Office of the Police and Crime Commissioner for Wiltshire and Swindon

End of Year Quarter Four 2017-18 (1 January to 31 March 2018)

Incorporating Annual progress report against P&C Plan 2016-18

For Police and Crime Panel meeting 14 June 2018

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Introduction by Commissioner Angus Macpherson

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

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

Raising awareness of significant topics

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

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

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

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

Salisbury Critical Incident – Operation Fairline

The nerve agent attack in Salisbury three months ago has been an unprecedented incident for our Force, which has meant significant costs have been incurred because of the scale of the investigation.

At this stage we are estimating that the total cost of Wiltshire Police's response is expected to be £7.5 million.

I want to reassure the public that I am asking the Home Office to cover all our costs.

The Government has already agreed to an initial special grant funding of £1.6 million covering our costs in the last financial year, and the Policing Minister Nick Hurd MP has recognised the ongoing costs to Wiltshire Police. I expect the additional costs incurred to be met in this financial year as well.

I would like to once again praise all our officers, staff and volunteers, as well as our partner agencies, for their commitment and I continue to be amazed at the dedication they have shown in supporting this operation.

Also, the resilience of the community in Salisbury has been incredible and they, along with the business community, should be applauded for their attitude whilst the investigation has continued.

HMIC Inspection – Effectiveness 2017

This PEEL inspection is critical as it assesses the standard of the core parts of policing – protecting the public and investigating crime. My Police and Crime Plan incorporate many aspects covered in this report and I have set out the improvements that I have set for the force.

I welcome the HMICFRS inspection report which has again rated Wiltshire Police as 'good' in all four areas of the inspection. The report makes for good reading and I am pleased that the Force has retained its 'good' grading from 2016. It rightly acknowledges those in the Force who work so hard, and continue to work hard to achieve this.

One of my priorities is to put victims, witnesses and communities at the heart of everything we do. The world of policing is diversifying and I am proud in which the way our Force continues to go above and beyond to meet these challenges. The Force has provided outstanding operational leadership in ensuring that those most vulnerable receive the very best service and support from the police. The report identifies areas for further opportunity for improvement that will be examined and incorporated into service improvement plans such as the CCC improvement plan, vulnerability strategy and work with partners.

It is reassuring to read from an external inspector that we are working well with our partners but we cannot be complacent. We will continue to look at ways we can make improvements to the way we do things so that we can better meet the needs of vulnerable people. For example, whilst Wiltshire Police are good at conducting domestic abuse investigations, I am particularly interested in getting feedback from victims themselves in order to help us get better outcomes for those individuals.

We can only tackle the changing face of vulnerability by continuing to work closely with our partners across our two local authority areas. Complex and sensitive issues such as modern slavery, child sexual exploitation and the exploitation of vulnerable people by those involved in the supply of class A drugs cannot be addressed by the police alone.

In my Police and Crime plan I have prioritised better support for those in mental health crisis and stop custody being used as a place of safety. I am delighted that the outstanding work commissioned by my office and service by Wiltshire Police to those with mental health issues is recognised. I am pleased that the mental health triage team which I commission with Clinical Commissioning groups has been recognised as being 'outstanding'. This work is a testament of local determination to make sure those with mental health issues are supported and treated as those with physical health problems.

We have built strong working relationships with our partners. Working with health services I am hopeful that improvements in mental health services will stop the use of custody as a place of safety.

Details of all HMIC inspections and my full response is available on my website https://www.wiltshire-pcc.gov.uk/article/1845/HMICFRS-Inspections

Police Senior Command Team

At the last meeting I updated members about the appointment of Temporary Chief Constable, Paul Mills was appointed Deputy Chief Constable and Craig Holden. The T/CC has now finalised his executive leadership team which now includes in addition ACC Gavin Williams, Head of Business Improvement, Head of Corporate Communications and Head of People Services.

I fully support the T/CC to increase the variety and breadth on the Forces operational leadership equally reflecting police officers and staff.
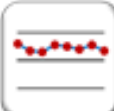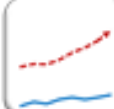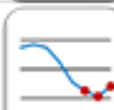
Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon

June 2018

Performance dashboard Key

Key to Symbols
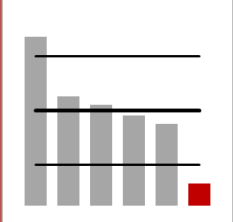
Symbol	Description
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last 8 months have all been above the Average for the past 24 months
	The Disrete 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 Disrete Trend, for the past 12 months, is significant and Decreasing
	The Rolling 12-month trend, for the past 12 months, is significant and Decreasing
	Does not trend with Peers
	No data has been recorded for this measure for at least 12 months

