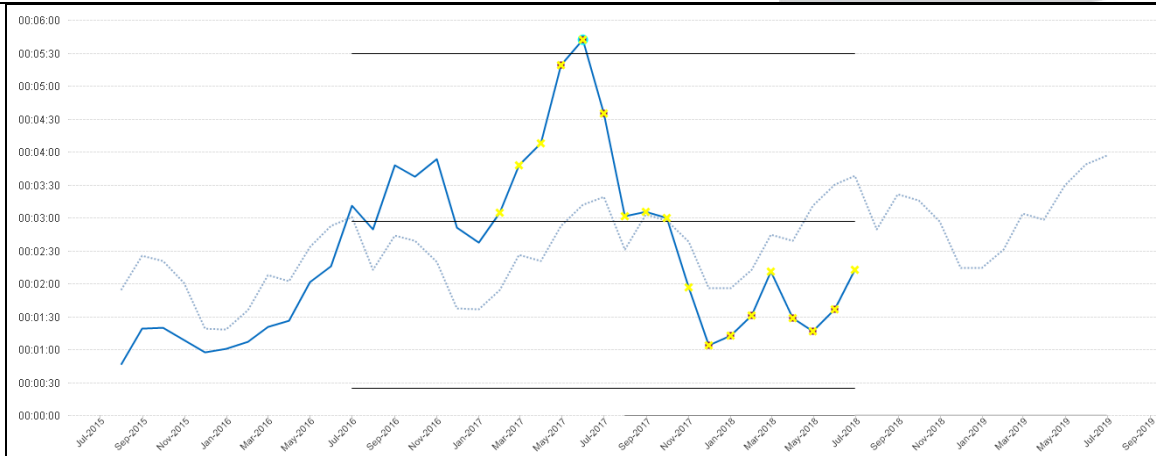
133. This increase is in line with research which shows that 999 calls are increasing across England.

134. Despite this increase, there are no concerns about Wiltshire Police’s capability to answer emergency calls quickly.

Average time to answer Crime and Incident Bureau (CRIB) calls	Q1: 1 minute 28 seconds			
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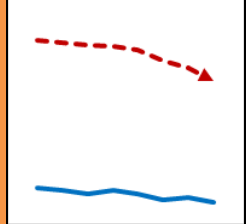
135. A total of 40,383 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter one.

136. The length of time it took to answer a CRIB call significantly decreased during quarter one, well below expected forecasts and to similar levels experienced in 2015.



*Average CRIB call answer time*

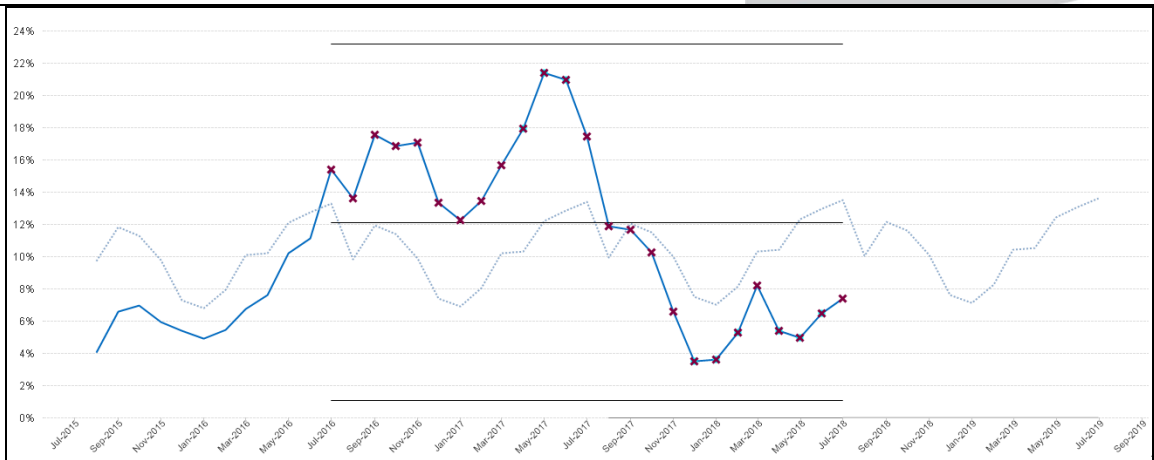
137. The Force’s capability to answer calls directed into the CRIB remains a key priority and it is reassuring to see the progress and improvement being made.

<p>Crime and Incident Bureau (CrIB) abandonment rate</p>	<p>Q1: 5.6 per cent</p>	
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138. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon the call before it is answered.

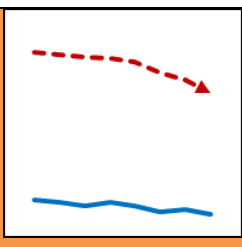
139. The abandonment rate has significantly reduced and performs below expected forecasts.

140. The abandonment rate for quarter one 2018-19 was 5.6 per cent. This is significantly lower than the 20.2 per cent for the same quarter in 2017. This is reflective of the improvements made under the Crime and Communications Centre Improvement Programme (CCCIP) and the resourcing which is now better aligned to demand.



*Percentage of CRIB calls abandoned*

141. The rate has been consistently below ten per cent since November 2017. This is a significant improvement and breaks a trend of 18 consecutive months of over ten per cent dating back to April 2016.

<p>Quality of full files (error rate)</p>	<p>Q1: 1.5 per cent</p>		
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142. This measure relates to an internal assessment of the quality of full files which the Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded not guilty at the first hearing. Consequently, the defendant will be put forward for a trial and a full file will need to be produced to proceed with the judicial process.

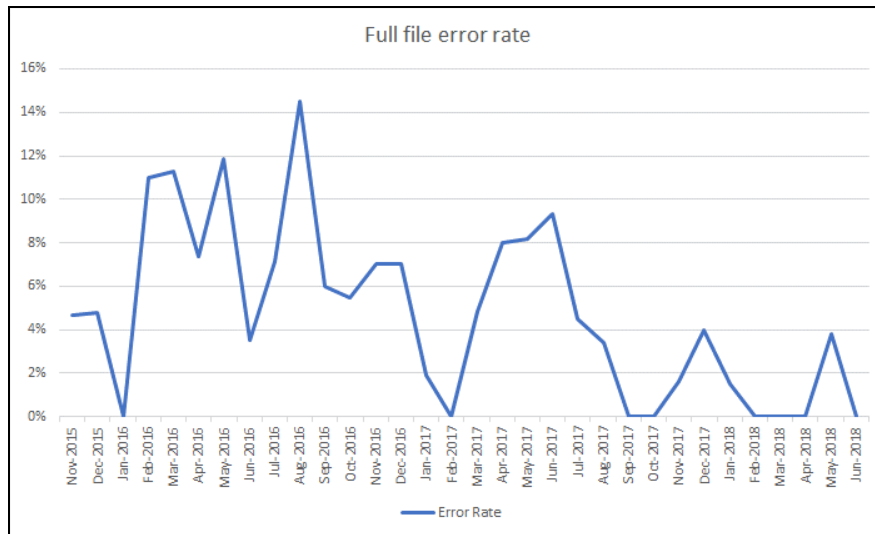
143. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

144. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments. Updates are provided to managers on a fortnightly basis to ensure feedback is delivered quickly.

