

Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter One 2019-20 (1 April to 30 June 2019)

For Police and Crime Panel meeting 5 September 2019



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Introduction by Commissioner Angus Macpherson

This document provides the performance summary for quarter three 2018-19 against my Police and Crime Plan 2017-21.

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:

National announcement in Police Officers

I welcome the Prime Minister's promise of 20,000 new police officers as a positive step for policing. The Home Office is coordinating a national delivery structure with the National Police Chief's Council.

Wiltshire Police continue to support these plans and I am determined we recruit these officers as soon as possible. In response to this Wiltshire police have increased the intake for new officers in December this year.

We await further details on what mechanism and the local allocation of funding for the additional officers and the support services required to recruit and maintain these new numbers.

Publication of Annual Report and Force Management Statement

On 27 August 2019, I published my Annual Report 2018/19. The content and delivery against my plan was discussed at the last panel meeting. It has been a challenging but positive year. This includes the increase in Police Officers, success in tackling knife crime, and investment in cybercrime fighting capability.

For the first time, this year's report also includes a public summary of the Force Management Statement (FMS). This is an annual report collated by the Force which sets out the challenges and demands facing Wiltshire Police and the capacity and capability of the Force to meet these.

The FMS is an important tool in showing the public, in real terms, how policing their communities is changing and how we are adapting to meet these growing demands. It is the evidence base on which the Chief Constable advises me and I consider this in setting policing priorities.








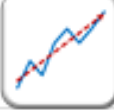
<https://www.wiltshire-pcc.gov.uk/article/4912/Annual-Report-2018-19>

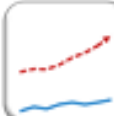

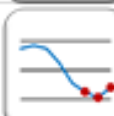







Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
August 2019



Performance dashboard Key

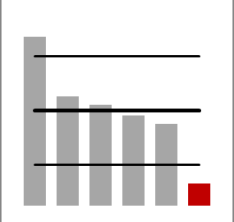
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last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

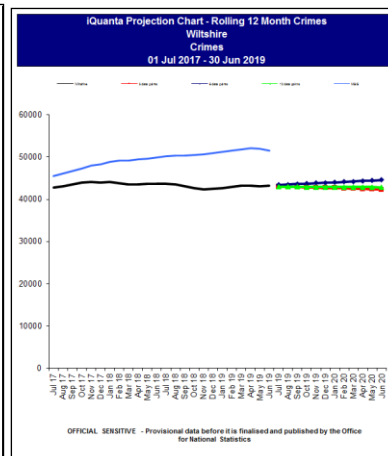
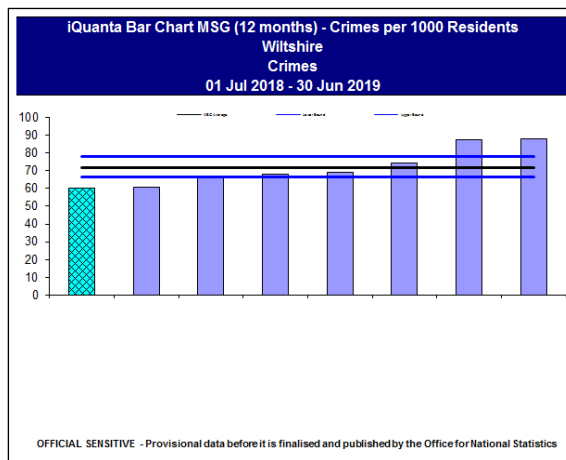
**Quarter One
Performance dashboard**

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	10,952		Reduction on the previous year and significantly lower than peers	S136 Arrests	70		Increasing trend	Satisfaction of victims with the whole experience	77%		Improving	Immediate response time	10mins 26sec		Consistently good
Crime recording compliance	88.1%		New methodology. General improvement.	Volume of CSE crimes	33		Stable	Satisfaction with being kept informed	65%		Improving	Priority response time	53mins 26sec		Consistently good
Cyber flagged + Key word	668		Increasing trend	Volume of DA Crime (ACPO defined)	1,594		Increasing trend	Satisfaction with ease of contact	94%		Improving	Average time to answer 999 call	4 sec		Consistently good
Hate crime volume	163		Stable trend	Volume of Sexual Offences (Recent / Non Recent)	380		Significantly lower than peers	Satisfaction with treatment	91%		Improving	Average time to answer CRIB call	1min 4sec		Improvement sustained
Outcome ratio*	16.4%		Improving and above peer average					Conviction rates	90%		Stable and high (to May 2019)	CRIB Abandonment rate	3.4%		Improvement sustained
ASB volume	4,424		Stabling following significant long term reductions (linked with crime recording volumes)					% of cracked or ineffective trials due to prosecution	21%		Increasing trend stabling	Quality of full files (error rate)	2.5%		Constantly low error rate
Overall confidence with the police in this area	78.3%		High public confidence									Volume of complaints	180		Increasing trend linked to recording capability
KSI- Collisions	273*		*data to April 2019									% Complaints recorded within 10 working days	93%		Improving
Special Constables hours deployed	16,469		Declining trend									Complaints average number of days to record	6 days		Improving
												Percentage of appeals upheld	33%		Reduction in appeals
												Number of actual days lost per person (rolling 12 months)	15.1		Increasing trend
												Percentage of CPT "at work"	84.2%		New measure
												Percentage of CPT "available to respond"	62.9%		New measure

1. Prevent crime and keep people safe

Crime volume	Q1: 10,952 - 43,523 rolling 12 months	
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1. There were 10,952 crimes recorded during quarter one and 43,523 in the 12 months to June 2019.
2. This represents a reduction of 170 recorded crimes (0.4 per cent) compared to the previous 12 months.
3. The recorded crime rate per 1,000 population for Wiltshire in the year to June 2019 is 60.3 crimes. This is significantly below the most similar group (MSG) average of 71.9 crimes per 1,000 population as shown in the chart below:



All crime up to June 2019 – most similar group (MSG) position

4. The latest national crime statistics publication¹ cites that for many crime types, police recorded crime statistics do not provide a reliable measure of levels or trends of crime. This is particularly in relation to the improvements in crime recording practices being adopted up and down the country.

¹ Crime in England and Wales: year ending December 2018 - <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingmarch2019>

5. Police recorded crime has increased nationally by 8 per cent in the 12 months to March 2019 and 2 per cent regionally.
6. The Crime Survey of England and Wales estimates that actual instances of crime has remained stable compared to the previous year.

Figure 1: Following long-term declines crime estimated by the survey has not changed significantly over the last year

England and Wales, year ending December 1981 to year ending March 2019



Source: Office for National Statistics - Crime Survey for England and Wales

7. In the 12 months to March 2019, Wiltshire is one of only four forces to have reported reductions in their volumes of recorded crime.
8. Wiltshire are approximately 18 months ahead of the national trend as predicted within previous performance reports.
9. My press release on this publication can be accessed via my website².

10. Wiltshire are confident that the current position compared to other forces is as a result of improving its crime recording compliance sooner than other forces.

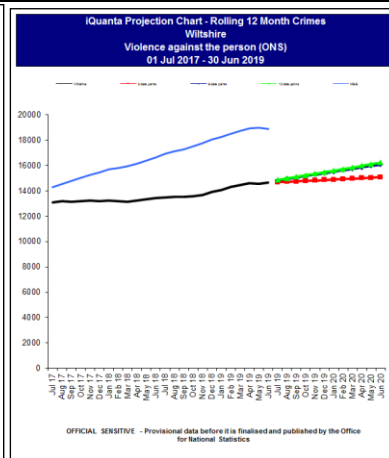
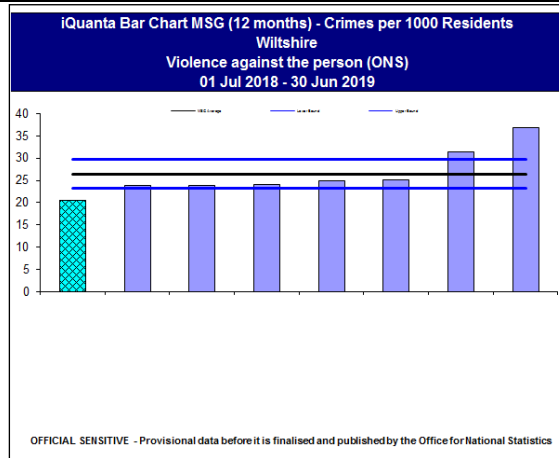
11. The table below provides a breakdown on crime group volumes for the 12 months to June 2019 compared to the previous year.

Crime Category	Crime Sub Group	12m to June 2018	12m to June 2019	Volume Change	% Change
All Crime		43,671	43,357	- 314	- 0.7%
Violence Against The Person		13,489	14,680	+ 1,191	+ 8.8%
	Homicide	1	5	+ 4	=
	Violence WITH Injury	5,896	5,712	- 184	- 3.1%
	Violence WITHOUT Injury	5,575	6,161	+ 586	+ 10.5%
Sexual Offences (All)		1,695	1,600	- 95	- 5.6%
Robbery		296	330	+ 34	+ 11.5%
Burglary (All)		3,838	3,066	- 772	- 20.1%
	Burglary (Business & Community)	1,222	1,138	- 84	- 6.9%
	Burglary (Residential)	2,616	1,928	- 688	- 26.3%
Shoplifting		4,272	4,454	+ 182	+ 4.3%
Vehicle Offences		3,609	2,661	- 948	- 26.3%
Theft from the Person		398	335	- 63	- 15.8%
Bicycle Theft		882	903	+ 21	+ 2.4%
All Other Theft Offences		4,503	4,375	- 128	- 2.8%
Criminal Damage & Arson		5,966	5,735	- 231	- 3.9%
Public Order Offences		2,583	2,717	+ 134	+ 5.2%
Possession of Weapons Offences		281	366	+ 85	+ 30.2%
Drug Offences		1,037	1,234	+ 197	+ 19.0%
Miscellaneous Crimes Against Society		791	716	- 75	- 9.5%
Racially/Religiously Aggravated Offences		425	349	- 76	- 17.9%

Crime group volume comparison to previous year up to June 2019

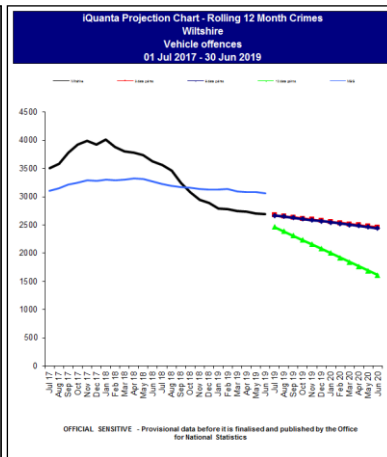
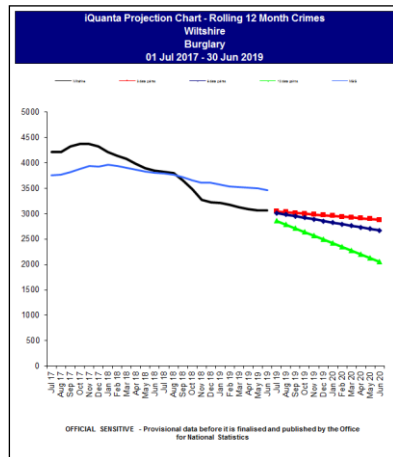
12. Please note that there are minor variations between internal and published crime figures due to our internal figures being a live data set.

13. Wiltshire has a significantly low overall crime and violence against the person crime rate (5th and 6th nationally) and 8th lowest sexual offences rate.



Violence against the person up to June 2019 – most similar group (MSG) position

14. The trend in Wiltshire for the volume of burglary and vehicle offences continue to be significantly better than the national trend.



Burglary and vehicle offences – rolling 12 months

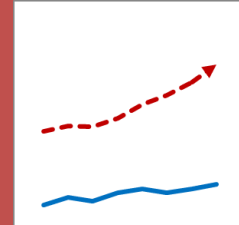
Crime recording compliance rate	Q1: 88.1 per cent	
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15. Wiltshire Police and the Office of the Police and Crime Commissioner (OPCC) are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.
16. 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.
17. 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.
18. To achieve this, a Crime and Incident Validation Unit (C&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.
19. The June 2019 audit of the work completed by the crime standards auditors identified that 97.5 per cent of crimes and incidents were compliant with national crime recording standards (NCRS) and 94.8 per cent with the Home Office counting rules (HOCR).
20. The overall crime recording compliance rate for June 2019 was assessed to be 88.1 per cent. This is the first sample that is using a collective force level audit as opposed to auditing by teams, thematics or risk factors.
21. Within this audit, domestic and hate related incidents were graded as high at 94.4 per cent. Other high risk crimes such as rape and serious sexual offences, serious violence, robbery, hate crime and public order were graded at 94.2 per cent.
22. The general trend is one of improvement but the historical data points are not comparable.
23. Further comparisons will be possible as the methodology will remain consistent throughout 2019-20.

24. With the CIVU fully resourced since December 2018, I anticipated seeing improvements in this area. It is pleasing to see the improvement.

Cyber flagged
+ key word

Q1: 668 crimes – 2,999 rolling 12 months



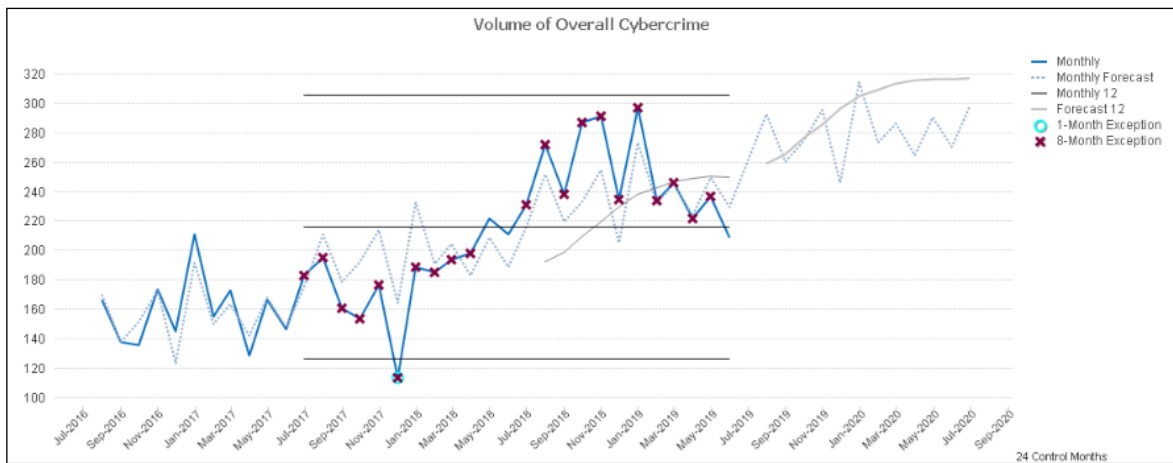
25. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

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.”¹

26. 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 Forces Criminal Intelligence department in line with national trends.