Performance dashboard

Priority 1:	Prevent crime and keep people safe		
Measure	Data	Infographic	Context
Crime volume	9,918		Stablising trend and lower than peers
Crime recording compliance	88.2%		Compliance has reduced in Q4
Cyber flagged + Key word	556		Long term trend is gradually increasing
Hate crime volume	126		Trend is stable - racially and religiouslly aggravated crime is in line with peers
Outcome rate	14.5%		Decreasing trend - Peer comparison unavailable due to submission of proxy data
ASB volume	3,294		Long term reducing trend with expected seasonal variation
Overall confidence with the police in this area	N/A		The OPCC are reviewing this survey, no data available
KSI- Collisions	57		Long term trend is decreasing, discreet months are within expected boundaries
Special Constables hours deployed	16,875		Increasing long term trend
Number of Volunteers in post	99		Increase in quarter four of NPPV level 2 volunteers
Subject to change			

Priority 2:	Protect the most vulnerable in society		
Measure	Data	Infographic	Context
S136 Arrests	61		Stable
Number of Missing Individuals	445		Stable
Volume of CSE crimes	33		Long term, slow increasing trend
Volume of DA Crime (ACPO defined)	1369		Long term, slow increasing trend
Volume of Sexual Offences (Recent / Non Recent)	418		In line with peers, slow increasing trend

Priority 3:	Put victims, witnesses and communities at the heart of everything we do		
Measure	Data	Infographic	Context
Satisfaction of victims with the whole experience	73.6%		Long term significant decreasing trend
Satisfaction with being kept informed	67.8%		Long term significant decreasing trend
Satisfaction with ease of contact	89.9%		Long term significant decreasing trend
Satisfaction with treatment	90.2%		Long term significant decreasing trend
Conviction rates	91.1%		Stable and high
Restorative Justice level 1	97		Sustained and stable
% of cracked or ineffective trials due to prosecution	15%		Stable with a discrete increase from quarter two to quarter three
Percentage of officers using live links	85%		Stable over last two quarters
Number of times virtual court used	100		Starting to plateau
Subject to change			

Priority 4:	Secure a quality police service that is trusted and efficient		
Measure	Data	Infographic	Context
Immediate response time	10mins 55sec		Stable - one month spike in March
Priority response time	51mins 00sec		Stable
Average time to answer 999 call	4 sec		Consistently good
Average time to answer CrIB call	1min 29sec		Consistent improvements
CrIB Abandonment rate	5.7%		Consistent improvements
Quality of full files	0.6%		Long term improving trend
Volume of complaints	158		Long term reducing trend
% Complaints recorded within 10 working days	93%		Stable
Complaints average number of days to record	10 days or less		Single month highs in January and March
Percentage of appeals upheld	0%		Long term stable picture
Morale of staff - Staff Survey	N/A		
Number of actual days lost per person	12.5		Long term reducing trend

1. Prevent crime and keep people safe

Crime volume	▪ Q1. 10,870 – Rolling 12 months 42,528 ▪ Q2. 11,673 - Rolling 12 months 43,606 ▪ Q3. 11,187 - Rolling 12 months 44,089 ▪ Q4. 9,918 - Rolling 12 months 43,744	

1. There were 9,918 crimes recorded during quarter four and 43,744 crimes were recorded in Wiltshire in the 12 months to March 2018.
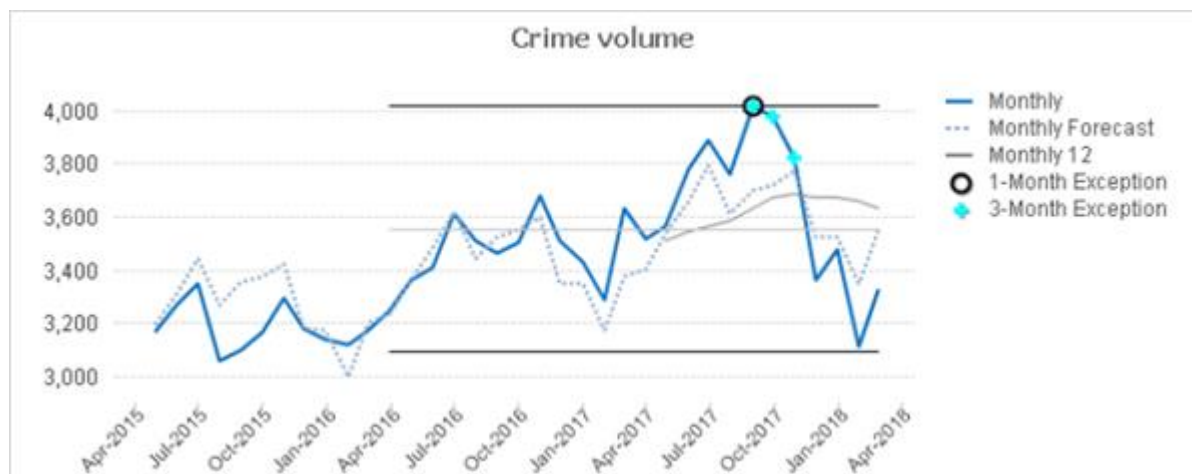
Discreet monthly crime volume to March 2018