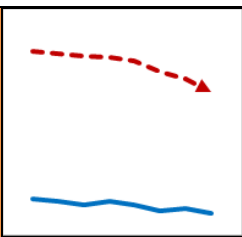
145. There were 198 full files sent to the CPS in quarter one, of which 3 (1.5 per cent) had an

unsatisfactory grading.

146. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.

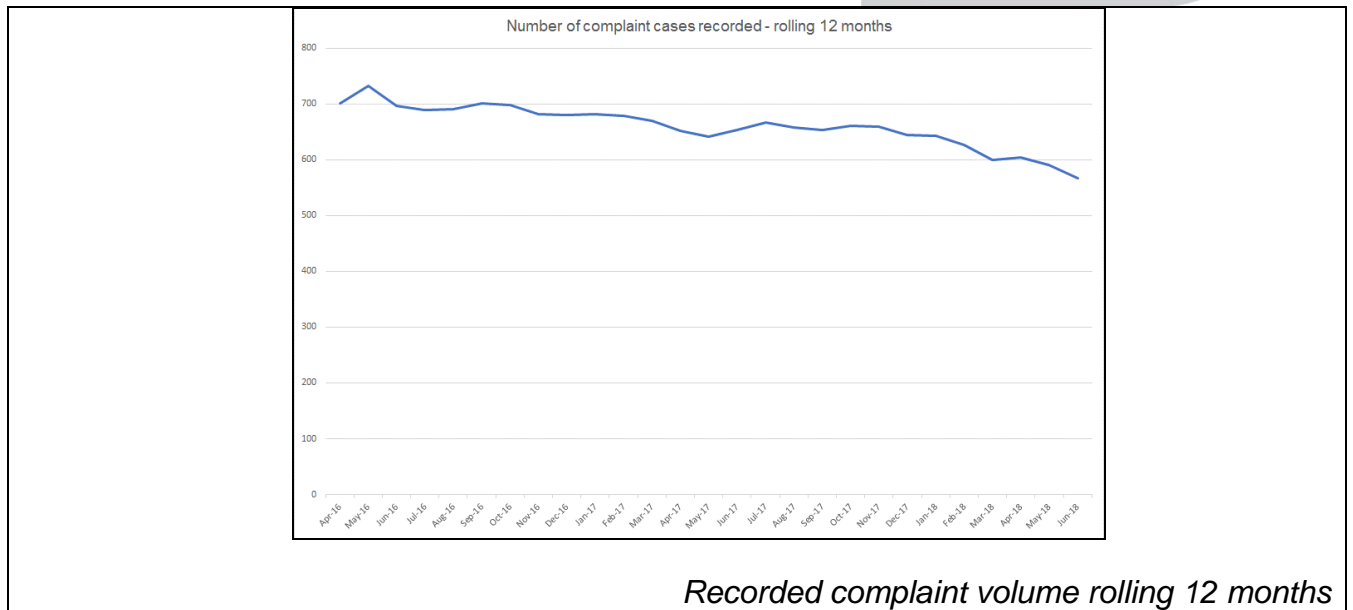


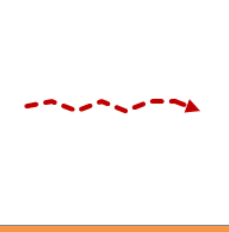
*Volume of full files and error rate by month up to June 2018*

Volume of complaints	Q1: 122			
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147. There were 122 complaints recorded during quarter one and 567 in the 12 months to June 2018.

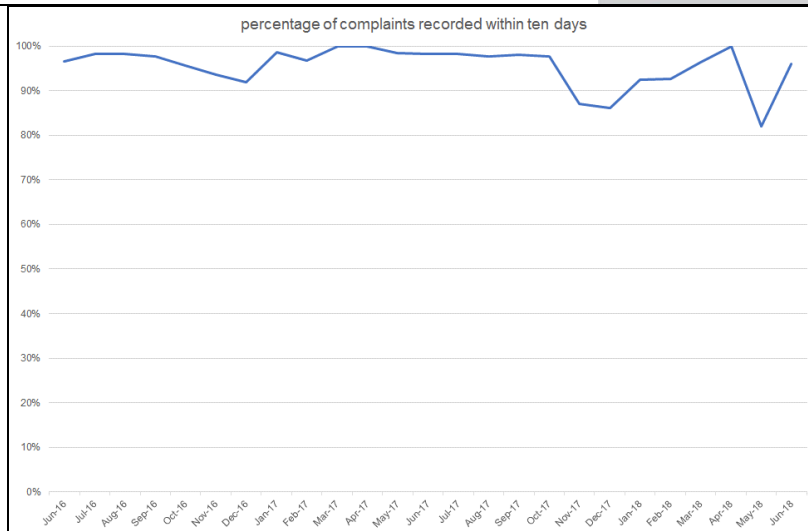
148. This represents a 13.3 per cent reduction on the previous year where 654 complaints were recorded.



<p>Percentage of complaints recorded within 10 days</p>	<p>Q1: 93 per cent</p>			
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- 149. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.
- 150. The percentage of complaints recorded within ten days is consistently high and that has been the case since January 2016. This demonstrates an efficient process that is being sustained.
- 151. There had been a slight dip to 86 per cent of complaints recorded within ten days in January 2018 and 82 per cent in June. This was a result of resourcing over the seasonal period. The usual excellent performance recovered between February and May.





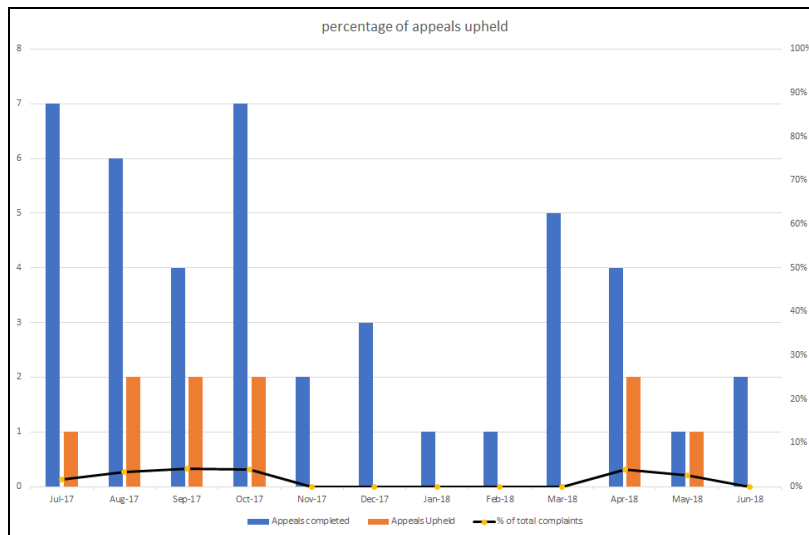
*Percentage of complaints recorded within ten days*

- 152. The average number of days it took Wiltshire Police to record a complaint throughout quarter one was 8 days.
- 153. The Independent Office for Police Conduct (IOPC) quarter one report shows Wiltshire in line with its most similar forces.