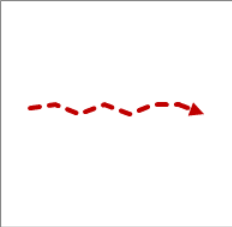
Cybercrime monthly and rolling 12 months volume up to June 2019

27. In Wiltshire during quarter one there were 668 cybercrimes recorded and 2,999 crimes reported in the 12 months to June 2019. This is a 37.4 per cent increase on the previous year.

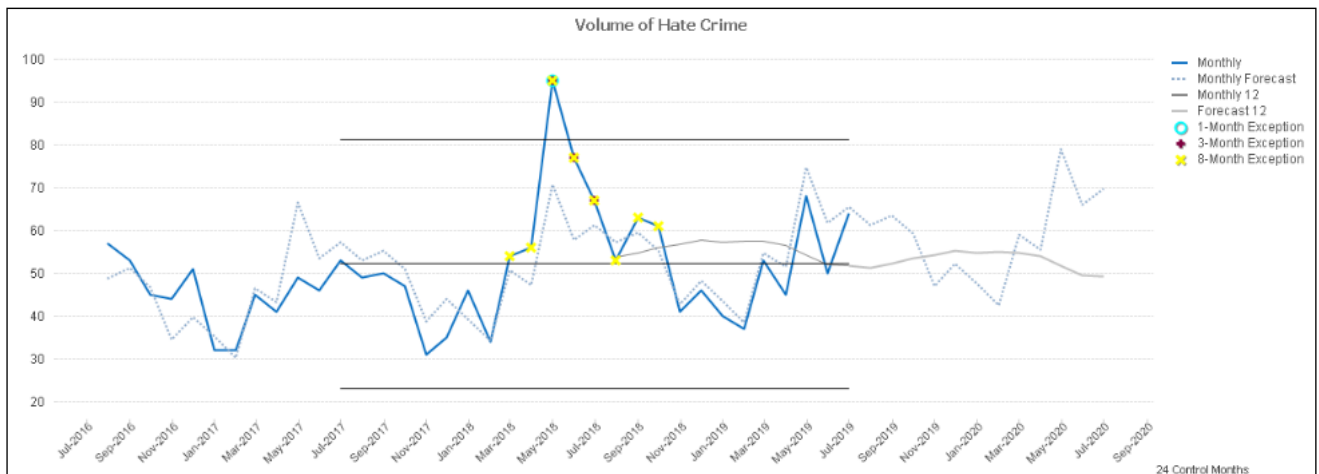
28. The increasing trend in cybercrime is partly driven by improved flagging and identification of cybercrime. However, it primarily reflects the changing nature of demand being placed upon the policing service locally and nationally.

29. The most common reported cybercrimes are stalking and harassment, sexual offences and public order. It must be noted that this refers to cyber enabled or cyber dependent crime excluding fraud, which is centrally reported via ActionFraud.

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

Hate crime	Q1: 163 hate crimes - 624 crimes rolling 12 months	
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30. There were 624 hate crimes reported in the year to June 2019. This compares to 627 hate crimes in the year to June 2018 (a decrease of 3 crimes; 0.5 per cent).



Hate crime to June 2019

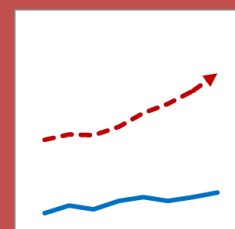
Hate Crime Type	12m to June 18	12m to June 19	Vol change	% change
Prejudice - Racial	508	436	-72	-14%
Prejudice - Sexual orientation	57	97	40	70%
Prejudice - Disability	52	48	-4	-8%
Prejudice - Religion	31	23	-8	-26%
Prejudice - Transgender	11	37	26	236%

Hate crime by strand to June 2019

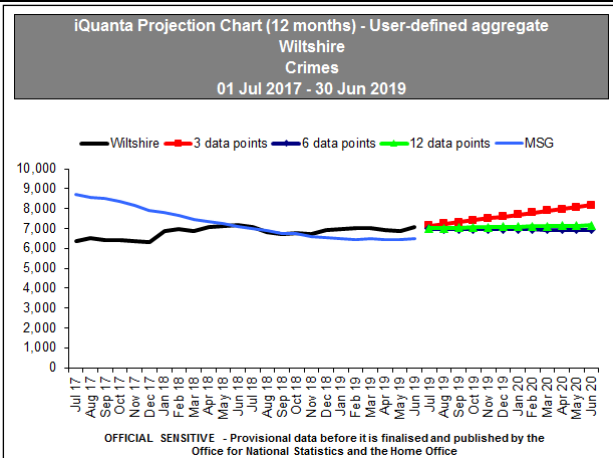
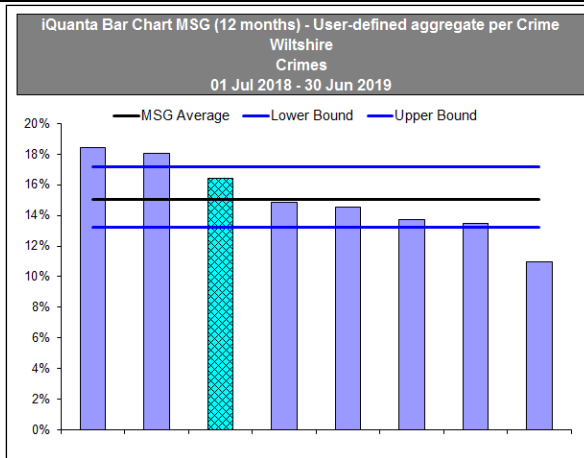
31. It must be noted that the table above records the classification of hate crime. If a victim has been targeted as a result of their religion and disability, it would show in both of the data sets. It would still represent one crime.
32. Analysis of this crime type is considered in fortnightly tasking meetings chaired by superintendents where the Force's key local threats, harm and risk are discussed alongside key events covered by the media.
33. The Force continue to work to understand public confidence, particularly from diverse and minority communities. This is to ensure that people have the confidence to report their crimes and incidents to us.
34. I have oversight of this measure through the quarterly multi-agency hate crime meeting.
35. There are no exceptions or concerns with quarter one figures.

Positive Outcome ratio

16.4 per cent rolling 12 months to June 2019



36. In the year to June 2019, 7,094 crimes have been detected (positive outcome). This is in line with the 7,150 detection the previous year.
37. This represents a positive outcome ratio of 16.4 per cent and is above the most similar group average of 15.1 per cent and in line with peers.



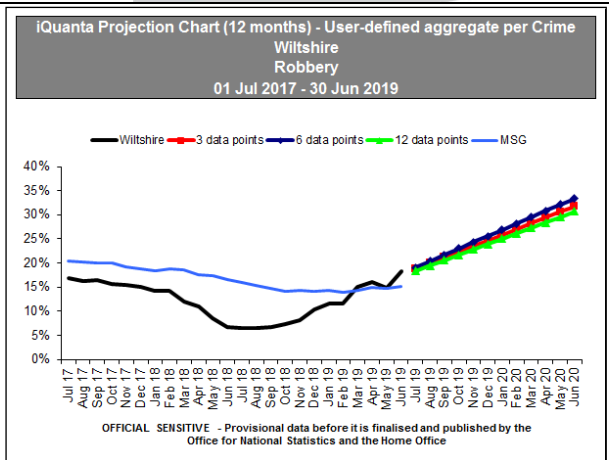
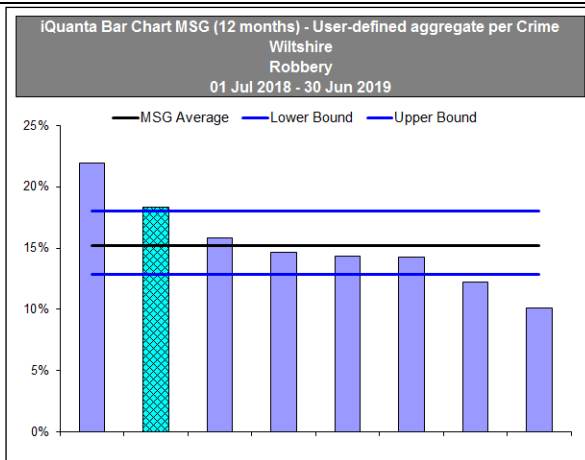
Positive outcome ratio up to June 2019 – most similar group (MSG) position

38. Forces nationally are seeing their outcome ratio decline and this is mostly correlated with increased crime recording compliance.

Crime Group	Crime Volume	Positive Outcome Volume	Positive Outcome %	MSG
VAP	14675	2553	17.4%	16.4%
Shoplifting	4455	1617	36.3%	36.7%
Drug Offences	1215	998	82.1%	77.9%
Criminal Damage & Arson	5726	628	11.0%	10.6%
Public Order Offences	2711	500	18.4%	16.7%
All Other Theft Offences	4391	289	6.6%	5.2%
Miscellaneous Crimes Against Society	715	249	34.8%	23.0%
Burglary	3065	200	6.5%	8.0%
Sexual Offences	1586	169	10.7%	8.1%
Vehicle Offences	2695	128	4.8%	5.5%
Racially/Religiously Aggravated Offences	347	84	24.2%	21.7%
Robbery	327	60	18.4%	15.2%
Bicycle Theft	899	59	6.6%	4.4%
Theft from the Person	337	10	3.0%	2.8%

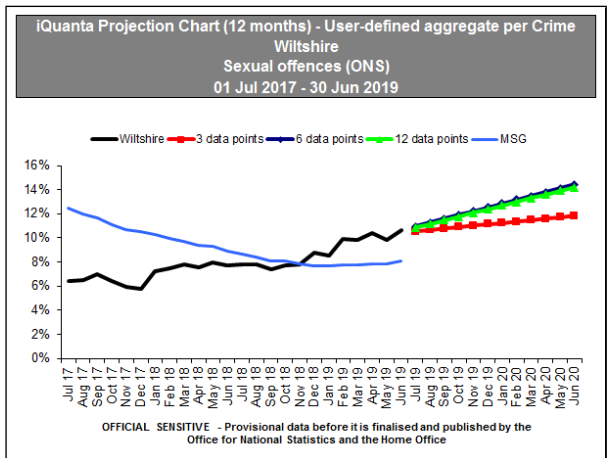
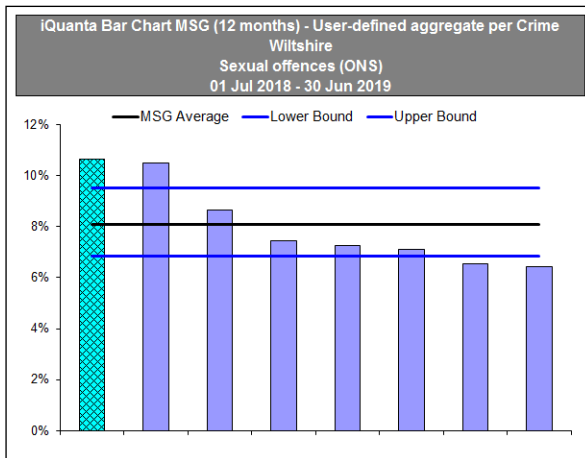
Positive outcome ratio by crime type – up to June 2019 in order of volume

39. The robbery trend has continued to improve during quarter one.



Robbery positive outcome ratio most similar group position and trend – 12 months to June 2019

40. The positive outcome ratio for sexual offences of 10.7 per cent is significantly above our peer average of 8.1 per cent.




Sexual offences positive outcome ratio most similar group position and trend – 12 months to June 2019

41. A huge degree of effort continues to be put into improving the investigative standards of our community policing teams under the leadership of Detective Superintendent Sarah Robbins.

42. The Force Investigative Model (FIM) review systematically reviewed the investigations functions and identified a future operating model. The new investigative model was implemented on 1st April 2019.

43. One of the anticipated benefits of this new model was to improve outcomes for victims. This will be formally evaluated a year after implementation.

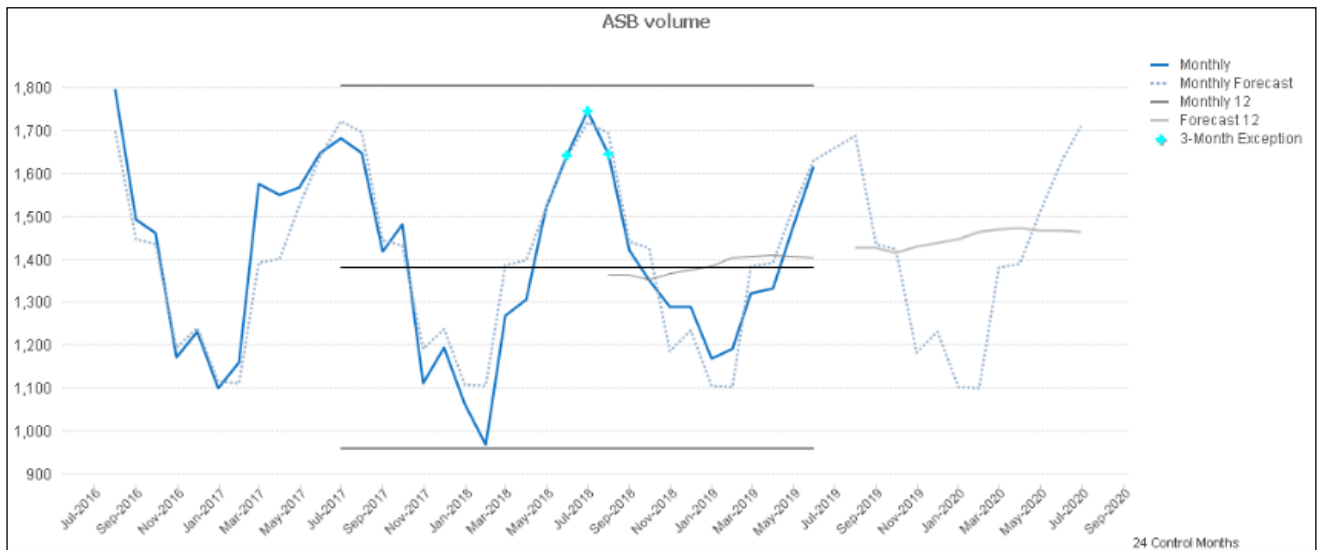
44. It is reassuring that the overall positive outcome rate continues to improve.