2. This represents an increase of 2,062 crimes (five per cent) compared to the previous 12 months.

3. The recorded crime rate per 1,000 population for Wiltshire in the year to March 2018 is 64.3 crimes. This is below the most similar group (MSG) average of 69.6 crimes per 1000 population, and statistically lower than peers, as shown in the chart below:

iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents
Wiltshire
Crimes
01 Apr 2017 - 31 Mar 2018

OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics
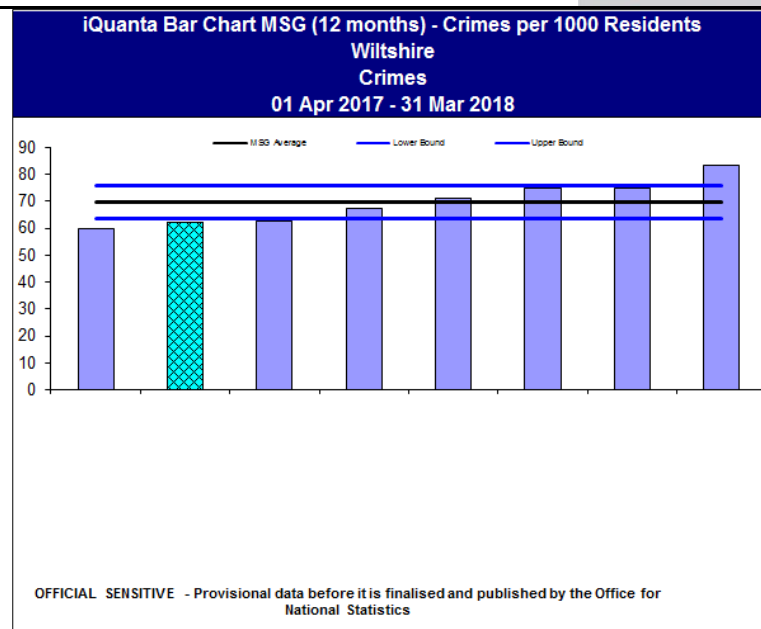
All crime up to March 2018 – most similar group (MSG) position

4. The Force continue to prioritise residential burglary and the ability to provide the victim with a positive outcome. The head of crime for Wiltshire, Superintendent Sarah Robbins has further developed a detailed improvement plan and updates with regards to progress against this plan have been presented to my Commissioners Monitoring Board (CMB). Superintendent Robbins will be providing an update to the Police and Crime Panel.

5. Since April 2017 the way burglary is recorded has changed nationally and new categories are not directly comparable to the previous ones with the exception of all burglary (any burglary from any premises).

6. Internal analysis shows that in the year to March 2018 there were 4,075 burglaries in Wiltshire which represents an increase of 1 per cent or 56 additional crimes compared to the same period last year.
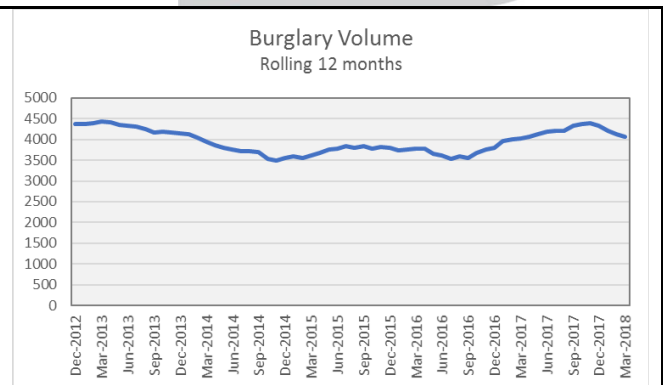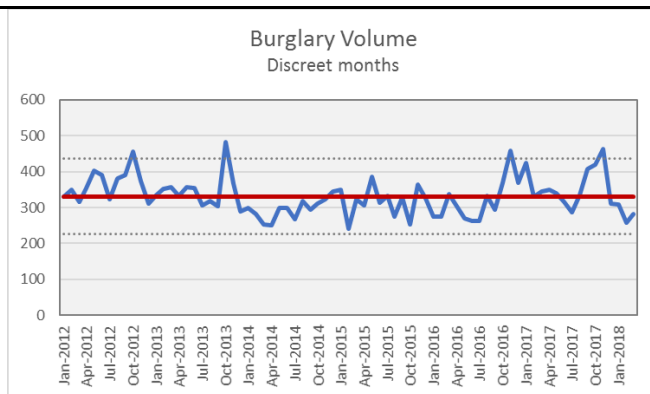
Burglary up to March 2018 – discrete monthly volume and rolling 12 month trend
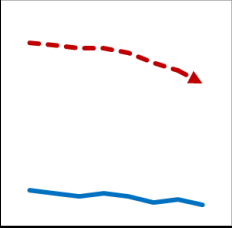
7. Following a spike in Burglary during quarter three of 2017/18, burglary volumes have returned to expected levels and the rolling 12 month trend is starting to show a positive trend.