Percentage of complaint appeals upheld	Q1: 43 per cent (7 appeals completed and 3 upheld)	
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- 154. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.
- 155. If the proportion is consistently high, it would indicate that the outcomes from our complaint processes are not effective.
- 156. For quarter one, seven appeals were completed and three were upheld.
- 157. Of the 43 appeals completed in the 12 months to June 2018, ten were upheld. This represents 23 per cent of appeals and 1.8 per cent of the total number of complaints

received.



*Force appeals completed and upheld*

Number of actual days lost per person	Year to June 2017	Year to June 2018	
	28,306 total actual days lost 13.8 actual days lost per person	25,338 total actual days lost 12.1 actual days lost per person	

- 158. This measure demonstrates the average number of calendar days lost per year due to police officer and staff sickness.
- 159. The total number of days lost to sickness reduced by ten per cent when comparing the year to June 2018 with the year to June 2017. This is the equivalent of 2,968 fewer days lost to sickness in the 12 month period.
- 160. The number of days lost per person has reduced by 12 per cent over the last 12 months. This reduction is greater than the actual days lost because the total number of staff has increased during this period.

161. The reduction in sickness is driven by reductions in both Police Officer and Staff sickness.
162. For the 12 months to June 2018, the actual days lost (per person, per year) for officers was 13.7, down from 15.3 in June 2017. This equates to a 11 per cent reduction in 12 months.
163. Police staff sickness has reduced by 13 per cent from 12.4 actual days lost per person for the 12 months to June 2017 in comparison to 10.8 in June 2018.

		Force	Officers	Staff
Actual days lost	Year to Jun 17	28306	15042	13264
	Year to Jun 18	25338	13452	11886
	Change	-10%	-11%	-10%
Days lost per person	Year to Jun 17	13.8	15.3	12.4
	Year to Jun 18	12.1	13.7	10.8
	Change	-12%	-11%	-13%

*Actual days lost and lost per person – broken down by officers/staff*

### Sickness Cost

164. The table below demonstrates the costs of sickness, this is based on a mid-point cost per rank/grade and is calculated based on the equivalent cost of the number of days that have been lost.
165. Sickness costs to the organisation have reduced in line with the reduction of days lost, with the average cost reducing by £157 per person over the last year, the total reduction in cost was nine per cent or £249,678.
166. The reduction in police officer sickness accounts for 75 per cent of the total reduction in cost.

		Force	Officers	Staff
Sickness cost per person	Year to Jun 17	£1,355	£1,954	£833
	Year to Jun 18	£1,198	£1,714	£750
	Change	£157	£239	£82
	% Change	-12%	-12%	-10%
Sickness total cost	Year to Jun 17	£2,790,327	£1,875,389	£914,939
	Year to Jun 18	£2,540,648	£1,688,593	£852,055
	Change	-£249,679	-£186,795	-£62,884
	% Change	-9%	-10%	-7%

*Sickness cost per person based upon actual days lost – broken down by employee role*

### Sickness Term

167. The reduction in the number of days lost is driven by a significant decrease in long term sickness over the last 12 months. Days lost to long term sickness have reduced by 14 per cent in the 12 months to June 2018. This is broken down further in the table below.

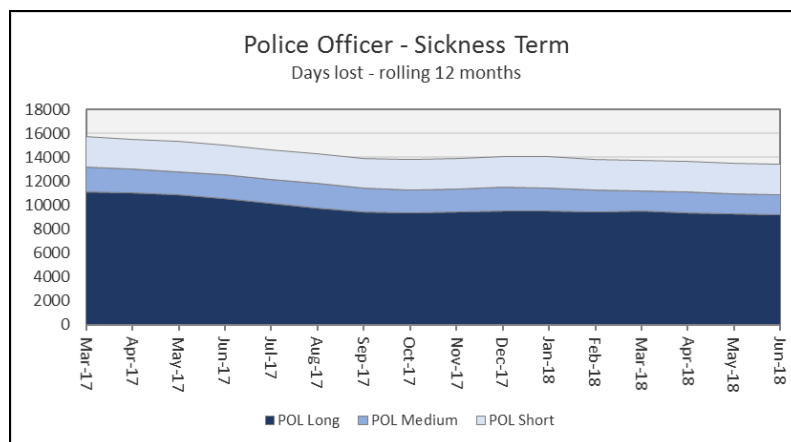
168. Short-term sickness saw increases in December 2017 and January 2018, this spike was driven by respiratory conditions and is in line with the findings of Public Health England<sup>4</sup>.

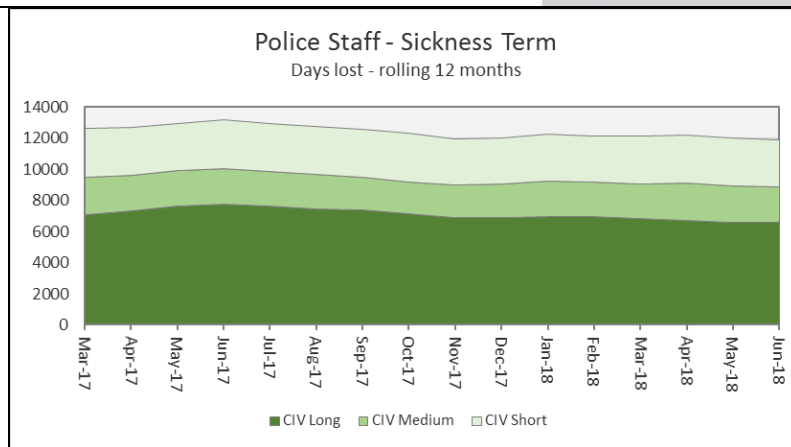
		Long	Medium	Short	Total
<b>Actual days lost - year to Jun 17</b>		18312	4257	5601	28170
<b>Actual days lost - year to Jun 18</b>		15791	3926	5621	25338
<b>Change Jun 17 - Jun 18</b>	Volume	-2521	-331	20	-2832
	%	-14%	-8%	0%	-10%

*Actual days lost – broken down by term of sickness*

<sup>4</sup><https://www.gov.uk/government/statistics/weekly-national-flu-reports>

169. The graphs below demonstrate the breakdown of sickness by employee type and term over a rolling 12-month period. These graphs show the decreases in long and medium term sickness for police officers and staff.





*Trends for breakdowns of sickness by officers/staff and term*

170. The overall sickness cost has reduced by more than 16 per cent in the last two years. The driving factor of this reduction is the 21 per cent reduction in long term sickness.