<p>Anti Social Behaviour Volume</p>	<p>Q1: 4,424 incidents – 16,848 rolling 12 months</p>	
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45. The volume of Anti Social Behaviour (ASB) incidents has shown a significant long term reducing trend.

46. There were a total of 16,848 ASB incidents reported in the 12 months to June 2019 which equates to 3.3 per cent more than the 16,317 incidents recorded in the 12 months to June 2018.

47. This is mainly due to the low levels of ASB recorded during quarter four of 2017-18.



ASB to June 2019

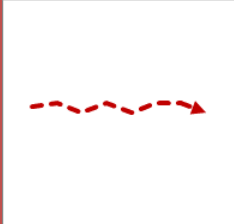
48. The long term reduction in the volume of recorded ASB correlates with the increased recording of crime as show within the chart below.



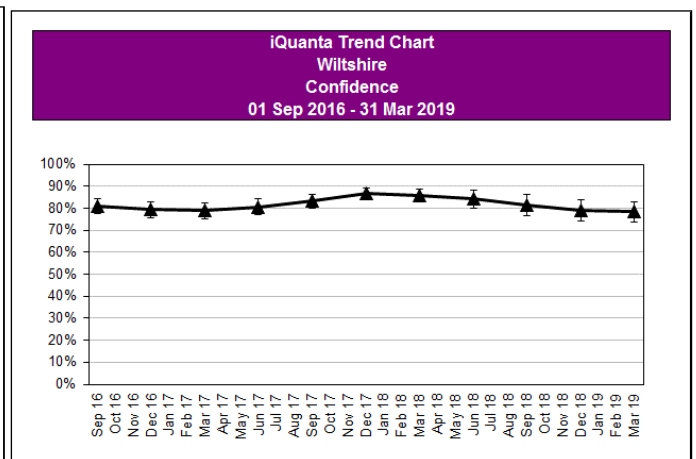
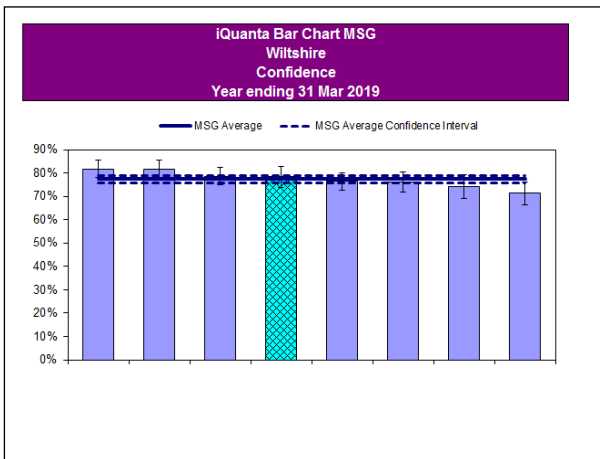
ASB and crime volume trend comparison – z score

49. 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.

50. The volume of anti-social behaviour recorded in quarter one was in line with seasonal forecast.

<p>Overall confidence with the police in this area</p>	<p>78.3 per cent (±4.6 per cent) 12 months to March 2019</p>	
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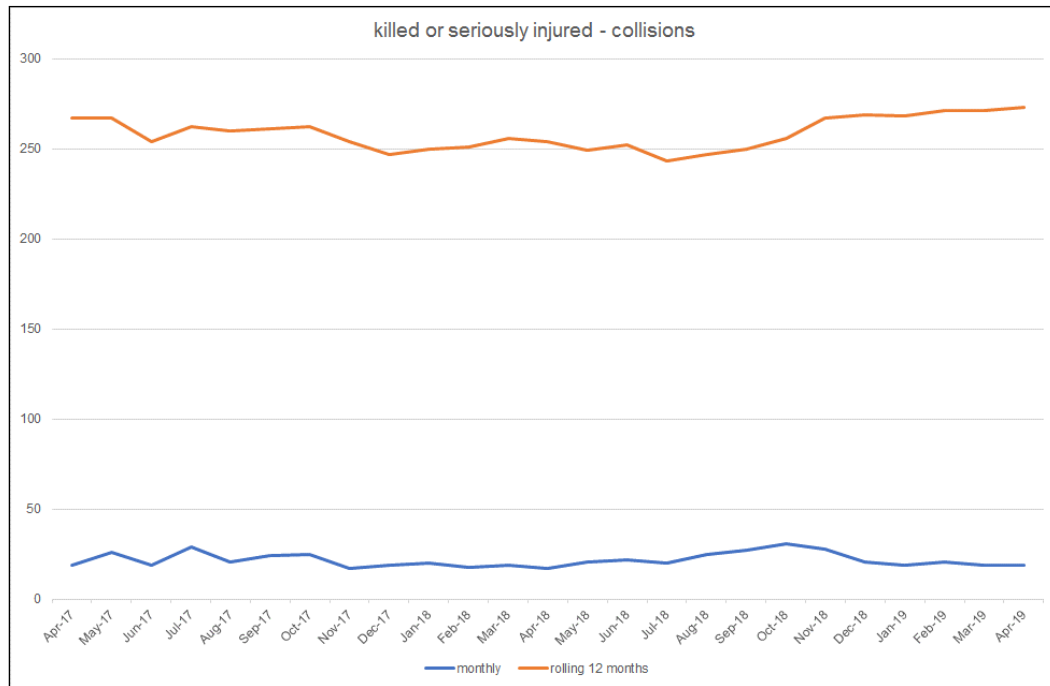
- 51. This measure is usually informed by the Public Opinion survey which I commissioned twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.
- 52. The CSEW has measured crime since 1981. The government use this information alongside police recorded crime to understand the nature and extent of crime in England and Wales.
- 53. This survey is conducted by Kantar Public on behalf of the Office for National Statistics.
- 54. The survey asks members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.
- 55. The CSEW data for the 12 months to March 2019 shows 78.3 per cent (± 4.6 per cent) of respondents have confidence in Wiltshire Police.



CSEW Public Confidence – 12 months to March 2019

<p>Killed and seriously injured (KSI) - Collisions</p>	<p>273 collisions – 12 months to April 2019</p>	
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56. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI).



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

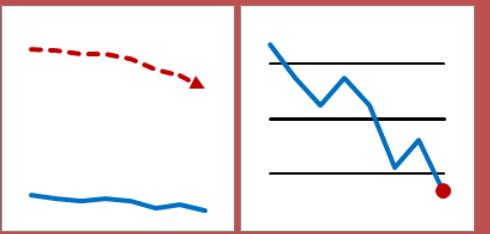
57. In the 12 months to April 2019, there were on average of 23 KSI collisions a month and 273 in total. The longer-term trend is increasing.

58. The traffic department of the force’s criminal justice department is responsible for the collation of data regarding killed and seriously injured people that are involved in collisions within Wiltshire.

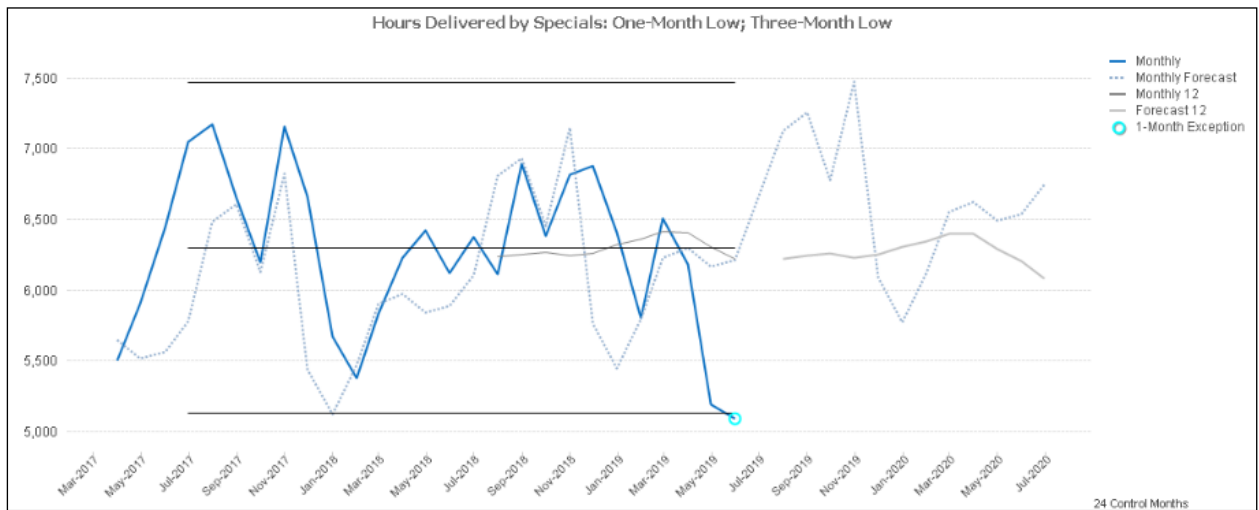
59. The data up to April 2019 has only recently become available and yet to be reported at any strategic meetings.

60. New Assistant Chief Constable Maggie Blyth is due to chair a Strategic Road Safety partnership board which will provide renewed focus to road collisions.

61. My office will be represented at this board.

Special Constables hours deployed	Q1: 16,469 hours deployed	
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- 62. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.
- 63. As such, I have provided the funding for a recruitment website www.wiltshirepolicespecials.co.uk which has been designed and launched to provide the link between the marketing strategy and the on-line selection process.
- 64. This measure shows the total amount of hours that the special constabulary were deployed for during each month.



The discrete monthly and rolling 12 months total hours that special constables were deployed

- 65. In the 12 months to June 2019, special constables have delivered a total of 74,661 policing hours.
- 66. This trend is beginning to reduce with and is reflective of the decline in active specials from 199 to 170 since January 2019.

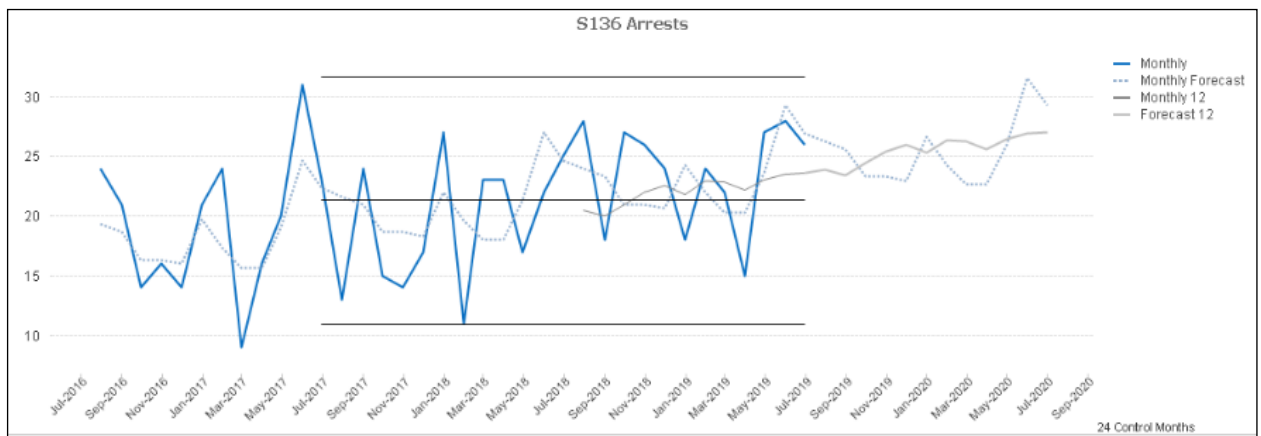
67. There is a continuous improvement review ongoing within the Special Constabulary. A more detailed update on the findings and next steps will be provided in the quarter three performance report.

2. Protect the most vulnerable in society

Section 136 arrests	Q1: 70	
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68. Section 136 (S136) is part of the Mental Health Act (MHA). 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.²

69. There were 70 S136 MHA arrests during quarter one and 282 in the 12 months to June 2019.



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

70. The volume of S136 MHA arrests has increased by 23 per cent (53 arrests) in the 12 months to June 2019.

71. An increase in the total number of detentions was predicted with new S136 legislation that was introduced in December 2017. This change enabled S136 powers to be used in more

places, essentially anywhere other than a private dwelling compared to previously when it could only be used in a public place.

72. Additionally, prior to the legislation change, S136 could only be used if the officer found the person in a public place, whereas now, S136 powers can be used at any point during the officer's encounter with someone.

73. It was Mental Health Awareness week between 13 - 19 May.

74. I, along with the Chief Constable and Deputy Chief Constable made a daily pledge and visited the welfare wagon.

75. The welfare wagon toured police sites offering mental health and wellbeing checks and cholesterol and blood pressure tests.