8. Burglary volume is above the most similar force average but statistically in line with peers.

9. The volume of vehicle offences recorded in the year to March 2018 was 11 per cent higher than the previous year. This equates to a total of 3,769 offences, 382 more than the previous 12 months.

10. The increase in vehicle offences seen in quarter three of 2017-18 has not continued, with volumes returning to expected levels. This has had a positive impact on the rolling 12 month trend which is beginning to show a change of direction.
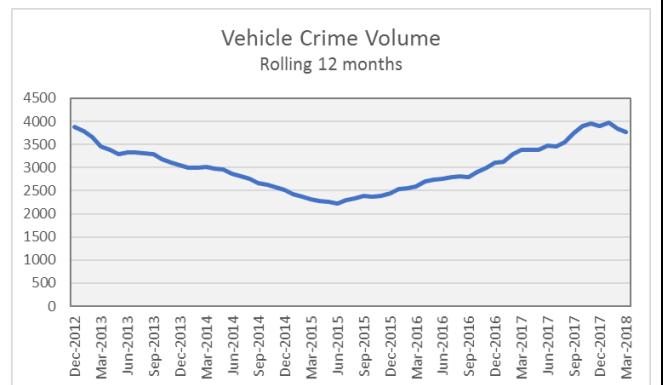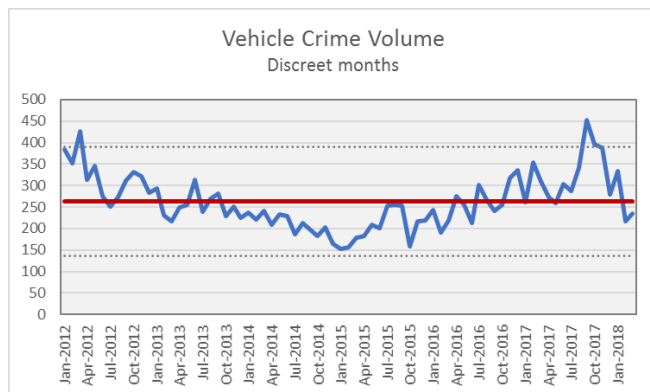
Vehicle Offences up to March 2018 – discrete monthly volume and rolling 12 month trend

11. Vehicle crime is above the most similar force average, but statistically in line with our peers.

12. In line with the control strategy, the Force continues to target specific offenders involved in vehicle crime and other forms of criminality.

Crime recording compliance rate	Q1: 95.9 per cent Q2: n/a Q3: 95.2 per cent Q4: 88.2 per cent	

13. 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.

14. 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.

15. 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.
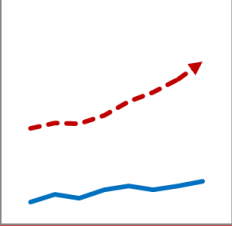
16. To achieve this, a Crime and Incident Validation Unit (C&IVU) was created with the sole purpose of reviewing all crimes and specific incident categories which may risk inaccurate recording to enable compliance with national standards, swift correction of any errors identified and timely feedback to staff. The nature of these audits vary between each report to ensure as many high risk recording categories are monitored. Consequently, this measure will not be directly comparable for each quarter.

17. In quarter four, the C&IVU conducted an audit of rape/sexual offences, violence, robbery, crime related incidents and MASH (Multi Agency Safeguarding Hub) referrals. These focussed on crime occurrences in the record management system known as NICHE and incidents recorded in the incident recording system known as STORM. In total 350 records were reviewed and on average 88.2 per cent were recorded correctly.

18. In the previous quarter we reported that, an internal review focusing on the sustainability of the C&IVU took place and was presented to members of the Senior

Command Team at an internal Crime and Justice Board. At that board, it was agreed for the C&IVU to remain in position for a further 24 months.