		Long	Medium	Short	Total
<b>Cost - year to Jun 16</b>		£2,087,192	£400,373	£519,859	£3,007,425
<b>Cost - year to Jun 17</b>		£1,871,448	£402,860	£516,019	£2,790,327
<b>Cost - year to Jun 18</b>		£1,651,145	£365,578	£523,926	£2,540,648
<b>Change Jun 16 - Jun 18</b>	Amount	£-436,048	£-34,795	£4,066	£-466,776
	%	-21%	-9%	1%	-16%
<b>Change Jun 17 - Jun 18</b>	Amount	£-220,304	£-37,282	£7,907	£-249,679
	%	-12%	-9%	2%	-9%

*Overall costs based upon actual days lost – broken down by term of sickness*

Sickness Reason

171. In Force, sickness is categorised using the Dorset 12 method endorsed by the Health and Safety Executive (HSE)<sup>5</sup>. In doing so, it enables the Force to classify sickness using 12 different categories as displayed in the table below.

<sup>5</sup><http://www.hse.gov.uk/research/rrpdf/rr582.pdf>

172. In Force, in the year to June 2018 over a third of actual days lost due to sickness were attributed to psychological disorders (35 per cent) and almost a fifth were attributed to miscellaneous reasons (18 per cent, which includes operations).

Dorset 12	Actual days lost year to Jun 17	Actual days lost year to Jun 18	Proportion of total sickness	12 month % change
Psychological Disorder	9939	8820	35%	-11%
Miscellaneous	6115	4590	18%	-25%
Musculo/Skeletal	3673	3607	14%	-2%
Respiratory Conditions	2547	3045	12%	20%
Digestive Disorder	1729	1625	6%	-6%
Infectious Diseases	935	1236	5%	32%
Cardiac/Circulatory	1074	718	3%	-33%
Headache/Migraine	551	628	2%	14%
Nervous System Disorders	650	480	2%	-26%
Ear/Eye Problems	728	311	1%	-57%
Genito-Urinary	346	277	1%	-20%
Skin	19	44	0%	132%

*Actual days lost by sickness type*

173. The top five sickness reasons account for 85 per cent of the total sickness.
174. Reductions have been seen in psychological disorder, miscellaneous and digestive disorder sickness, however there have been increases in respiratory condition and musculo/skeletal sickness. The increase in respiratory conditions is linked to the spike in sickness seen in December 17 and January 18.
175. Psychological disorders have seen a reduction of 11 per cent over the last year. This reduction is driven by the reductions in actual days lost for police staff and police officers.
176. It is worth noting that police officers have a significantly higher volume of actual days lost due to psychological disorders, with an average of 5.9 actual days per officer, per year. Police staff have an average of 2.8 actual days lost per year due to psychological disorders.

Psychological Disorders Actual days lost	Force	Officers	Staff
Year to Mar 17	4.75	6.68	3.00
Year to Mar 18	4.16	5.88	2.76
% change	-12%	-12%	-8%
% of total days lost	34%	43%	26%

*Actual days lost for psychological disorders, per person, per year by employee role*

177. Psychological disorder sickness for police officers accounts for 43% of their actual days lost, compared to just over a quarter of police staff days lost.



## Deep Dive section on Police and Crime Priorities

### Priority 1 - Prevent Crime and keep people safe

#### Wiltshire Police and partners will understand and respond effectively to local communities' concerns and priorities

##### 1.01 Wiltshire Police continuing to increase the accuracy of recorded crime

Since October 2014, detailed auditing has taken place within the 'command and control' and 'records management' systems (Storm and Niche) to determine the forces' compliance with the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR) in relation to the conversion of incidents to crime and the correct classification of crime records. The incidents selected were considered high risk, such as sexual offences, rape and violence, and those most likely to reveal mis-recording or under-recording of crime.

An ongoing audit of crimes and incidents reviewed and corrected by the Crime and Incident Validation Unit (CIVU) since June 2016 has demonstrated an improvement in overall compliance. Monthly meetings are held with the Chief Constable to discuss the audit results and this is followed by a crime recording meeting in which tactical leads take action to improve compliance based upon the audit results. In June 2018 the Executive Leadership Team agreed additional resourcing for the CIVU and recruitment is currently ongoing.

In August 2017 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted a crime data integrity inspection in Force. The inspection primarily focused on the accuracy of incidents being accurately recorded as crimes relating to rape, sexual offences and violence. The Force was issued with a 'good' rating for crime compliance and acknowledged the impact that understaffing the CIVU had on the overall crime compliance rate. The results of the inspection placed Wiltshire in a strong position compared with other forces in the country.

##### 1.02 Local communities continuing to be satisfied with the service they receive from Wiltshire Police



Wiltshire Police are committed to delivering Community Policing Teams (CPT) whilst ensuring that they are built on effective engagement and consultation with communities.

Based on the College of Policing guidance essential elements include:

- A clearly defined and transparent purpose for engagement activities
- Regular formal and informal contact with communities
- Making available information about local crime and policing issues to communities
- Engagement that is tailored to the needs and preferences of different communities
- Using engagement to identify local priorities and inform problem solving
- Officers, staff and volunteers providing feedback and being accountable to communities
- Officers, staff and volunteers supporting communities, where appropriate, to be more active in the policing of their local areas.

Engagement plans for CPT's are in place. They identify both community priorities and hard to reach communities, ensuring we address needs and concerns. Community issues are discussed at the daily management meetings (DMM) to ensure daily activity and focus and the DMM chair holds 24/7 Inspectors to account for delivery.

The new Force website enables CPT's to make available information about local crime and policing issues to their communities and identify and communicate priorities. This allows the public to see that we understand their issues, are connected to their concerns, hear what they say and ultimately evolve our response. The new Force website also provides crime data so that communities can understand the issues impacting their communities. This coupled with an increase in a social media presence, which is tailored to each CPT area, means we help ensure that communities are satisfied with the service they receive.

PULSE patrols (a Met tactic recommended through HMIC) have been widely adopted amongst CPT. Community officers will identify local issues and flood areas,

offering reassurance and disrupting harmful activity. Engagement then continues through social media as we promote activity and once again reaffirm to communities that we are listening.

Recently, Wiltshire Police Officers attended a local youth forum which was held in partnership with the Council, Youth Service and Charities where issues such as how to best engage with this demographic were discussed. The meeting was a huge success as there was representation from hard to reach younger people and the forum received some excellent ideas. We are now working alongside our partners to develop a strategy for how to best engage with younger persons, especially those from hard to reach communities.

Swindon CPT have been holding specific community events with partners whereby they engage with hard to reach communities. Swindon North have been scoping through an app, specific questions regarding visibility and engagement with communities in order to better understand and tailor how we embed with communities. This helps inform and deploy 'community cards' in Swindon, whose aim is to improve visibility and engagement.

By regular engagement with our communities the Force has been successful in identifying community members that are willing to join Independent Advisory Groups (IAG's). Local Independent Advisory Groups work closely with CPT Inspectors. Their role is to reflect the views of increasingly diverse communities and advise Police on how best to respond to crime and community issues. We use this insight to shape our service for the benefit of all our communities and engender trust, confidence and satisfaction.