76. The press release can be accessed on my website³.

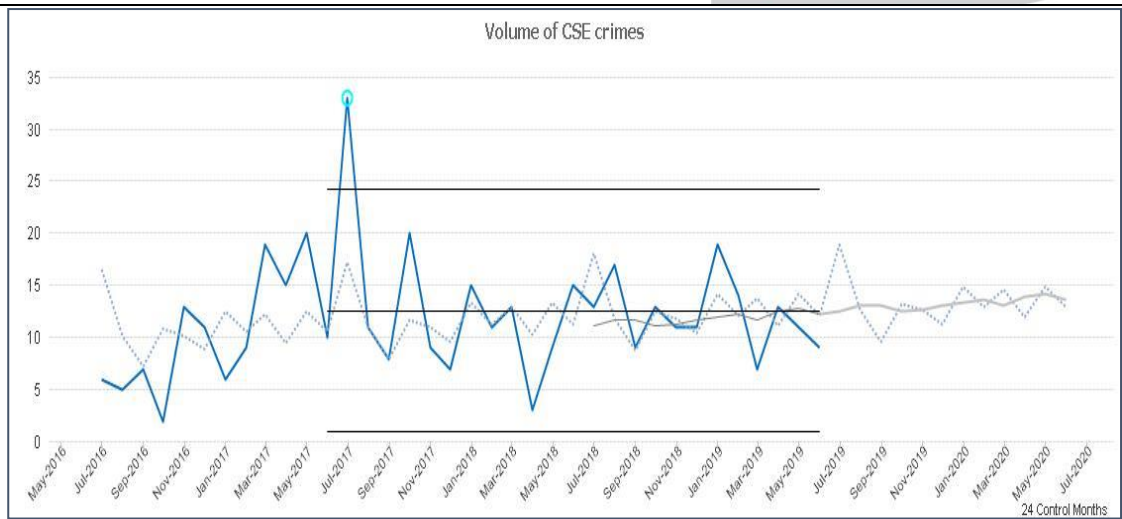
²Rethink Mental Illness 2017

<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>

Volume of Child Sexual Exploitation (CSE) crimes	Q1: 33 crimes	
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77. In quarter one there were 33 crimes tagged with a CSE marker. In the 12 month period to June 2019 there were a total of 147 crimes, seven fewer than the previous year.

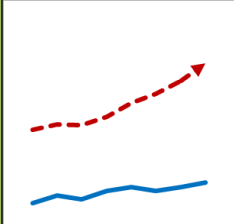
³ We must keep talking about mental health - <https://www.wiltshire-pcc.gov.uk/article/4486/We-must-keep-talking-about-mental-health>



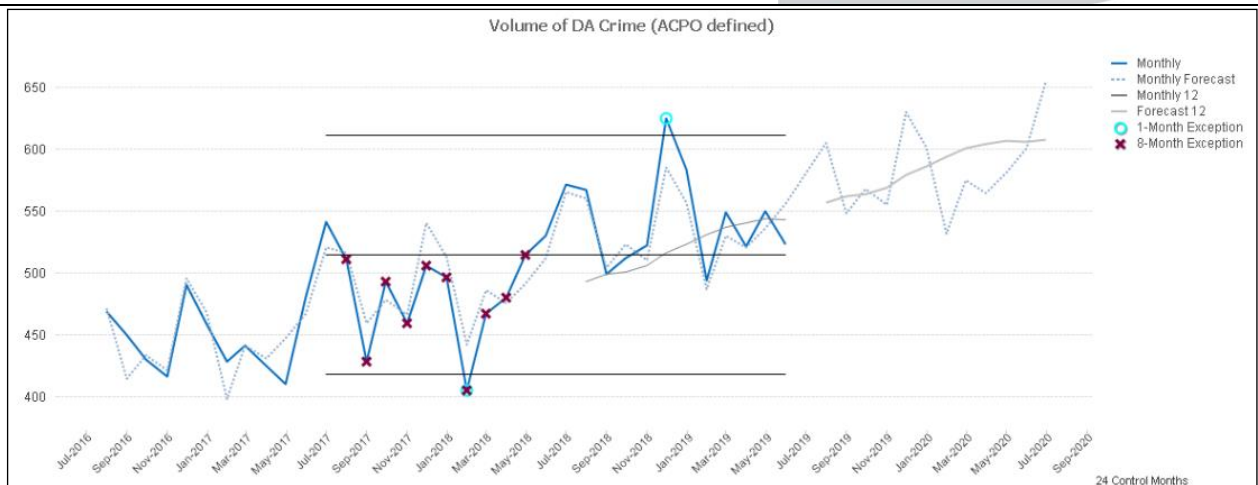
The discrete monthly volume and rolling 12 month trend crimes tagged with a CSE marker

78. The reported level of CSE crime shows no exception in quarter one and the overall trend is stable.

79. The Force has a plan in place with 19 strands of activity (including partners) to manage and prevent the threat posed by child sexual abuse and exploitation to children within Wiltshire and Swindon which is led by Detective Superintendent Deborah Smith.

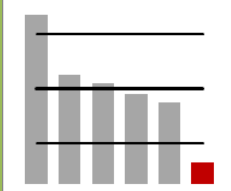
<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,594 crimes; 6,516 rolling 12 months</p>	
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80. There were 6,516 DA crimes reported in the 12 months to June 2019. This compares to 5,830 in the year to June 2018 which is an increase of 11.8 per cent (686 DA crimes).



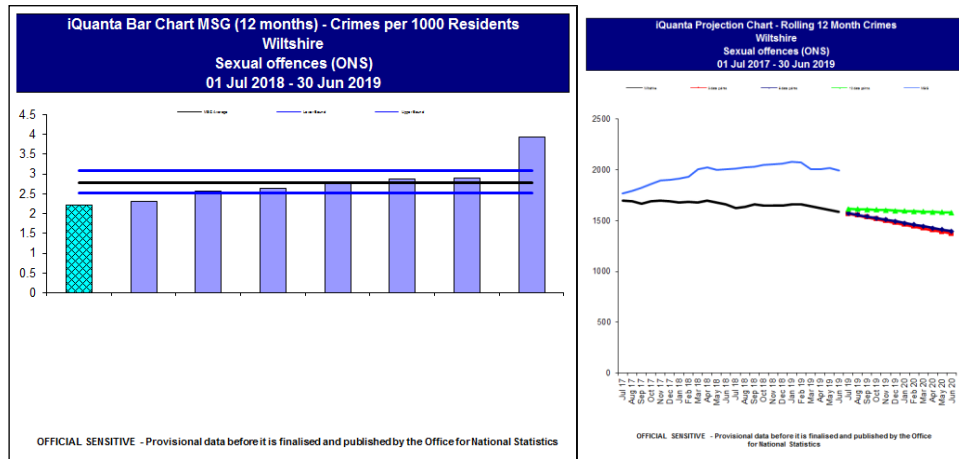
Discrete monthly volume and rolling 12 month trend of DA crimes

- 81. An analysis of the factors behind the increasing trend is being taken to the Force Operations Board in September which will generate a detailed plan of activity.
- 82. The new ACC, Mark Cooper has assessed this area of performance and has satisfied himself that partnership structure surrounding domestic abuse are good.
- 83. A more thorough update on next steps will be provided in the quarter two performance report.
- 84. In May, I personally wrote an open letter to residents in the county who may be suffering from domestic abuse in silence in the hope that a greater awareness of Clare’s Law will encourage those who need it to get the help and support available to them.

Volume of sexual offences (recent/ non-recent)	Q1: 380 crimes – 1,601 rolling 12 months	
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- 85. Wiltshire recorded 380 sexual offences during quarter one and 1,601 in the 12 months to June.
- 86. This represents a 5.9 per cent reduction on 1,701 crimes recorded during the previous 12 months.

87. Wiltshire's rate of sexual offences per 1,000 population is significantly lower than its peer group average.

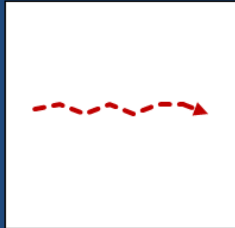


Sexual offences up to June 2019 – most similar group (MSG) position

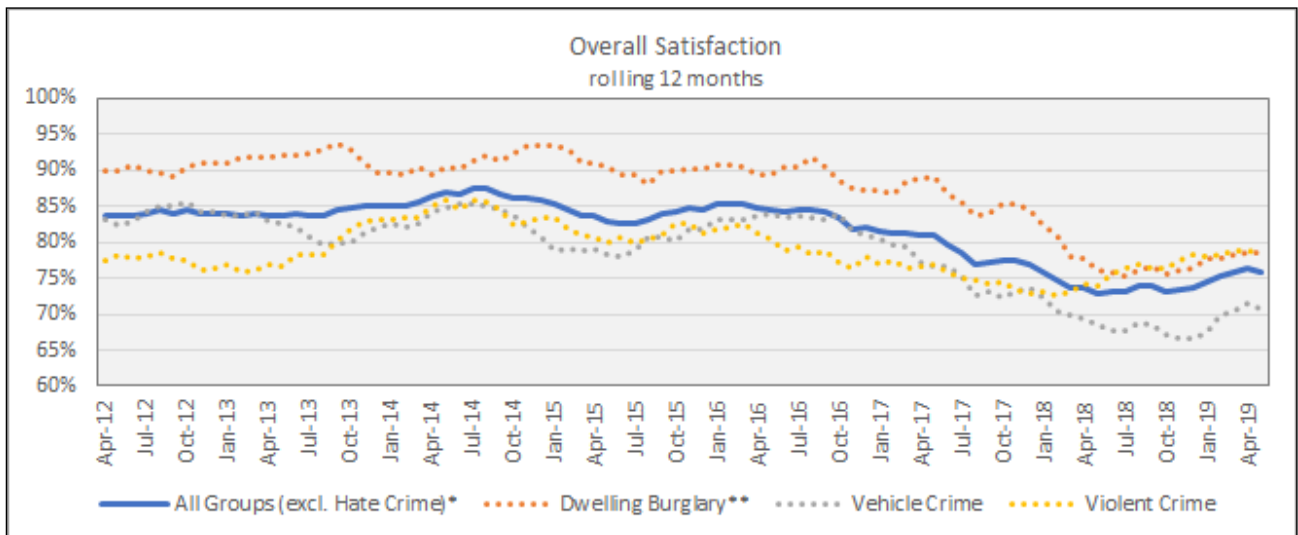
- 88. The new ACC, Mark Cooper has spent time assessing the force's response to sexual offences and will continue to engage with key partners such as the CPS to identify and act on opportunities for improvement.
- 89. ACC Cooper and I issued a media release on Monday 3rd June to warn online dating users of the dangers of meeting people online.
- 90. This campaign focused on findings from the National Crime Agency (NCA) that showed the emerging threat of online dating and reports of rape.
- 91. I was interviewed on two radio stations and our press release⁴ was covered by many local news agencies.

⁴ Police warn about dangers of online dating - <https://www.wiltshiretimes.co.uk/news/17680202.police-warn-about-dangers-of-online-dating/>

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

Satisfaction of victims with the whole experience	77 per cent (12 months to June 2019)	
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- 92. I commission a survey of victims of crime (based on previous 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.
- 93. The victim satisfaction rate was 77 per cent (± 2.6 per cent) in the 12 months to June 2019. This is an increase of four percentage points compared to the 12 months to June 2018.



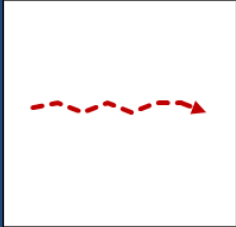
Victim satisfaction rolling 12 month trend

- 94. The chart above shows the improving trends across all groups in the last 12 months.
- 95. The table below shows the breakdown across the traditional crime types. It is recognised that this does not reflect the current demands placed on policing by its service users.

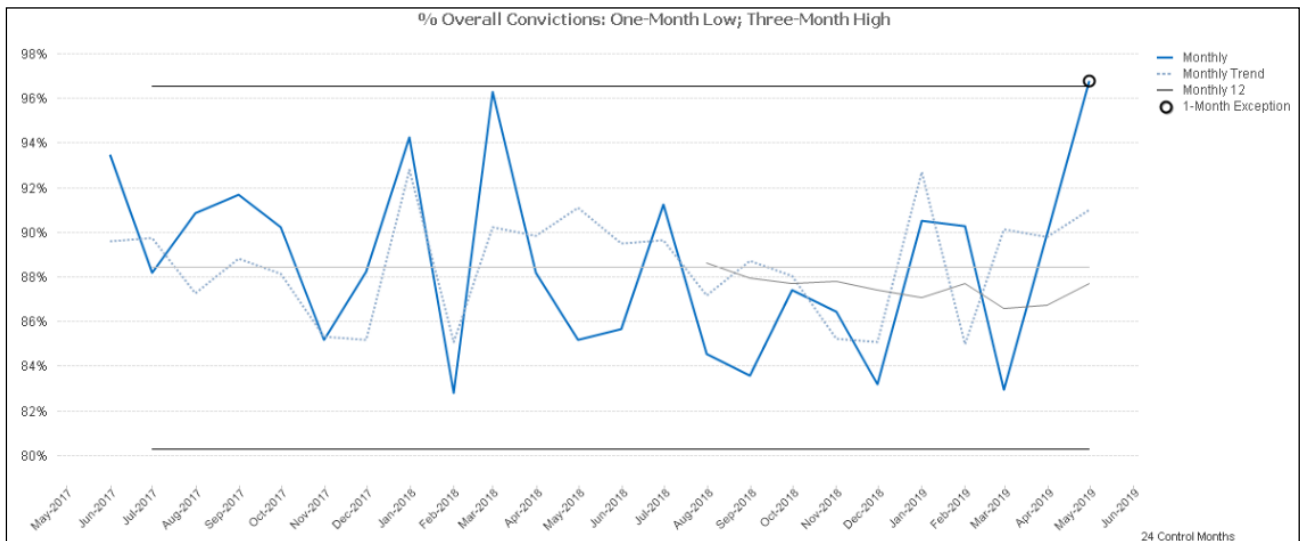
		12 month satisfaction level			
		All Groups	Dwelling/ Residential Burglary	Vehicle Crime	Violent Crime
Overall Satisfaction	Jun-15	83%	89%	78%	81%
	Jun-16	84%	91%	83%	79%
	Jun-17	80%	87%	77%	76%
	Jun-18	73%	76%	68%	75%
	Jun-19	77%	80%	71%	79%
Ease of contact	Jun-15	95%	95%	94%	97%
	Jun-16	94%	96%	95%	92%
	Jun-17	91%	95%	88%	91%
	Jun-18	90%	92%	88%	89%
	Jun-19	94%	94%	93%	94%
Time to arrive	Jun-15	89%	93%	84%	89%
	Jun-16	88%	94%	88%	82%
	Jun-17	83%	90%	83%	78%
	Jun-18	83%	88%	78%	83%
	Jun-19	83%	88%	77%	85%
Actions taken	Jun-15	71%	82%	66%	66%
	Jun-16	74%	81%	71%	69%
	Jun-17	68%	78%	60%	66%
	Jun-18	68%	74%	62%	67%
	Jun-19	67%	73%	60%	68%
Investigation	Jun-15	77%	84%	69%	77%
	Jun-16	78%	84%	76%	72%
	Jun-17	73%	83%	64%	73%
	Jun-18	61%	58%	53%	71%
	Jun-19	65%	67%	54%	73%
Keeping informed	Jun-15	77%	85%	73%	73%
	Jun-16	79%	82%	80%	74%
	Jun-17	73%	81%	66%	73%
	Jun-18	66%	66%	61%	71%
	Jun-19	65%	69%	55%	72%
Treatment	Jun-15	93%	94%	94%	92%
	Jun-16	93%	98%	94%	87%
	Jun-17	91%	95%	89%	89%
	Jun-18	88%	92%	87%	85%
	Jun-19	91%	92%	91%	90%

Victim satisfaction year on year comparisons

- 96. Work is underway to develop improved engagement methods which should help provide insights into how we can learn and improve across our wide range of services.
- 97. A deeper dive into public consultation and engagement will be provided at the quarter two meeting.