19. Resourcing within the C&IVU has been escalated to the Executive Leadership team to ensure that adequate resource is assigned to the unit.

Cyber flagged + key word	Q1: 394 crimes - 1793 rolling 12 months Q2: 495 crimes - 1853 rolling 12 months Q3: 424 crimes - 1827 rolling 12 months Q4: 556 crimes - 1869 rolling 12 months	

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

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

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

"Cyber-enabled crimes, such as fraud, the purchasing of illegal drugs and child sexual exploitation, can be conducted on or offline, but online may take place at unprecedented scale and speed." [1]

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

Rolling 12 Month Average Trend Line Chart

Overall cybercrime – Rolling-12: Increasing Trend
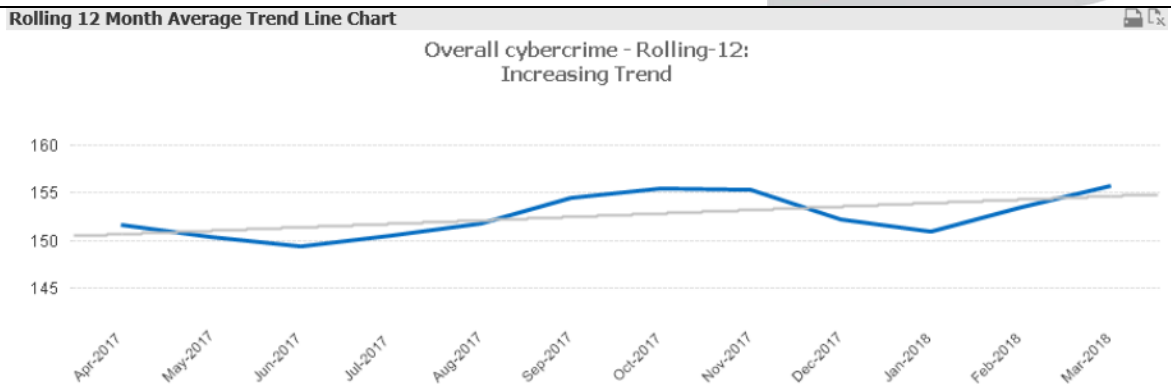
Cybercrime March 2018 – rolling 12 month trend chart

22. Since the previous report the long term rolling 12 month trend has started to show a slight increasing trend.

Discrete & Rolling 12 Month Average Forecast

Overall cybercrime: Three-Month High
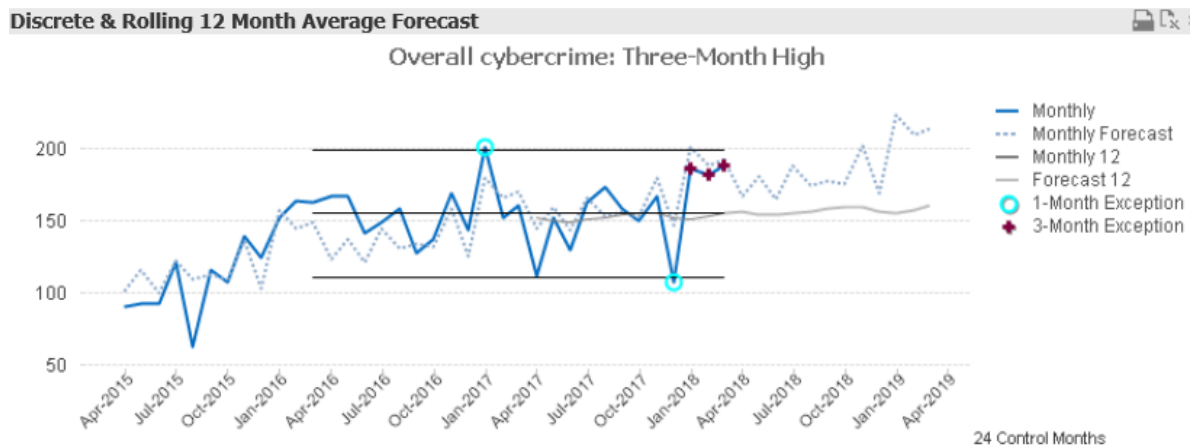
Cybercrime March 2018 – rolling 12 months and discrete monthly volume chart

23. In Wiltshire during quarter four, there were 556 cybercrimes recorded and 1,869 crimes reported in the 12 months to March 2018. This compares to 1875 crimes recorded in the year to March 2017 so while the trend shows a slight increase, the volume change compared to the previous year is stable.

24. The new Digital Investigations and Intelligence Unit is being formed under the leadership of Detective Superintendent Steve Kirby. Recruitment is currently underway with some staff already appointed. This unit is expected to be fully established by September 2018.