Service user satisfaction continues to be monitored through the victim satisfaction survey. The survey allows us to understand the satisfaction levels from different groups of victims in more detail and identify potential gaps in our service delivery.

The latest Crime Surveys make for an extremely positive read. Wiltshire scored very well and actually achieved a 1st for meeting community priorities which is a good indication that our improvement plans are having a positive impact.

### **1.03 Community Policing being embedded into the fabric of communities**

Community Policing Teams (CPT) have been in post for over a year and have

become embedded in process and structure. A clear drive has been to stabilise the teams and, through strong leadership, embed a “one team” ethos and a more responsive way of working. The CPT Inspectors have the responsibility for being the visible Senior Police Officer for the area. The structures and staff reporting within these teams are tailored to the respective geographical areas to ensure the effectiveness of service delivery. Each Hub Command has a flexible tasking team who can be dynamically tasked to respond to emerging issues within community areas.

Local Independent Advisory Groups (IAG’s) have been introduced and work closely with CPT Inspectors. Their crucial role is to reflect the views of increasingly diverse communities and advise Police on how best to respond to crime and community issues. Recently IAGs have provided feedback on Hate Crime Policies as well as the use of ‘Spit Hoods’. These have been used to alter documents and we have created a ‘you said, we did’ process to ensure that membership of IAGs can see their contribution to our service.

Volunteers are a core part of the Community Policing Teams and they perform a crucial and varied role. They range from Community Speedwatch, where local people play a key role in tackling speeding in their community, to the Special Constabulary. Special Constables perform the same role as their full time colleagues, and are an essential part of the Community Policing Teams. Importantly, they are also members of the public and are able to represent Policing in their communities. The volunteers are part of the Government’s “Citizens in Policing” priority, which traces back to Robert Peel’s Principle’s in Policing.

Current initiatives being run throughout the county include:

- We have created one page fact sheets for our officers to detail in a quick and digestible format the expectations of leaders and communities regarding visibility and engagement.
- Our CPT Officer’s use community messaging to ensure key information and priorities are shared. This is backed by a strong social media presence.
- CPT County and Swindon have embedded early intervention officers to help younger members of our communities to focus down the right pathways and divert them away from experiences that may cause them harm.

- PCSOs are aligned to schools to help establish and maintain relationships.

CPT has worked closely with partners, such as FACT, Wiltshire and Swindon Councils to identify and develop strategies and tactics for engaging harder to reach communities. Examples include a partnership initiative in Pinehurst where partners and police are using applications to ask communities how we should engage and what their expectations are of services including the Police. In CPT County we ran a similar scheme with local authorities speaking to younger, hard to reach under 18 year olds and are tailoring what service we provide; we are currently looking at whether a single point of contact resource is the best for our communities and partners. In Wiltshire we also participate in the Vulnerable Persons Re-Settlement Scheme whereby we help Syrian families re-settle in Wiltshire. This involves specific engagement with both the families and the communities supporting them.

Through the Community Policing Innovation Board, Chaired by the ACC Operations and Partnerships, continued improvements will be sought to the delivery of Community Policing in Wiltshire. This Board is committed to bringing the best service, through innovation, to the communities of Wiltshire.

Over the next few months CPT will be working towards College of Policing guidance regarding the modernisation of Neighbourhood Policing. This will be governed by a project board and strategic board. We will be asking our frontline staff for ideas on improving community policing and facilitating change through a project team.

#### **1.04 Police informing the public about how they are keeping them safe**

During the first quarter (1 April - 30 June 2018) Wiltshire Police have continued to regularly inform the public about how we are keeping them safe. Engagement with the public, and internally with our colleagues, was essential during this time period as the Force dealt with the Salisbury poisoning on 4 March. Operation Fairline (and subsequent second major incident known as Op Fortis in quarter two) remained the most high profile incident for the Force until the recovery phase was announced at the end of April.

This major incident attracted local, national and international media interest and had the potential to cause widespread panic. It was essential to keep the public updated and warning and informing played a critical role in reassuring local communities. Corporate Communications played a key role in Strategic Command Group and Tactical Command Group meetings and were in regular contact with the Counter

Terrorism (CT) policing network throughout. The Home Secretary, Prime Minister and Prince of Wales and Duchess of Cornwall made visits to Salisbury, offering support to the community in the wake of the poisoning. The Force received hugely positive feedback for the way in which it kept communities informed and updated, using a mix of traditional media, social media and face to face engagement.

#BeyondtheBeat was a summer long campaign that aimed to raise awareness of the hidden demands faced by Wiltshire Police. An issue, crime type or demand that Wiltshire Police deal with on a daily basis was explored during a dedicated week to demonstrate what policing in 2018 involves. The campaign launched on 14 May, focusing on mental health and coinciding with Mental Health Awareness Week. Additional themes that were covered before the end of June included county lines, Citizens in Policing (in line with national Volunteers' Week and Specials Weekend), alcohol and drug abuse, coinciding with the start of the World Cup, child sexual exploitation and 'who you gonna call' – an educational campaign reminding the public when to call 101 and 999. Wiltshire Police also highlighted how the Force works with partner agencies on key issues as part of the #BeyondtheBeat campaign. Social media, media releases, guest website blogs and media interviews were used to raise public awareness of the hidden demands each aspect brings, with opportunities taken to inform the public how we keep them safe and reiterate safety advice.

Four episodes of the Channel 4 documentary '999 - What's your emergency?' were aired between mid-April and mid-May, focusing on Cars, Mothers & Sons, Isolation and Cannabis. As has been the case throughout, each episode has been supported with social media activity which has provided an opportunity to engage with members of the public as the show aired. In general terms, public opinion has been very supportive.

A total of 295 media releases were issued during this quarter. Information about assault, burglary, drugs and theft made up almost half (42 per cent) of these releases with other content including appeals for information, incident updates, arrests, crime prevention advice, good news stories and wider Force updates.

Social media remains a key channel and we continue to look for creative ways to communicate our messages. Our fans and followers on Wiltshire Police social media accounts have continued to increase, from 50,869 to 51,808 fans on Facebook and 59,818 to 60,662 followers on Twitter during this quarter. Our Instagram following is currently 2,440 and Community Messaging members have increased from 10,142 to

10,290.

## Objective two

### Preventing crime and reducing harm by working with local communities

#### **1.05 Wiltshire Police increases the numbers of people involved in helping to keep communities safe by participating in 'watch' and cadet schemes and volunteer roles.**

Wiltshire Police are fortunate to have some exceptional people within our communities, who undertake volunteering roles. As an organisation we value the unique skills each volunteer brings and the time they invest in helping to make our communities a safer place.

Over 160 people currently work directly with Wiltshire Police as volunteers. Their roles are considerably varied and include; restorative justice facilitators, office support, bobby van and online safety support.

More recently the force have been developing new volunteer roles including community messaging and support, rural crime partnership support and vehicle cleaning and inventory and these roles have been advertised via the new force website and social media. In order to seek more diverse recruitment the Volunteers Manager has also been working with positive action organisations such as WorkFit, Wiltshire Employment Services Team (W.E.S.T) & Step Together at Tidworth. The total number of approved volunteer roles now stands at 20 roles.