Conviction rates	Q1: 93 per cent (April + May)	
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- 98. The long-term trend for the percentage of convictions in Wiltshire courts is stable.
- 99. There were 747 convictions during April and May of quarter one (93.4%). The data for June had not been received at time of producing this report.
- 100. The overall conviction rate (an average of both magistrate and crown courts in Wiltshire) has remained consistently high for some time.

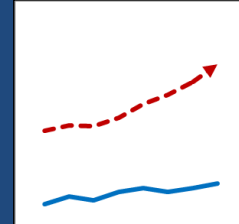


Conviction rate by month

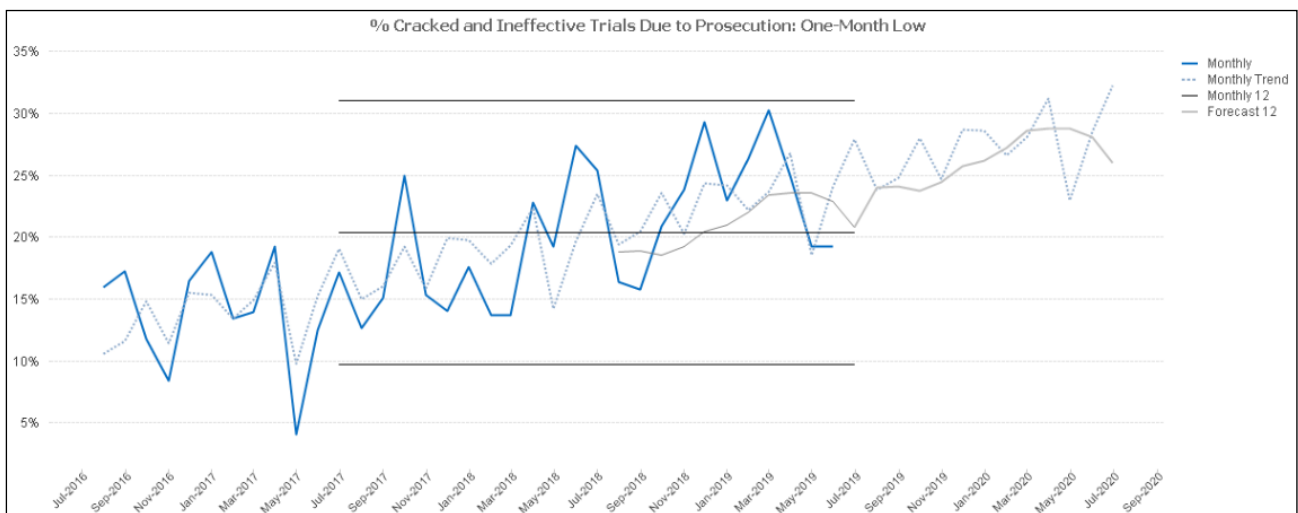
101. This measure forms part of the performance scorecard at the Wiltshire Criminal Justice Board, a partnership meeting that I chair on a bi-monthly basis.

Percentage of trials that are cracked and ineffective due to prosecution reasons

Q1: 21 per cent



102. There were 236 trials listed during quarter one, of which 129 were cracked or ineffective and 50 of these were due to prosecution reasons.



Monthly percentage of cracked and ineffective trials including due to prosecution reasons

103. This measure forms part of the Wiltshire Criminal Justice Board (WCJB) performance framework.

104. The proportion of cracked and ineffective trials due to prosecution has risen during quarter four and started to stable in May and June.

Cracked and ineffective reasons by prosecution

- B - Acceptable guilty plea(s) entered late, previously rejected by the prosecution
- D - Acceptable guilty plea(s) to alternative new charge, previously rejected by the prosecution
- F - Defendant bound over, now acceptable to prosecution - previously rejected by the prosecution
- I - Prosecution end case: insufficient evidence
- J - Prosecution end case: witness absent / withdrawn
- K - Prosecution end case: public interest grounds
- L - Prosecution end case: adjournment refused
- M1 - Prosecution not ready: served late notice of additional evidence on defence
- M2 - Prosecution not ready: specify in comments
- M3 - Prosecution failed to disclose unused evidence
- N1 - Prosecution witness absent: police
- N2 - Prosecution witness absent: professional / expert
- N3 - Prosecution witness absent: other
- O1 - Prosecution advocate engaged in another trial
- O2 - Prosecution advocate failed to attend
- P - Prosecution increased time estimate - insufficient time for trial to start

List of cracked and ineffective trial reasons due to prosecution

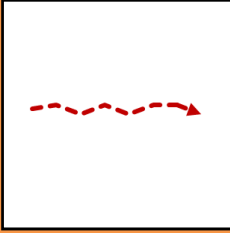
105. The increase in cracked and ineffective trials due to prosecution reasons is driven by an increase in cracked trials, particularly in Magistrates court with 29 additional cracked trials compared to the previous year, an increase of 26 per cent.

Cracked Trials Magistrates Court Rolling 12 months	2018		2019	
	Total	111	Total	140
	Volume	Rate	Volume	Rate
B - Acceptable guilty plea(s) entered late, previously rejected by the prosecution	0	0%	10	7%
D - Acceptable guilty plea(s) to alternative new charge, previously rejected by the prosecution	0	0%	2	1%
F - Defendant bound over, now acceptable to prosecution - previously rejected by the prosecution	0	0%	0	0%
I - Prosecution end case: insufficient evidence	51	46%	60	43%
J - Prosecution end case: witness absent / withdrawn	41	37%	41	29%
K - Prosecution end case: public interest grounds	13	12%	19	14%
L - Prosecution end case: adjournment refused	6	5%	8	6%

Cracked trials by reason 12 months to June – Magistrates court

106. A paper has been provided to the Quality Assurance Delivery Group (QADG) summarising the cracked and ineffective trials analysis and recommends that business leads understand the causes behind the trends and make recommendations for improvement to the September WCJB meeting.

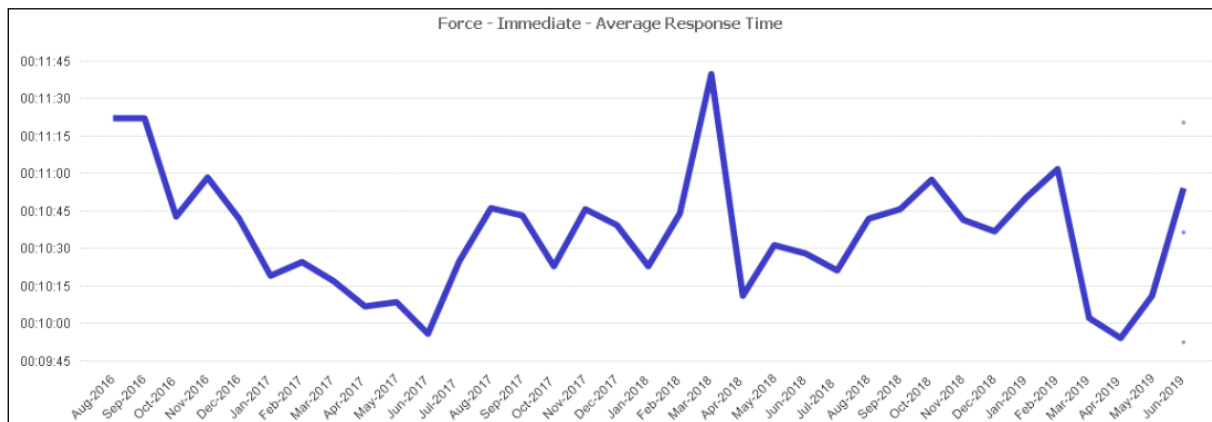
4. Secure a quality police service that is trusted and efficient

Response time (average)	Immediate Q1: 10 minutes 26 seconds	Priority Q1: 53 minutes 26 seconds	
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107. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

108. The Force attended 4,364 emergency incidents during quarter one and 17,995 in the 12 months to June 2019.

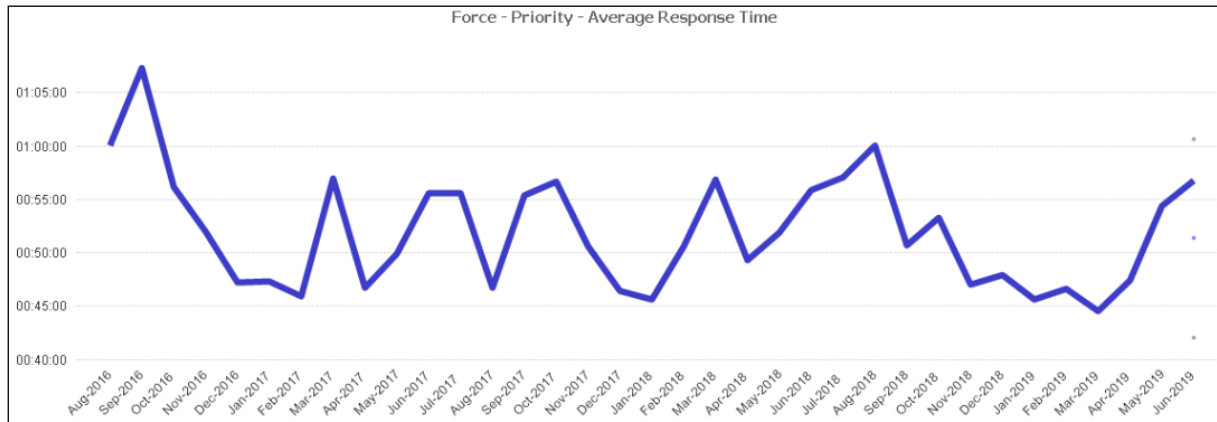
109. The chart below demonstrates that immediate response incidents have been attended on average within 10 minutes and 26 seconds during quarter one.



Average immediate response time by month

110. While there is minor monthly variation in average response times, the chart demonstrates Wiltshire’s sustained ability to respond quickly to emergency incident.

111. The Force attended 9,459 priority incidents during quarter one for which an estimated time of arrival of within one hour is given.

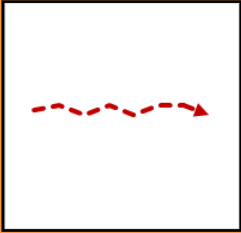


Average priority response time by month

112. The average time taken to attend a priority incident during quarter one was 53 minutes and 26 seconds.

113. In the 12 months to June 2019, 37,258 priority incidents were attended at an average arrival time of 51 minutes 13 seconds.

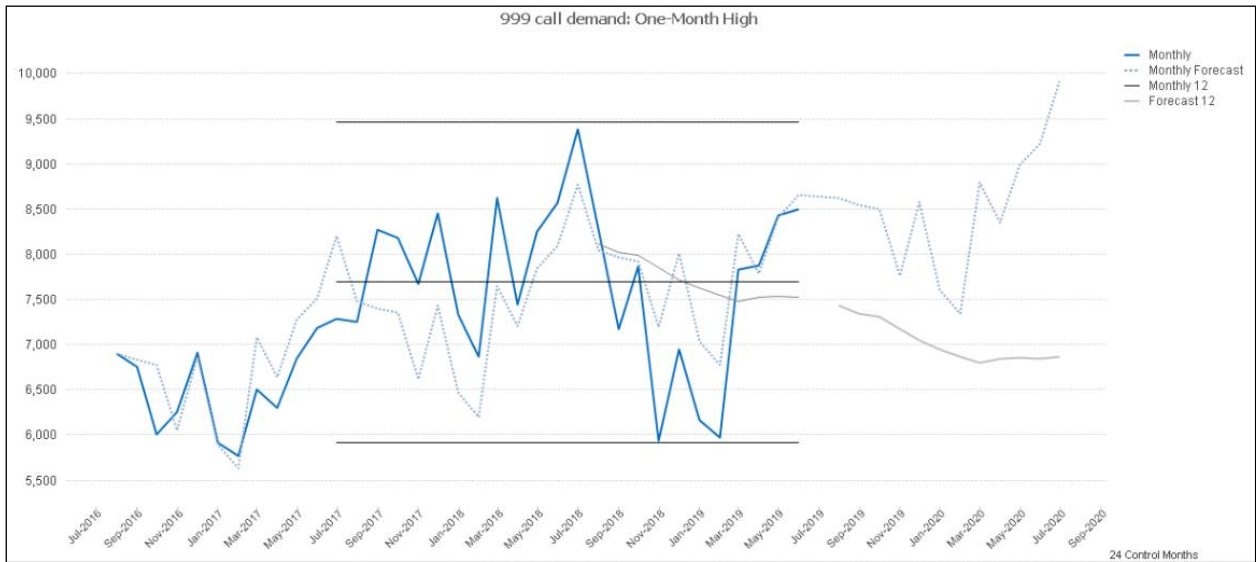
114. These measures demonstrate the consistent ability for Wiltshire Police to be there for the public at their time of need.