25. A tactical plan is being developed which focuses on cyber capabilities. This plan looks at how we can improve investigations using digital technology by educating,

training, and the use of emerging technology and equipment. It also covers the legal changes that are coming in, such as the new Investigative Powers Act which will have a significant effect on how we obtain data.

[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: 136 hate crimes - rolling 12 months 560 crimes Q2: 152 hate crimes - rolling 12 months 537 crimes Q3: 113 hate crimes - rolling 12 months 510 crimes Q4: 126 hate crimes - rolling 12 months 527 crimes	

26. The overall volume of hate crime reported has remained relatively stable for the last two years, there were 527 hate crimes reported in the year to March 2018. This compares to 540 hate crimes in the year to March 2017 (a two per cent decrease).
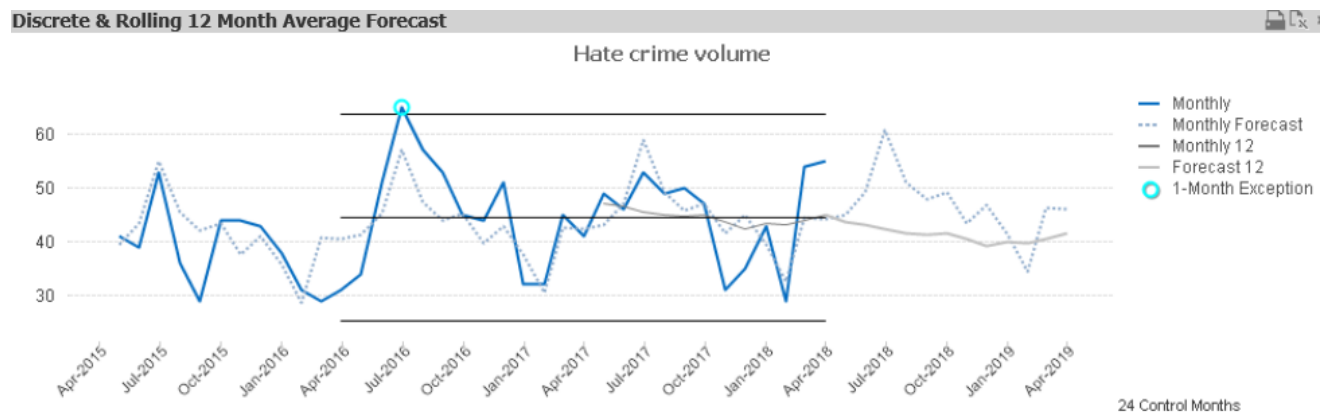
Hate crime March 2018 – rolling 12 months, discrete monthly volume and forecast chart

27. 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.
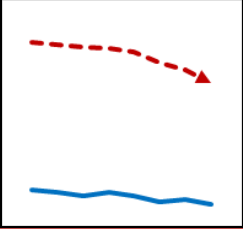
28. Wiltshire supports the national hate crime portfolio through the weekly submission of hate crime data to the National Community Tension Team.

29. In the last quarter approximately 10 hate crimes were reported per week, this equates to around 1% of the total crime volume reported to Wiltshire Police.

30. The following table shows the distribution of hate crimes by volume reported in the 12 months to March 2016 and 2017 respectively. The table also shows what percentage each hate crime category equates to in the overall hate crime classification.

Prejudice Type	1st April 2017 - 31st March 2018		1st April 2016 - 31st March 2017	
	Crime Volume	Proportion of prejudice type	Crime Volume	Proportion of prejudice type
Prejudice - Racial	439	80%	433	81%
Prejudice - Sexual orientation	52	10%	67	13%
Prejudice - Disability	37	7%	28	5%
Prejudice - Religion	36	7%	20	4%
Prejudice - Transgender	9	2%	6	1%
Total Offences	**546**	-	**534**	-

31. It is worth noting that one crime can be tagged with multiple national incident category list (NICL) prejudice tags.

Outcome rate	Q1: 17.3 per cent rolling 12 months Q2: 17.1 per cent rolling 12 months Q3: 16.5 per cent* rolling 12 months Q4: 14.5 per cent rolling 12 months	

*Data for Q3 has been revised. An error in the IQuanta data publication resulted in incorrect data being reported on. This has been rectified and we are confident in the data contained within this report.

32. In the year to March 2018 the outcome rate for Wiltshire was 14.5 per cent. Of the crimes reported to Wiltshire Police in the last 12 months 12.1 per cent remain under investigation, this accounts for 5,271 offences, therefore it is expected that the outcome rate will increase over time.

33. The Home Office have placed greater emphasis on understanding the full range of outcomes and the efficiency and effectiveness of processes.