With the support of the National Volunteer Police Cadets (NVPC) Programme the force has been working hard to increase the number of cadets and to recruit young people from 'hard to reach' groups. NVPC have offered access to training, resources and other support to assist development of the Wiltshire Cadets Programme.

Cadets volunteer at community events and initiatives alongside our officers and members of the Special Constabulary. Cadets have supported a number of high-profile events including Solstice, WOMAD, Remembrance events, Swindon Pride and the Emergency Services Show.

Community Speed Watch (CSW) consists of 110 teams across Swindon and Wiltshire which is made up of over 1,100 active participants who volunteer in their

communities with the aim of enhancing road safety. The scheme continues to be evaluated by a working group consisting of CSW volunteers and police and valuable in allowing us to utilize the expertise of our volunteers whilst keeping them integrated and engaged. We are also hoping to adopt a new procedure (with the acronym 'Swan') which will improve the administrative burden for CSW volunteers.

The force is also part of a regional working group consisting of CSW representatives from Wiltshire, Gloucestershire, Avon and Somerset, Devon and Cornwall and Dorset. The working group has been set up to share best practice and develop current processes.

After a successful pilot CSW are also now working with Community Policing Teams, identifying hotspot areas which and then resourced through CPT local tasking allowing enforcement activity to be carried out. Key benefits include a joined up approach between CSW and CPT, enabling local officers to be tasked effectively and proportionately and increase visibility across our CSW areas and teams.

The relationship between Wiltshire Neighbourhood Watch Association (WNHWA) and Wiltshire Police has been developing over the last year and formalised agreements are currently being developed including exploring how it links in better with CPT.

In June 2018 the Force celebrated all volunteers across the organisation as part of National Volunteers week. The force recognised that volunteers enable us to go above and beyond the service we provide to the public alone and help us to expand on the service we offer to the public, such as restorative justice. Volunteers also help us to check and test our services through Independent Advisory groups and Independent custody visitors holding the Force to account on behalf of the public.

#### **1.06 Wiltshire Police recruits and maintains 500 Special Constables and makes them an integral part of community policing teams**

The Special Constabulary Development project team was created to deliver the business case aimed at attracting, recruiting and training 500 specials. As the project now nears to an end it is anticipated the number of specials in force will be 350, each contributing on average 18 hours a month to policing in Wiltshire and Swindon. In July 2018 a record breaking 6,651 hours were given by Specials throughout the county and the PCC is so proud of our Officers and the commitment

they show to keeping our communities and key events safe.

The project will now become business as usual and a new command structure has been communicated to the Force with Special Superintendent Oaten leading the Special Constabulary in Wiltshire. Steps are being taken to integrate the Special Constabulary into the Citizens in Policing (CiP) portfolio and the aim is for Specials to be better integrated into CPT. Five strategic aims of the Special Constabulary have been created and include:

- Feel engaged and valued
- Be appropriately trained
- Fully utilise their existing skillsets.
- Be fully integrated
- Support the delivery of the Force's strategic aims.

The Police and Crime Commissioner understands that volunteers bring with them additional skills and experience from business and industry and the aim is for them to reflect the communities we serve. This can only add value to the work we do and benefit the communities of Wiltshire and Swindon.

**1.07 Wiltshire Police has the training, skills and specialist support to deal with rural crime as a core part of community policing teams. This will be supported by an active rural crime partnership and the Special Constabulary**

The Rural Crime Team (RCT) is a highly skilled team of individuals whose aim is to provide the rural community with a single point of contact, whilst offering specialist policing advice and guidance. The dedicated team deals with the specific rural crimes that affect our most isolated communities. Rural crime can be broken down into four main types:

- Heritage Crime
- Environmental Crime
- Wildlife Crime
- Agricultural Crime

The RCT, which consists of 2 x full time PC's and is supported by trained wildlife crime officers, who in turn support our Community Policing Teams (CPT) with their improved knowledge of rural and wildlife related offences. The team also help run



Farm Watch and Horse Watch. These schemes encourage the sharing of information, partnership working and help provide crime prevention advice.

The force has recently invested in the training of 20 officers at Lackham college by a wildlife crime trainer. This will greatly enhance the forces response to Wildlife crime investigations.

In October 2016 Wiltshire Police launched the Rural Crime Partnership (RCP) for Swindon and Wiltshire. This partnership is now fully established and meets on a quarterly basis.

The aim of the Partnership is to bring together representatives from a number of organisations to provide coordination and strategic leadership in tackling rural crime issues. The aims of the Partnership include:

- Reducing the number of victims of rural crime
- Improving the confidence of rural communities in reporting crimes knowing that action will be taken
- Reducing offending and re-offending
- Strengthening the Partnership over time to improve outcomes for all communities across Wiltshire.

The partnership is seen as the flagship in the region and other forces have visited Wiltshire to observe the RCP forum in action.

In July two national strategies were launched by the National Police Chiefs Council in conjunction with a number of partner agencies, for Rural crime and Wildlife Crime. The RCT will be looking to ensure that we are working to and achieving those objectives set within the strategies.

The RCT sits on the SW regional Rural crime group and also has an input into the National Poaching Priority group. Both groups seek to share information and best practices to help educate the public and disrupt those breaking the law.

A number of proactive Operations have been run by the RCT, in conjunction with CPT's. Operation Artemis is the force response to all aspects of poaching. This will be the second year Op Artemis is run within Wiltshire; last year there were 22 arrests within Wiltshire, leading to 16 successful prosecutions against individuals.

In September 2018 Wiltshire Police collaborated with MOD and the volunteer Special

Constabulary for Operation Aston which resulted in bikes seized under section 165 of the Road Traffic Act for not being road legal & being driven on an MOD area where the public aren't permitted.

In addition, the Wiltshire Rural Crime team supports Operation Clampdown, working closely with the [Angling Trust](#) and the [Environment Agency](#) focusing on tackling fishing offences.

A recent rural survey also identified people's concerns with Fly tipping and the Force are currently working with trading standards to deal with this issue.

Finally, the RCT have continued to develop the use of social media helping to communicate to farming communities through the creation of a closed Facebook page and a number of What's App groups. The page now has over 300 members and is continuing to grow.

#### **1.08 Wiltshire Police work with community safety partnerships to improve the management of evening and night time economies in Salisbury, Swindon, Chippenham, and other larger market towns**

The licensing team at Wiltshire Police continues to be proactive, supported by Wiltshire Council (WC) and Swindon Borough Council (SBC), in providing advice and guidance to licensed premises.

Licensing Officers work with partners to promote pub watch schemes throughout the county resulting in positive benefits for the NTE in these areas and a reduction in public disorder. Chippenham and Trowbridge schemes have been reinvigorated and are developing well. Work in the south of the county has encouraged liaison between Salisbury and Amesbury pub watch schemes fostering closer collaboration and partnership working. Swindon town centre and old town pub watches have merged together and they have been working with In Swindon to develop an APP to improve the process of ban requests.