Average time to answer 999 calls	Q1: 4 seconds	
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115. During quarter one, 24,811 999 calls were received and answered within an average of four seconds.

116. This consistent and reliable delivery is against the backdrop of sustained increased demand. There were 98,909 999 calls received in the 12 months to June 2019.

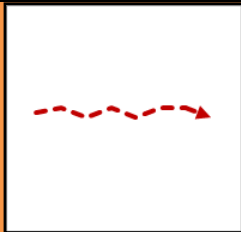
117. This represents a five per cent increase in 999 demand compared to the 12 months to June 2018.



Volume of 999 calls answered

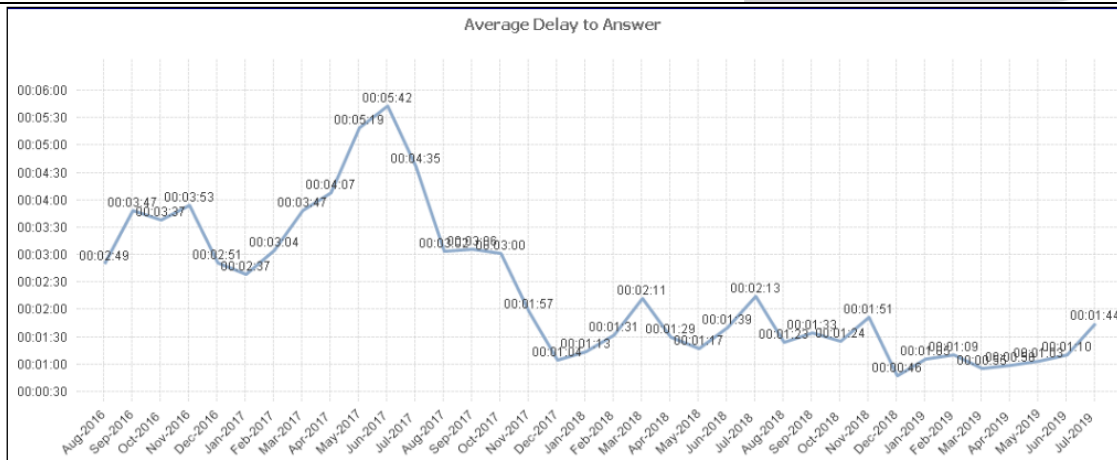
118. This increase is in line with research which shows that 999 calls are increasing across England and Wales.

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

<p>Average time to answer Crime and Incident Bureau (CRIB) calls</p>	<p>Q1: 1 minute 4 seconds</p>	
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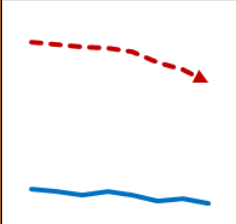
120. A total of 38,318 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter one.

121. The length of time it takes to answer a CRIB call has significantly decreased compared to the previous years. The trend is below expected forecasts and to the lowest levels experienced in many years.



Average CRIB call answer time

122. This improvement and consistency is reassuring as it has been a key priority for some time.

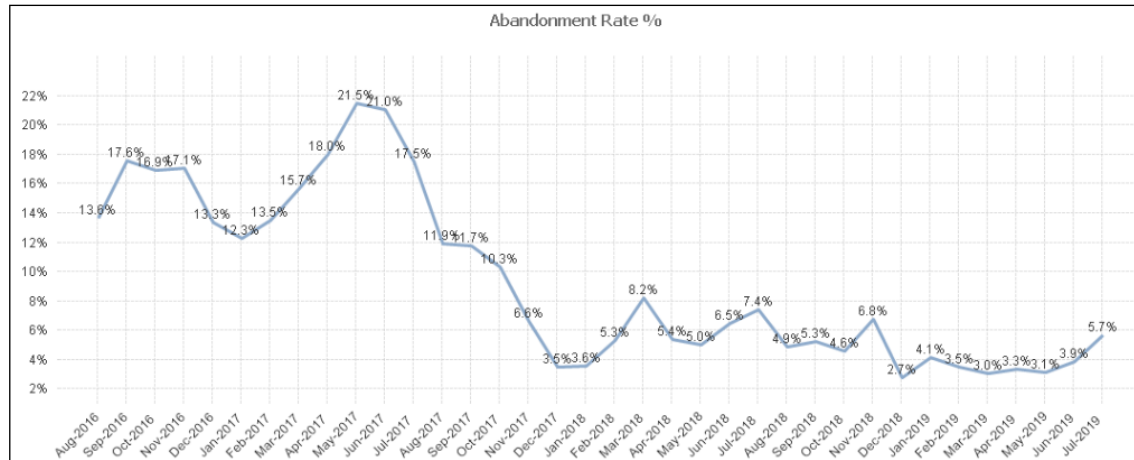
<p>Crime and Incident Bureau (CrIB) abandonment rate</p>	<p>Q1: 3.4 per cent</p>	
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123. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon their call before it is answered.

124. The abandonment rate for quarter one 2019-20 was 3.4 per cent and 4.3 per cent for the year to June 2019.

125. 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.

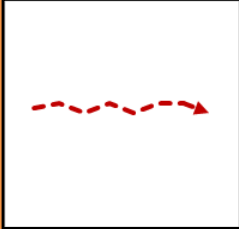
126. This means there has now been consistent improved performance for a year and a half and is reflective of the improvements made under the Crime and Communications Centre Improvement Programme (CCCIP) and more specifically the resourcing which is now better aligned to demand.



Percentage of CRIB calls abandoned

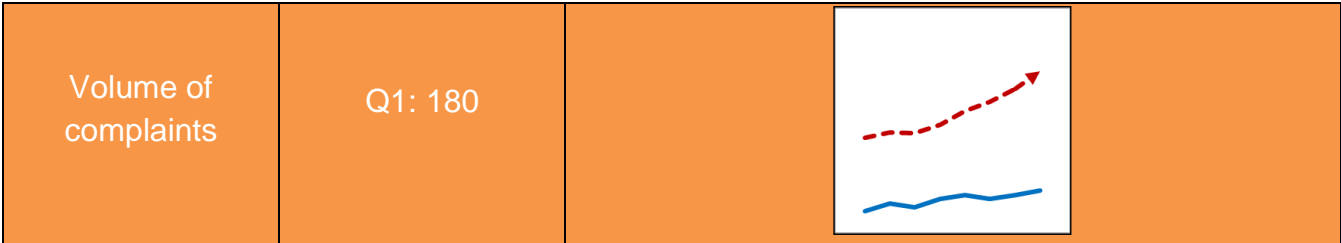
127. The Chief Constable has asked for the CCCIP to make recommendations on how they will be able to reduce costs, while maintaining the improved performance levels, making best use of the channels available and an effective demand management approach.

128. I will be seeking regular reassurance on performance through my monitoring board.

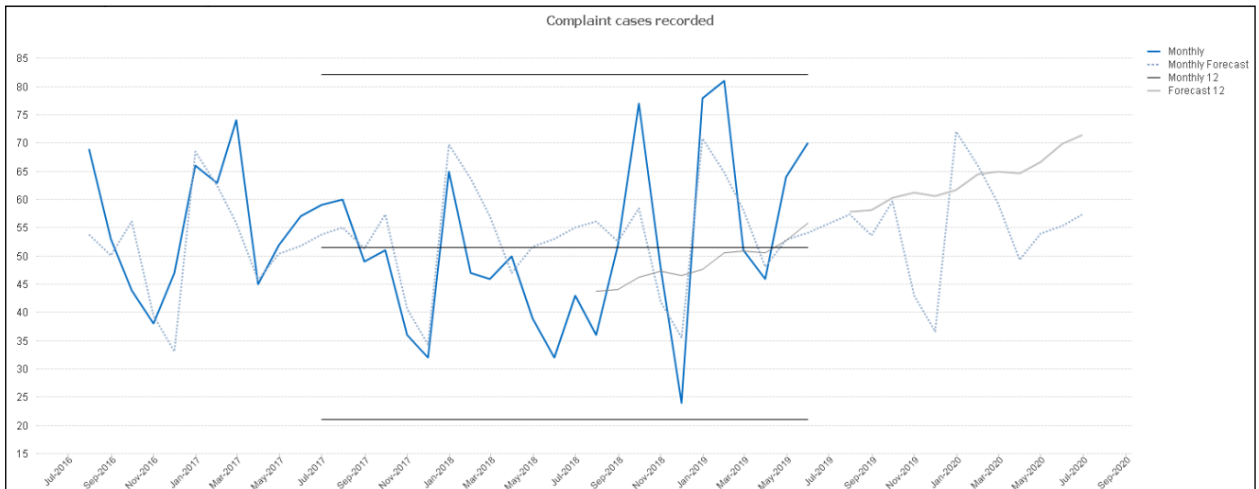
<p>Quality of full files (error rate)</p>	<p>Q1: 2.5 per cent</p>	
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129. This measure relates to an internal assessment of the quality of full files which the Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded 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.

- 130. 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.
- 131. 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.
- 132. There were 161 full files sent to the CPS in quarter one, of which there were only four files with unsatisfactory gradings. The most common error relates to the production of a statement.
- 133. Each error has a case file reference which enables learning and continuous improvement.
- 134. 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.




- 135. There were 180 complaints recorded during quarter one and 670 in the 12 months to June 2019.
- 136. This represents an 18 per cent increase on the previous year where 566 complaints were recorded.
- 137. The peaks and troughs in recent months, shown in the chart below, are more associated with the capacity of the standards department in recording the complaints that have been received. The spikes relate to times where the unit has improved capacity and have been able to deal with today's business as well as clear the backlog.



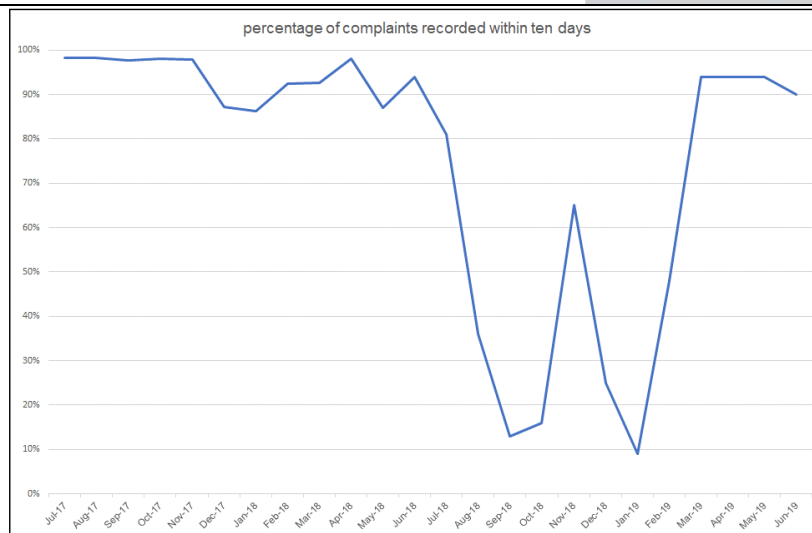
Recorded complaint volume by month

138. This measure is reported at the Force’s Strategic People Board (SPB) chaired by the Deputy Chief Constable. At the June SPB it was actioned to closely monitor the volumes.

<p>Percentage of complaints recorded within 10 days</p>	<p>Q1: 93 per cent</p>		
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139. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

140. The percentage of complaints recorded within ten days has continued to improve as I expected. The figures for quarter one show we recorded 93 per cent of complaints within ten days.



Percentage of complaints recorded within ten days

141. The average number of days it took Wiltshire Police to record a complaint throughout quarter one was 6 days. This is a significant improvement on the average of 15 days it took to record a complaint during quarter four of 2018-19.

<p>Percentage of complaint appeals upheld</p>	<p>Q1: 33 per cent (6 appeals completed and 3 upheld)</p>	
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142. 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.

143. If the proportion is consistently high, it would indicate that the outcomes from our complaint processes are not effective.

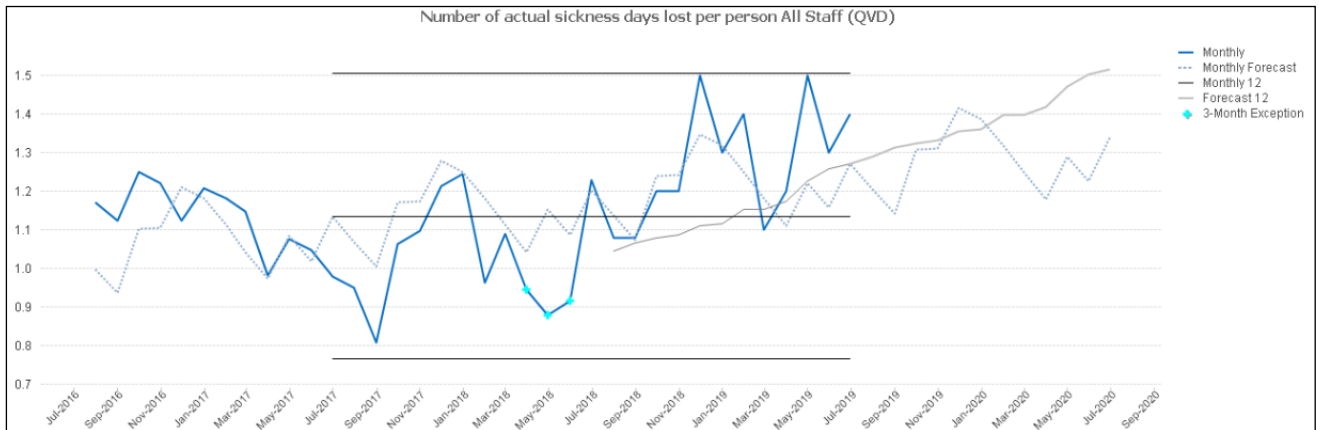
144. For quarter one, six appeals were completed and two were upheld.