34. The force has placed significant focus on outcomes 14 to 16 which are outcomes where there have been evidential difficulties. By reviewing these outcomes the Force seeks to identify opportunities to improve the service delivered.

35. The crime standards audit team has been identified as an area for improvement within the outcomes process. The reason for this is under resourcing in this area creates a backlog and increases the length of time it takes to finalise an outcome.

36. Within this process, the team prioritise outcomes according to risk.

37. The graph below shows the volume of crime cases that are awaiting an update form the crime standards team.

CSA Backlog
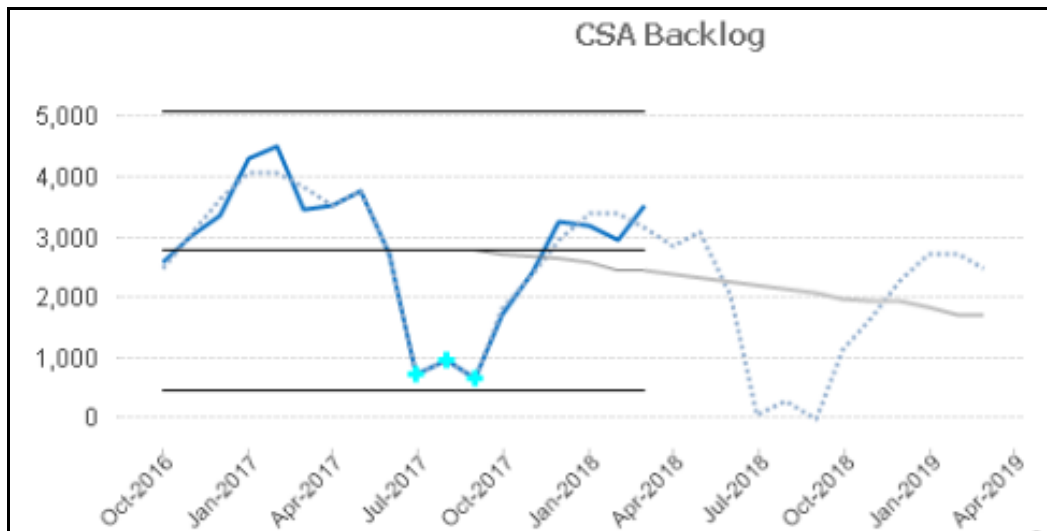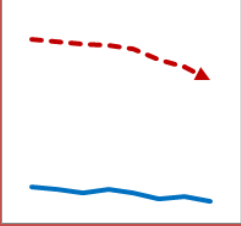
38. The outcome 14–16 reviews and the crime standards audit backlog are a monthly focus in the chief constables governance meeting.

39. As stated in previous quarters, rape outcomes have seen a decreasing trend both nationally and in Wiltshire. This is significantly impacted by large increases in sexual offences and rape offences being reported following significant high profile cases.

40. This increase in the volume of cases has a direct impact on the staff workloads and time in which it takes to investigate the crime.

41. Rape cases typically take longer than other crimes to get through the criminal justice process.

42. The force continues to review its investigative model, with recommendations being made to the Chief Constable in quarter one of 2018/19. The findings of this review are managed through a governance board on which my office is represented.

ASB Volume	Q1: 17,554 incidents rolling 12 months Q2: 17,215 incidents rolling 12 months Q3: 17,136 incidents rolling 12 months Q4: 16,594 incidents rolling 12 months	

43. The volume of ASB incidents has remained relatively stable over the last two years.

44. There were a total of 16,594 anti-social behaviour (ASB) incidents reported in the 12 months to March 2018 which equates to a two per cent decrease on the 17,234 incidents recorded in the 12 months to March 2017.

45. The volume of incidents reported in quarter four is in line with the projection for this time period and has followed the expected seasonal dip.