The licensing team continues to develop the Community Resolution Training project. This offers an alternative route to prosecution for first time offenders and the opportunity for them to develop an awareness of the impact of disruptive and disorderly behaviour under the influence of alcohol, in public spaces. The intention is to create a programme that focusses on reducing the number of repeat offenders for

drunk and disorderly behaviour. The target group will be first time offenders, aged 18 years and above, who have been involved in alcohol related incidents. The objectives of the project will be reducing alcohol related risks, raising awareness of health issues, encouraging responsible drinking and reduced re-offending.

Working with both authorities Wiltshire Police are committed to implementing the 'ask for Angela' initiative across the County by the end of the year. This is a national initiative in which licensed premises can be alerted to, and offer help to, customers who find themselves concerned about a date when on the premises. The scheme is fully operation in Gloucestershire and the Licensing team has visited the force to see how the initiative is implemented and to learn best practice. The scheme is set to be launched in October 2018. This will prove to be the first tri agency scheme with further plans for a joint Christmas campaign to support a safe night time economy during the festive season.

In February 2016, Chippenham was awarded purple flag status and in January 2017 Salisbury was reassessed and retained its purple flag status. Swindon continues to work towards this status. Purple flag status is awarded for town & city centres that meet or surpass the standards of excellence in managing the evening and night time economy. This is a great recognition to the safety of the night time environment that exists in these areas. A considerable amount of partnership work has gone into these achievements

Regular informal and formal Licensing Tasking meetings are now established with both Local Authority's. County Police licensing staff provide two weekly reports which allow for constant checks with WC licensing authority over joint operations. Swindon's licensing officer meets regularly with his counter-parts from SBC licensing authority ensuring ownership of issues and the tracking of progress.

Regular communications between multi-agency partners has allowed for more joint visits and joint operations including SBC working with Special Constables on taxi operations.

Wiltshire police are currently trialing a traffic light scoring process allowing a transparent and regulated approach to working with premises. This approach ensures the premises are aware of the process and the same action is taken against the premises irrespective of its location: Swindon or Salisbury for example.

**1.09 Local authorities, police and fire service work together to improve road safety through the three E's: engineering, education and enforcement**

The Road Safety partnership operational group now reports to both Community Safety Partnerships and is led by the fire and rescue service. Both police and local authorities are developing refreshed plans to address death and serious injury on Wiltshire Roads.

Death and serious injury continue to present a public health and safety challenge compared to similar areas. The road safety partnership group have identified and working to resolve issues within Thamesdown Drive in Swindon where the LA have installed a range of engineering and enforcement measures to address community concerns.

The PCC continues to commission and support local communities through the Community Speed Watch Scheme and the special constables have been providing additional enforcement to ensure support this work.

### Objective three

#### Wiltshire Police is effective at preventing crime and reducing threats

##### **1.10 Maintain the rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in its inspection of effectiveness**

Wiltshire Police has, for the second year running, maintained its rating of ‘good’ from the 2017 HMICFRS Effectiveness Inspection. The next Inspection will take place in the December 2018 and subsequent publication will be March 2019. The Effectiveness Inspection evaluates the following pillars :

- Preventing crime and tackling anti-social behavior
- Investigating crime and reducing re-offending
- Protecting vulnerable people
- Tackling serious & organised crime.

##### **1.11 Increase the capacity to work with partners to embed crime prevention in policing and local communities**

The Crime Prevention Department manages tactical crime prevention, youth

engagement, mental health, licensing, troubled families and cyber -crime prevention.

These roles work alongside partners to ensure that threat, risk and harm drives preventative activity as well as offering advice on problem solving and having a good understanding of "what works" in terms of crime prevention. The team place a focus on early intervention and this is the key thread that runs through all work.

The Crime Prevention Department has been working with partner agencies to provide safety advice around the threat of knife crime. Swindon and Wiltshire Community Safety Partnerships (CSP) have formally assumed governance for the knife crime early intervention and prevention action plan, and confirmed knife crime as a CSP priority. Early interventions for young people have been identified and prioritized and in January 2018 over 40 front line practitioners were trained to deliver the 'Fearless' approach to young people at risk. The aim is to support young people to not become involved in knife/weapon related offences in the first instance.

Both CSP's have given a mandate to scope developing an intervention used successfully in Gloucester, known as The Call In. This brings (calls in) young people with a risk marker for knife crime into court, where they see real footage of knife crimes and hear testimonies of the impact of knife crime from a range of partner agencies, victims, harmers and family members. An initial meeting has been held which included CPS, the Gloucester team as advisors, a resident Judge who wants to give his time, and crime prevention leads. The scope will go to CSP's in the autumn and we hope to deliver the intervention in Swindon and Salisbury in early 2019.

The possibility of establishing a Wiltshire football tournament targeting "at risk" young people as a means of promoting a positive relationship with the police is being looked at. Such an event would be run in collaboration with the Kickoff@3 charity and would link in with a national final held in London in Summer 2019.

A detailed crime prevention toolkit has been developed and implemented to deal with the increased prevalence of Asian gold thefts in and around Swindon. The toolkit includes advice on protecting your jewellery and property and a communication strategy has been developed to target high risk groups via social media and posters. Toolkits for frontline officers have also been produced around the topics of Modern Slavery and County Lines.

The 2018 Junior Good Citizen scheme was held across a four-week period in June at the Punjabi Community Centre in Gorsehill, Swindon and at the Wiltshire Scout

Centre, Potterne near Devizes, enabled by a grant from the Police Crime Commissioner. This year marked the 30<sup>th</sup> anniversary of Junior Good Citizen for the Swindon area. The events were well attended with 1,695 Year Six (10-11 years old) children took part, from 39 schools across Swindon and 52 schools with 1,163 children attending from across Wiltshire.

Police Cadets and World of Work continue to attract involvement and engagement of young people, and the team has been working with Trowbridge College students to create a short film educating young people of the risks of carrying a knife, which will be made available via social media outlets in the autumn term.

CPT have visited 60 primary, secondary and colleges over the past academic year and lessons delivered to over 9,000 students around topics such as personal safety, sexting, bullying, knife crime awareness and the primary role of police.

The organisation continues to develop the 'Safety Centre' project. The purpose of a safety centre is to offer purpose-built sets based on real-life situations such as a road, a shop, a dark alley and a burning building. Such centres give children and young people an opportunity to learn how to keep themselves safe by giving them practical training in how to handle unexpected events. In December 2017 the Fire Authority concluded that the Wroughton site was not suitable and the project team is now working on delivering the centre at a site in Swindon, with a view to opening in the summer of 2020. Wiltshire Police are working alongside Dorset and Wiltshire Fire Service, who are leading the project, as part of the ongoing working group.