145. Of the 20 appeals completed in the 12 months to June 2019, 6 were upheld. This represents 30 per cent of appeals and 0.9 per cent of the total number of complaints received.

146. There were 33 appeals made to the force in the 12 months to June 2019 which represents a 17.5 per cent reduction on the previous year.

Number of actual days lost per person	Year to June 2019 15.1 actual days lost per person	
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147. There were on average 15.1 days lost per person in the 12 months to June 2019.




Sickness days lost per person

148. The current methodology takes a snapshot of the open sickness records each month. The month's 'days lost per person' is then totalled to create a figure for the 12 months to June 2019.

149. The reason this is important to note is that there are instances where sickness records have remained open despite the member of staff returning to work. This is an administration factor and is something that will overinflate the figures.

150. Work is being done to provide a more reflective methodology and to improve administrative processes. A review of 137 open cases at the end of June found that 55 of them needed to be closed.

151. Our People Services department are supporting line managers with their sickness management and have daily absence monitoring in place.
152. Despite this, the Force recognises that the levels of sickness in recent months is high and commissioned analysis to understand the drivers.
153. The analysis identified the main reasons for sickness were psychological disorders (33%). This is a recording category of the Dorset 12, a framework of 12 sickness categories police forces have to use to report sickness to the Home Office.
154. The analysis led to a review of two departments where the sickness was high and also identified that the increase in sickness was predominantly driven by an increase in police staff sickness.
155. The SPB has actioned the Director of People and Change to oversee and develop a comprehensive improvement plan which is due to be reported back in September.
156. The improvement plan is being developed by the Head of HR and will include hot spots, early intervention support for line managers, recruitment procedures, toolkits for line managers and a communications plan.

Community Policing Team Resourcing	April – June 2019	
	Percentage of CPT “at work” – 84.1 per cent Percentage of CPT “available to respond” – 62.9 per cent	

Measure	Quarter 1
CPT establishment	412 police constables 131 police community support officers
Percentage of CPT “at work”	84.1%
Percentage of CPT “available to respond”	62.9%

157. The table below presents the strategic measures and supplementary measures by staff role and by each community police team.

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing / CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
PC	412	32	11	5	1	12	12	73	82.3%	80	62.9%
SGT	55	1	1	0	0	3	2	7	87.3%		
LCI	69	4	1	2	0	0	2	9	87.0%		
PCSO	131	12	1	1	0	0	3	17	87.0%		
TOTAL	667	49	14	8	1	15	19	106	84.1%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	215	16460		26.00							

Figure 1 CPT resourcing by staff role

	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	83	9	3	1	0	1	4	18	85.6%	14	66.2%
Swindon CPT South	127		8	4	0	1	2	4	19	85.0%	16	58.0%
Wiltshire CPT North	104	30	10	4	0	0	4	3	21	79.8%	10	64.1%
Wiltshire CPT West	130	35	5	3	4	0	3	4	19	85.4%	19	59.7%
Wiltshire CPT East	57	17	4	0	0	0	0	1	5	91.2%	8	61.8%
Wiltshire CPT South	124	36	13	0	3	0	5	3	24	80.6%	13	67.1%
TOTAL	667	201 +14 HQ Specials = 215	49	14	8	1	15	19	106	84.1%	80	62.9%

Figure 2 Overall CPT resourcing by community police team

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	9	3	1	0	1	4	18	85.6%	14	66.2%
PC	77	5	2	1	0	1	3	12	84.4%	14	66.2%
SGT	10	0	0	0	0	0	0	0	100.0%		
LCI	13	2	1	0	0	0	0	3	76.9%		
PCSO	25	2	0	0	0	0	1	3	88.0%		
	Number	Hours (Apr - June)		Hours per person per							
Specials Swindon	83	6329		25.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT South	127	8	4	0	1	2	4	19	85.0%	16	58.0%
PC	81	8	4	0	1	2	3	18	77.8%	16	58.0%
SGT	10	0	0	0	0	0	0	0	100.0%		
LCI	13	0	0	0	0	0	0	0	100.0%		
PCSO	23	0	0	0	0	0	1	1	95.7%		
	Number	Hours (Apr - June)		Hours per person per							
Specials Swindon	83	6329		25.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT North	104	10	4	0	0	4	3	21	79.8%	10	64.1%
PC	64	5	3	0	0	3	2	13	79.7%	10	64.1%
SGT	10	0	0	0	0	1	0	1	90.0%		
LCI	9	1	0	0	0	0	0	1	88.9%		
PCSO	21	4	1	0	0	0	1	6	71.4%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	30	2730		30.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short and Medium Term Sickness & Annual Leave Av. Posts lost*	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT West	130	5	3	4	0	3	4	19	85.4%	19	59.7%
PC	77	5	2	1	0	2	2	12	84.4%	19	59.7%
SGT	10	0	1	0	0	1	0	2	80.0%		
LCI	17	0	0	2	0	0	1	3	82.4%		
PCSO	26	0	0	1	0	0	1	2	92.3%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	35	2118		20.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT East	57	4	0	0	0	0	1	5	91.2%	8	61.8%
PC	34	4	0	0	0	0	1	5	85.3%	8	61.8%
SGT	5	0	0	0	0	0	0	0	100.0%		
LCI	5	0	0	0	0	0	0	0	100.0%		
PCSO	13	0	0	0	0	0	0	0	100.0%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	17	895		18.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT South	124	13	0	3	0	5	3	24	80.6%	13	67.1%
PC	79	5	0	3	0	4	1	13	83.5%	13	67.1%
SGT	10	1	0	0	0	1	0	2	80.0%		
LCI	12	1	0	0	0	0	1	2	83.3%		
PCSO	23	6	0	0	0	0	1	7	69.6%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	36	1958		18.00							

Figure 3 CPT resourcing by role and by community policing team

158. Gold and Silver groups were established to manage the risks attributed low number of Police Officer available to respond, particularly over peak demand over summer.

The following activity was completed:

- Resource Management Panel (RMP) rules and guidelines updated and careful consideration made towards any moves/abstractions from CPT.
- Development of a "mobilisation matrix", business plan and communications strategy to implement a process whereby officers outside of CPT help by covering critical shifts.
- Review of recruitment forecasts and expansion of Police Officer Oct intake to 40.
- V. 13 of the min. staffing model developed by RMU and deployed.
- Critical gaps across the summer have been forecasted and planning is in place to balance predicted demand and abstractions.
- Critical review of all restricted officers and the support offered.
- Reviews of transferees and incentives we can offer.

159. Plans to address vacancies have been in place. 20 Police Officers in training are due to join CPT in October.

160. There are also 19 PCSOs in training and due for deployment at the end of this year.

Service Delivery Plan 2019 Quarter 1 report

Priority 1 - Prevent Crime and keep people safe

Objective one

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, the Force has had a period of adjustment with crime detections, and has made significant strides away from a culture of chasing targets and is focused on ethical crime recording and outcomes.

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, detailed auditing has taken place within the 'command and control' and 'records management' systems (Storm and Niche). The audits are concentrated on 'risk' areas of the business reviewed by the validators; violence, sexual offences, rape, robbery, domestic incidents, hate crime incidents and those most likely to reveal mis-recording or under-recording of crime

In April, audits of all crime, including 'other crime' types, domestic crimes and hate incidents were completed. Audits of crime and incidents continue to be business as usual, a data sample from an audit completed in May 2019 resulted in an overall compliance result of 97.5%.

The Force Crime Registrar attends monthly meetings with the Chief Constable and Assistant 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.

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 College of Policing (COP) guidance, essential elements of engagement should 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.

The key vision and strategy of CPT is to reduce demand through implementation of the pillars from the COP. These concepts are intrinsically linked. We know that through good community policing, identifying the issues that impact communities, working with them to prevent these issues and ensure they are satisfied, we will see reductions in demand. These reductions translate to less incidents deemed as “bad” happening to communities, meaning they will feel safer and confident in our ability to ensure this. We have uplifted our Community Coordinators (CCs) posts; these roles specifically bridge key links and messages with our teams and communities. We are now seeing benefits through a recent uplift of CCs. Furthermore, a recent peer to peer review has provided positive feedback with regards to the both the CCs and PCSO roles delivering improvements in terms of community policing.

Op Jura/Repose/Artemis are examples of specific work completed recently that look to work alongside communities and their problems to prevent issues. Op Jura in Trowbridge is one of the first operations to look at the wider problems, to really utilise a Problem Orientated Policing Plan. We have seen very good outcomes as a result of a coordinated partnership response to knife crime in Trowbridge.

We have created a smaller CPT in terms of Amesbury. This will result in the South communities, especially those increasing military populations, experiencing the effects of dedicated leadership from inspectors who will have more capacity to co-ordinate, liaise and reassure the communities they serve.

Public confidence and satisfaction levels are still high as reported at Strategic Delivery & Transformation (SDT) and we have seen a crime reduction of 4% over the last year, one of only 8 Forces to experience this. We are hitting our immediate and priority log targets and we are in the top percentile for community satisfaction. We are confident the model, the improvement plan and our direction is right. This is further corroborated following the results of the independent audit which showed that our structure, changes and improvement model were good and simple and will, in time, become outstanding.

Our, “On the beat”, campaign looks to brief our public regarding what our CPTs do and IAGs have been briefed regarding the model and the improvements we are making.

The new Force website enables CPT’s to make information available to their communities about local crime and policing issues, identifying and communicating 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 social media presence which is tailored by each CPT for their areas means we help ensure that communities are satisfied with the service they receive.

1.03 Community Policing being embedded into the fabric of communities

Community Policing Teams (CPT) have now become embedded in process and structure. There has been a clear drive to stabilise the teams and, through strong leadership, embed a “one team” ethos and a more **community focused** way of working. The CPT Inspectors have 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.

Volunteers are still 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 Principles in Policing.

There has been significant improvement in the current initiatives being run throughout the county:

- Scanning, Analysis, Response and Assessment (SARA), is being used by CPT leads and provides excellent examples of targeting activity and utilizing analysis to target the causes of demand or threat, harm and risk. Informal feedback suggests a cultural and atmosphere shift within certain CTPs; joint effort has been placed on improving community policing, problem solving and improving the sharing of best practice and knowledge.
- PCSO 'Prevention' inputs have now completed and the information from the positive feedback received has been used to develop bespoke workshops for Sergeants (Sgts), Police Constables and Local Crime Investigators. Specific inputs have been given at Sgts workshops across the Force and we have seen improvements and recognition of direction. There is a need for dedicated training days to deliver enhanced community training, this is currently being scoped under the next phase of CPT improvement.
- New call signs have been established, pending Amesbury Inspector for final sign off. These call signs align to Community Coordinators and PCSOs, linking all roles together and improving ownership and accountability.
- New templates and expectations for briefings are being trialed over the next month. This is part of a 10 point improvement plan whereby CPT and the Intelligence Unit are working to change the structure of briefing outputs and ensuring that Community elements and tasks are not lost. This is complimented by improvements in local tasking and a piece of work looking to improve consistency across the board.
- CPT Inspectors and Sgts have been involved in creating their own plans on a page. This translates community and strategic expectations in tactical deliveries and concepts that the teams identify, own and hold each other to account for. The concepts of a Team Charter would allow teams to be specific around how they contribute to the vision and allows teams to hold each other to account for these plans. Two tactical plans are currently in development for CPT County and CPT Swindon.
- An independent audit has been completed on the CPT Re-alignment project and our methods for change and evolution have been ratified as good practice.

- We have also launched a new internal website, promoting pillars internally: <http://firstpoint/divinfo/Pages/default.aspx>
- Problem Orientated Policing Plan has seen very good outcomes as a result of a coordinated partnership response to knife crime in Trowbridge. Operation Jura in Trowbridge is one of the first wider problems to really utilize the plan.

CPT continue to reflect the views of increasingly diverse communities and respond to crime and community issues through the invaluable help of Local Independent Advisory Groups (IAG's). CPT are currently working towards the College of Policing guidance in regards to the modernization of Neighborhood Policing and are currently governed by a project and strategic board.

We have seen a 4% reduction in crime in the last year, we are hitting our immediate and priority log targets and we are in the top percentile for community satisfaction. We are confident the model, the improvement plan and our direction is right.

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

Various communications channels such as; our website, social media, local media and Community Policing Team (CPT) engagement opportunities have been utilized by Wiltshire Police to inform the public about how we are keeping them safe.

During the first quarter (1 April – June 2019) a total of 315 media releases were issued including information about assault, burglary, drugs, theft, appeals for information, incident updates, arrests, crime prevention advice, good news stories and wider force updates.

In April 2019, we engaged with the public through campaign activities such as:

- Supporting National Stalking Awareness week in which the Deputy Chief Constable, was interviewed by local media outlets and messages were promoted via social media channels.
- We also supported the National Police Chiefs Council (NPCC) Mobile Phone campaign, highlighting the dangers of driving while using a mobile phone and the national Get Safe Online focus which was #SafeBreaks, focusing on the safe booking of holidays and the scams employed.
- #OnTheBeat was launched and ran for the entire month – it focused on local policing, whilst challenging the perception of frontline policing. Similarly,

#BeyondTheBeat, aimed to raise awareness of the demands facing Wiltshire Police.

More recently, in May 2019, 'Game of Homes' was launched as part of the burglary campaign. The game was designed as a way for people to test their crime prevention knowledge. The initiative resulted in good engagement from the public and interviews by Det Supt Sarah Robbins for Heart and BBC Wiltshire. The Online Crime Reporting tool was also launched in May and since the launch there has been 373 reports. In July, 20 reports were received which is the highest number received in one day to date. Communication about the Online Crime Recording function was planned to be staggered, allowing the functionality to be tested for the first few weeks and to ensure the process was smooth within the Crime and Communications Centre (CCC).

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 4,783 followers on Instagram, 11,199 subscribers on Community Messaging, 59,578 Facebook and 64,204 Twitter followers on the Wiltshire Police accounts.

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.

New roles such as; community messaging and support, rural crime partnership support and vehicle cleaning and inventory, have been introduced and developed.

More diverse recruitment has been sought by the Volunteers Supervisor in conjunction with positive action organisations such as WorkFit, Wiltshire Employment Services Team (W.E.S.T) & Step Together at Tidworth.

There has been an increase to the number of cadets and young people recruited from 'hard to reach' groups through the support of National Volunteer Police Cadets (NVPC). NVPC have offered access to training, resources, and other support to assist development of the Wiltshire Cadets Programme. The total number of Cadets in Swindon, Trowbridge, Salisbury and Chippenham are now 105 cadets. Progress continues to be made to increase the volunteer support around cadets.

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.

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

The Citizens in Policing (CiP) team continues to increase its' watches schemes across the force. Below shows the numbers of watches at the end of July 2019. Horse Watch: 236, Canal Watch: 730, Neighbourhood Watch (NHW): 2500+ registered coordinators, 630 members assigned to schemes, Lorry Watch: Bradford on Avon team only at this time with approximately 20 volunteers with two potential new teams in the process of gathering their volunteers and Hotel Watch continues to be progressed and will include approximately 17 hotels, which CPT have already approached in regards to offering some County Lines information and raised Hotel Watch as something coming up in the future.

Community Speed Watch (CSW) consists of 110 teams across Swindon and Wiltshire which is made up of over 1200 active participants, with proposals for new schemes being considered. The annual team leader event took place in July 2019 and attracted over 30 leaders facilitating good discussions around how we can improve e.g. setting up a scheme, analytical data provision, and traffic survey. The event was well received and supported by OPCC and Crime Prevention Lead. Good feedback has been received on the event.

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. The force has maintained on average 222 specials over the last 18 months and an addition of 21 who attested in July 2019, contributing on average 18 hours a month to policing in Wiltshire and Swindon. We continue to recruit and support this with well-planned information evenings and assessment days.

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. The Special Constabulary is currently being integrated into the Citizens in Policing (CiP) portfolio and the aim is for Specials to be better integrated into Community Policing Teams (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 merger of Specials into CPT is being reviewed by the Continuous Improvement Team in order to ascertain whether or not the merger is engaged and valued as well as other areas in line with the Specials delivery plan. The review is expected to be complete early September 19.

Potential support from the Business Intelligence development team to help build central oversight of Policing Action Check lists (PAC's) to identify any gaps and areas for improvement which should inform focused activity or support.

The CiP team continues to progress the Specials dashboard to better understand the value added by the Specials cohort and how we can best support their careers.

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 (WCO), who in turn support our Community Policing Teams (CPT) with their improved knowledge of rural and wildlife related offence. 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 Rural Crime Partnership (RCP) for Swindon and Wiltshire meets on a quarterly basis. The aim of the Partnership, which was introduced in October 2016, is to bring together representatives from a number of organisations to provide coordination and strategic leadership in tackling rural crime issues. The aims 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 2018 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 ensure that we are working to and achieving those objectives set within the strategies.

The RCT sits on the South West 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 and events have been run by the RCT, in conjunction with CPT's. These include;

- Awareness Day at Avebury in June 2019 where 22 Wiltshire Police Wildlife Crime officers took part, along with other delegates from across the country run by Wiltshire Rural Crime Team and Historic England.
- To help protect heritage sites, in July 2019, Operation Apollo was launched within the force and out to the public.
- On the 12th of June, the official drone launch funded by Historic England and the National Farmers Union (NFU) for the rural crime team was carried out at Avebury.
- A mobile App and mapping systems are currently being developed by students and Historic England which will hopefully enable Police to be notified when a heritage area is likely to be targeted.
- Operation Aston launched to tackle illegal activity on the Salisbury Plain is still ongoing since September 2018 and is supported by the Ministry of Defence (MoD).
- In May 2019, as part of the Wiltshire Rural Crime Partnership, we launched 'Police stop me' stickers in a new initiative to help tackle farm machinery theft in the county.

This year has seen a rise of thefts across Wiltshire targeting tractors GPS systems and has been recognised as a National issue. The thefts are suspected to be linked to Organised Crime Group's (OCGs) from Eastern Europe. In response to this, the National Wildlife Crime Unit (NWCU) will be collating the top 20 poachers from each

of the 12 forces involved, in an effort to identify OCG's and those travelling between multiple forces.

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. Pubwatch is key to maintain good communication between venues across the city and has seen an upsurge in membership over recent months resulting in some really positive activity and interaction between agencies.

Swindon town center and Old Town pub watches have merged together and they have been working to develop an authorised professional practice (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 behavior 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 behavior. The target group will be first time offenders, aged 18years 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.

The 'Ask for Angela' scheme is a national initiative in which licensed premises can be alerted to, and offer help to people who are on a date or who have met someone at a venue and feel unsafe get help from bar staff. This scheme has been implemented across Swindon and Wiltshire in conjunction with Swindon Borough Council and Wiltshire Council. The scheme is fully operation in Gloucestershire and the Licensing team visited the force to see how the initiative is implemented and to learn best practice.

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. Swindons licensing officer meets regularly with his counter-parts from Swindon Borough Council 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 Swindon Borough Council 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.

The Swindon licensing officer is now being supervised by the CPT Deputy and is being included in local tactical meetings. A purple flag application is being compiled by Swindon Borough Council initially for gap analysis prior to a formal submission. Purple flag status is awarded for town & city centers 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.

Swindon Borough Council licensing tasking currently hold a separate meeting, proposal for this is to combine with the fortnightly tasking meeting that is held with other agencies including in Swindon Bid Street Team and Turning Point. Quarterly

meetings for Wiltshire Police licensing staff are to be arranged to maintain Licensing Team communication/best practice.

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

OPCC Objective

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 (HMICFRS) in its inspection of effectiveness

In 2018/19 HMICFRS (Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services) adopted an integrated PEEL assessment (IPA) approach to their existing PEEL Inspections. This combined, into a single inspection, the effectiveness, efficiency, and legitimacy areas of PEEL. Each force is assessed against each part of HMICFRS IPA programme every year.

On 2nd May 2019, PEEL: Police Effectiveness, Efficiency, and Legitimacy 2018/19 An Inspection of Wiltshire Police was published, by HMICFRS. The full report can be viewed at www.justiceinspectors.gov.uk/hmicfrs/. Wiltshire has maintained its Good rating for all of the three pillars: Effectiveness, Efficiency, and Legitimacy.

The next PEEL inspection will take place in 2020 with the publication of the report later in the year.

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 and troubled families.

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.

A new Youth and Early Intervention team is now being actively recruited. This will comprise a new Supervisor role replacing the Sergeant, and two coordinators. The team will provide central coordination and support for the local Crime Prevention Team (CPT) delivery of Youth Engagement and Early Intervention and Problem Solving, and continue to work closely with partners including Local Authorities, schools and youth groups.

The introduction of 'Mini Police' into Swindon and Wiltshire has been a huge success, with 3 Swindon schools and 1 in Wiltshire currently running units, and 8 more signed up in September 2019. PCC funding supports units in areas of deprivation, some schools have offered to self-fund. The programme has been further boosted by a significant grant from the National Volunteer Police Cadets, awarded in March 2019.

Work is ongoing to coordinate and deliver the 31st annual two week crime prevention and safety program 'Junior Good Citizen'. The scheme is co-delivered with a range of partners from the Fire Service, Environmental Health and Road Safety teams from Wiltshire Council and Housing Association groups.

Two bespoke youth engagement projects have been undertaken, with Trowbridge College working on an interactive smartphone game to highlight the issues and serious consequences surrounding Knife Crime and weapon awareness. In Swindon, New College are working on a County Lines awareness film.

The first 'Call In' knife crime intervention has been held at Swindon Crown Court in conjunction with Public Health (Wiltshire and Swindon) and the local Pupil Referral Unit. 20-25 young people will attend. The next 'Call In' will be held at Salisbury.

The Kickoff@3 Charity Football Tournament has been completed in association with national charity Kickoff@3. Partner agencies involved include Wiltshire FA, youth groups, Tesco and the first match played on May 19th.

We continue to work with Partner agencies for the next Operation Sceptre in September 2019 including both Swindon and Wiltshire Trading Standards, Youth Offending Team's (YOT) and the Lead Safeguarding Advisor – Education in Swindon Borough Council.

As part of the 'high intensity user network scheme' a small cohort of high intensity users (approx. 10 per area) have been identified and Community Engagement and Demand Management Officers (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.

The project is titled PHIM (Police and Health Integrated Mentoring Project) and is developing well. A new officer has been recruited to work in the North Wilts area and we hope to cover Swindon again soon utilising the funding offer from the Academic Health Science Network (WEAHSN). The South PHIM Officer has had a big success with a Salisbury service user making high demand on our services, who is now due to be discharged.

The Mental Health Sergeant now attends MAPPA meetings where Mental Health/Learning Disability is an issue where police and partners work together to prevent crime and protect communities. Due to this role being recognised as a single point of failure, a proposal to offer bespoke Mental Health training to initially 10 Officers/Police Staff was agreed through RMP. A further 10 spaces will be opened up to officers/staff in phase 2 to ensure the 24/7 coverage needed. The training package is in early development led by Sgt Mike Hughes liaising with HR/L&D colleagues and will include information events being held in the hubs to raise awareness to staff that may want to volunteer for these ancillary roles.

The team worked with Dorset & Wiltshire Fire & Rescue Service (DWFRS) to raise awareness of the role of Safe & Well Officers & how Officers can refer to their service. If Officers are dealing with anyone who falls within their criteria, with the persons consent, they can be referred to DWFRS for a Safe & Well visit so that fire safety interventions can be put into place.

In the last 4 months Wiltshire Police Designing Out Crime Officer has consulted with Wiltshire Council and Swindon Borough Council in relation to the planning, layout and crime prevention measures for 4746 homes, 3 ATMs, 3 care homes, 1 Science park, 5 Licensed premises, 41 Industrial units, 13 potential sites for MDS, 2 places of worship, 3 schools, 1 vet surgery, 2 skate parks, 1 rifle range, 3 community hubs, 1 youth centre, 1 Library, 1 Sub Station, 3 sites for Gypsy pitches, 1 fireworks store, 3 Filming locations, one large retail development and 3 hotels.

The team worked with Wiltshire Council to help organise and deliver the multi-agency learning event for practitioners 'Protecting vulnerable people from County Lines, Modern Slavery and Human Trafficking' conference which took place on April 4th. Delegates came from a wide range of agencies – Alabare, MASH, Housing Associations, National Health Service England, Turning Point, Splash, DWFRS, various schools across Swindon and Wiltshire to name a few. The day provided a mix of talks and training sessions to help attendees identify the signs that someone may be a victim of County Lines, Modern Slavery and Human Trafficking with the aim of delegates being more confident that you can help protect those who are being exploited.

1.12 Work to protect people from becoming victims of cyber crime

The Digital Investigations & Intelligence Unit (DIIU) was formed in July 2018. The DIIU provides leadership, best practice, research and support for digital investigations with a team of skilled and experienced investigators focusing on cyber dependent crime. The unit assists officers with digital elements of investigations including the development of digital strategies 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 team will work to identify opportunities to educate individuals and corporations around cyber dependent crime, and cyber security. A campaign around cyber safety has already been run as part of the 'beyond the beat' communications with coordinated cyber inputs from across the force and further afield, including from Stay Safe Online, Bobby Van, Action Fraud and the force's fraud department. A campaign to emphasise online safety messages was carried out in July.

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.

Cybercrime Investigators or the Cyber Protect Officer make contact with all reported victims of cyber dependent crime, and provide individuals with protection advice. The DIIU have established a close working relation with the Bobby Van Trust ensuring that there is continuity in the protection messages being delivered.

Two full time Prevent & Protect Officers are in place, and working towards objectives as per the PROTECT strategy. The DIIU work in conjunction with the Bobby Van Trust who carry out 'stay safe online' visits. An extensive social media presence ensure regular sharing of appropriate messaging. In addition, Stay Safe inputs have been developed and delivered to businesses, young people, parents & carers, school head teachers & business managers, and members of the public.

Training and awareness events have been held for internal staff including all communication staff, upskilling them in relation to cybercrime and associated crime prevention opportunities. Furthermore, additional funding has been identified to

resource a further Prevent & Protect Officer, who will also continue this important work.

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.

Earlier this year, following a review of the Child Criminal Exploitation officer pilot in Swindon, recommendations were made that the force should seek to expand the role into Wiltshire. A project has been commissioned to seek an individual on either the Developed Leaders Programme (DLP) or the Senior Leaders Programme (SLP) to lead on a review of models that exist in other forces to manage Child Criminal Exploitation. With the support of our key partners across safeguarding and youth/family services, make recommendations on what the Wiltshire Police CES or team will look like. It is anticipated that this project will take three months prior to recommendations being made back to the Senior Leadership Team.

In June 2019, there was a proactive operation to identify CE victims, which carried out positive intervention of 12 CE victims' in collaboration with Education, Social Services, Health and Children Services. Furthermore, we are sharing intelligence with partners to ensure the intelligence picture is up to date with regards to the true levels of drug and gang criminality which is substantially greater than first thought. This work has been ongoing on for a number of months and is still being progressed.

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 over-arching 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.

Organised Crime Group mapping has now been regionalised and as of the April 2018 the ROCTA (Regional Organised Crime Threat Assessment Team) now undertake mapping and scoring, supported by the Serious and Organised Crime thematic desk in the Wiltshire Intelligence Unit. Processes to identify and refine our approach to Organised Crime are developed and embedded via an Organised Crime tactical working group.

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.