Wiltshire Police have a dedicated Mental Health Lead, Sgt Mike Hughes who is supported by two Community Engagement and Demand Management Officers (CEDMOs). They work within the Mental Health Recovery Teams, one in Swindon one in Salisbury. As part of the 'high intensity user network scheme' a small cohort of high intensity users (approx. 10 per area) have been identified and the CEDMOs are working alongside health colleagues, providing appropriate support and setting clear boundaries, the aim being to reduce the level of demand placed on police and health services.

Wiltshire Police work together with a number of partners within the local multi agency care planning groups to produce mental health care plans, ensuring that the response provided by partners when responding to individuals is joined up and that the person receives the most appropriate level of care according to their needs. In addition, the

mental health control room triage team continues to receive very positive support, assisting officers in providing the most appropriate level of care and support.

### **1.12 Work to protect people from becoming victims of cyber crime**

In July 2018 the Digital Investigations & Intelligence Unit (DIIU) was formed. The DIIU provides leadership, best practice, research and support for digital investigations with a team of skilled and experienced investigators focusing on cyber dependent and high end cyber enabled crime. The unit assists Officers with digital elements of investigations including the development of digital intelligence and has a dedicated prevent officer to help give cyber advice to our communities and businesses.

Local trends will be identified within this work, alongside national trends which are fed in by the South West Regional Organised Crime Unit, the National Fraud Intelligence Bureau and Action Fraud. The will work to identify opportunities to educate individuals and corporations around cyber dependent crime, and cyber security. A campaign around cyber safety is currently underway as part of the 'beyond the beat' communications with the DIIU coordinating cyber inputs from across the force and from Stay Safe Online, Bobby Van, Action Fraud and the Forces Fraud Department. The DIIU will constantly seek to support the front line and investigative departments providing up to date and current advice and guidance on matters such as sextortion and phishing, as well as technical support on more common issues.

Our Cyber Prevent Officer has been working closely with and supporting the DIIU in making contact with all reported victims of crime and providing individuals with protection advice. He has established a close working relation with the Bobby Van Trust ensuring that there is continuity in the protection messages being delivered, as well as working closely with the "Get Safe Online" team with a view to having an interactive Protect Stand at the Emergency Services Show being held on 16th September 2018 at Kemble. The Prevent Officer has also met with some local businesses in recent months in order to raise awareness of specific crime trends and to discuss their security measures as well as establishing contacts within the education arena.

### **1.13 Work to disrupt the efforts of organised crime and drug gangs to infiltrate communities. This will involve working effectively with local partners, including action to reduce exploitation of children and adults**

As a Force we have made significant improvements in working with partners to

reduce vulnerability to organised crime. Following an upsurge in the number of local children being exploited by organised criminals, last year, we have worked effectively with partners to put effective pathways in place for raising to the attention of MASH (Multi Agency safeguarding hub) and MARP (the Multi Agency Risk panel) the children we feel may be being exploited by organised criminals. We are also piloting a Criminal Exploitation of the Vulnerable officer within the Opal CSE team to further reduce the vulnerability of these children.

We have effective partnership working groups such as the Anti- Slavery Partnership and Operation Tarak partnership against County Lines in place, as well as an overarching Organised Crime Partnership Board to help partners come together to more effectively protect communities and tackle organised crime. In addition, Force wide communications and awareness campaigns are scheduled to be rolled out to further raise awareness among partners and the public around organised crime.

Wiltshire runs an Organised Crime Partnership Board which oversees the activity against a range of strands, including Modern Slavery and County Lines. A number of active partnership working groups addressing organised crime and gang related threats (County Lines) exist. Organised Crime Group mapping has now been regionalised and as of the April 2018 the ROCU (Regional Organised Crime Unit) now undertake mapping and scoring, supported by the Serious and Organised crime threat desk in the Intelligence Development Hub. Processes to identify organised crime and priority individuals are currently being explored in the Intelligence Development Hub.

#### **1.14 Improve criminal investigations to provide an effective service**

Wiltshire Polices Head of Crime has been developing a number of key strands of work aimed at improving criminal investigations across the force and enhancing our service to victims. This is supported by a Major Crime Review Officer whose role is to conduct investigative debriefs, peer support and reviews.

In April 2018 Rhoda Nikolay began her work with the Community Policing Teams (CPT's) across Wiltshire to assist in improving investigative standards. Rhoda is a qualified lawyer and ex Head of CPS Berkshire. She has been commissioned for 12 months and will provide 10 sessions a month in which she will work alongside PC's and Sergeants in their file building and ongoing cases. She will review cases and provide expert advice on a one to one level. She has a wealth of experience and knowledge and has been commissioned previously by Thames Valley Police where



she has carried out a similar initiative. The feedback from her initial session has been very positive and officers are making good use of her skills and advice. In addition all CPT and Duty Inspectors are undertaking Evidence Review training in September 2018 which as a result will allow them to scrutinize their teams' workloads. The force is currently exploring options to roll out Evidence Review training for all CPT Sgt's.

A working group has been created by Rhoda and D/Supt Sarah Robbins looking at Improving Investigative Standards. The meeting is represented by members of all investigative departments from CPT to CID and Public Protection Department (PPD) and incorporates supervisors from the Command and Control Centre. Its focus is to identify new initiatives whereby improvements to the standards of investigations can be achieved over the next year or so. It is acknowledged that improving standards will not be a quick process and officers will need support from those members of staff that have more expertise and accreditations in investigations such as members of CID and PPD.

In January 2018 the Pre-Charge Advice Submissions Panel was introduced to quality assure cases thought to be ready for a CPS charging decision. The purpose of the Panel, which is chaired by Rhoda Nikolay, Guy Turner (Force Review Officer) and DS Bob Cooper, is to ensure that those cases progressing to CPS are of sufficient standard to negate or substantially reduce the need for case Action Plans and to identify and conclude those cases where there is no realistic prospect of a conviction.

The Panel also provides advice on CPIA/Disclosure, lines of enquiry not considered and provides bespoke feedback to the OIC and Supervisor on the content and quality of their MG3.

We continue to invest in improving the quality of our investigative interviews, particularly in rape and serious sexual offence investigations. In the past year we have trained 20 Interview Advisers to provide high level support and guidance to all staff in planning, conducting and evaluating our investigative interviews, both victim/witness and suspect. Further upskilling of staff has been made through a number of CPD events with presentations from national experts in interviewing our most vulnerable.

We have also undertaken significant Estates work at Melksham with a complete refurbishment of the unit to improve the environment for those vulnerable victims and witnesses attending to provide video interviews.

Bob Cooper and Rhoda Nikolay continue to work with CPT/LCI staff across the

county to support them with their sexual offence investigations. This is achieved through inputs and presentations and by providing direct investigative advice and guidance.

It is clear that the confidence and competence of our staff to investigate rape and serious sexual offences has improved. The overall standard of our investigations is improving as is the quality of our file building and there is now a better understanding of what is required if a charging decision is to be achieved. There is also a better appreciation of those cases that will never realistically reach a charging threshold and for those cases earlier decisions are being made to conclude the investigation and thereby reduce the time victims spend in the justice system, allowing them to move on with their lives.