Discrete & Rolling 12 Month Average Forecast
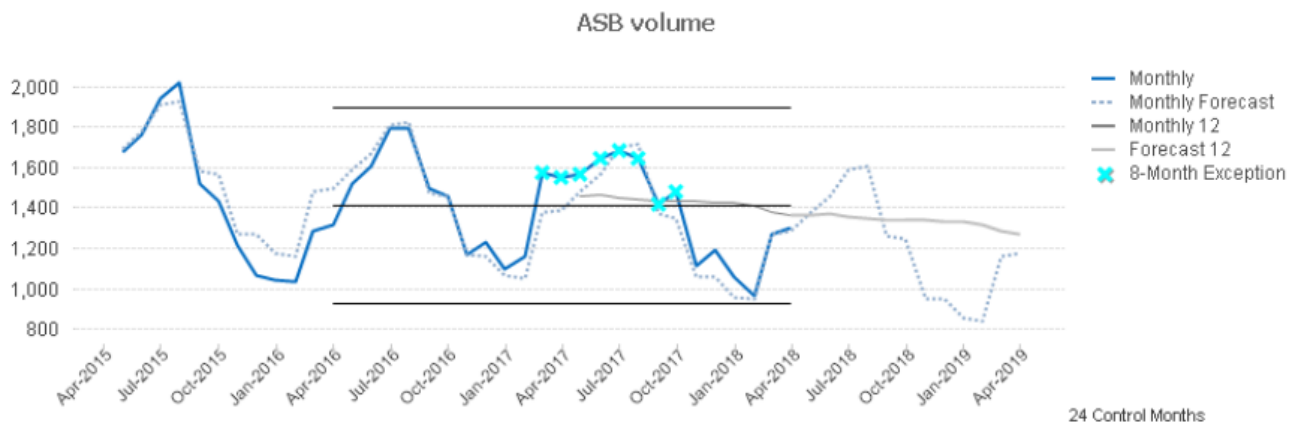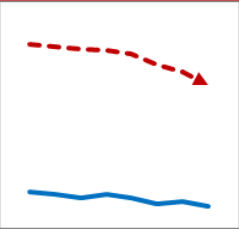
ASB up to March 2018 – rolling 12 months and discrete monthly volume chart

Overall confidence with the police in this area	Q1: 80.4 per cent (±2.1 per cent) Q2: Q4. Not applicable	

46. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.

47. Currently, we are reconsidering this survey and the methods that are used to obtain the information provided. Consequently, we have not pursued with Wave 17 of this survey. The last available data was reported in quarter one where public confidence in Wiltshire Police was 80.4 (±2.1) per cent.

Killed and seriously injured (KSI) - Collisions	March 2016 – February 2018 275 collisions March 2017 – February 2018 251 collisions	
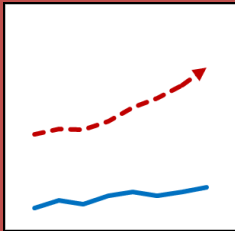
48. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI). This is monitored by the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.
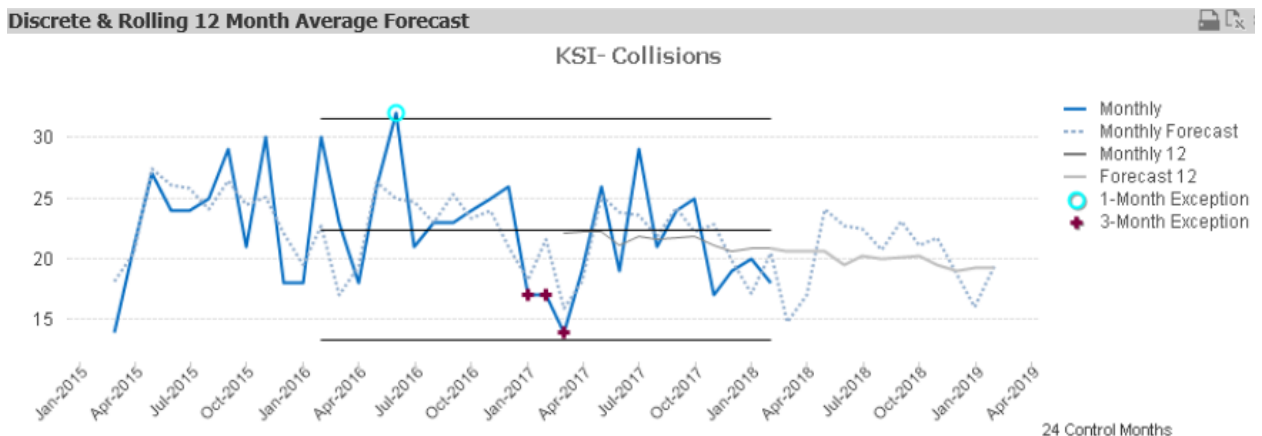
The discrete monthly volume and rolling 12 month trend of KSI collisions

49. In the 12 months to February 2018, there was on average of 21 KSI collisions a month and 251 in total. The longer-term trend is decreasing. There are no exceptional volumes of KSI collisions to report in the last fiscal year.

50. The most recent data for quarter three is up to February 2018. The March 2018 data will not be available until the next report because the coroner's process is still underway.

Special Constables hours deployed	Q1: 17,857 hours deployed Q2: 20,877 hours deployed Q3: 20,025 hours deployed Q4: 16,875 hours deployed	

51. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.

52. 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.

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

Front line policing hours delivered by Specials
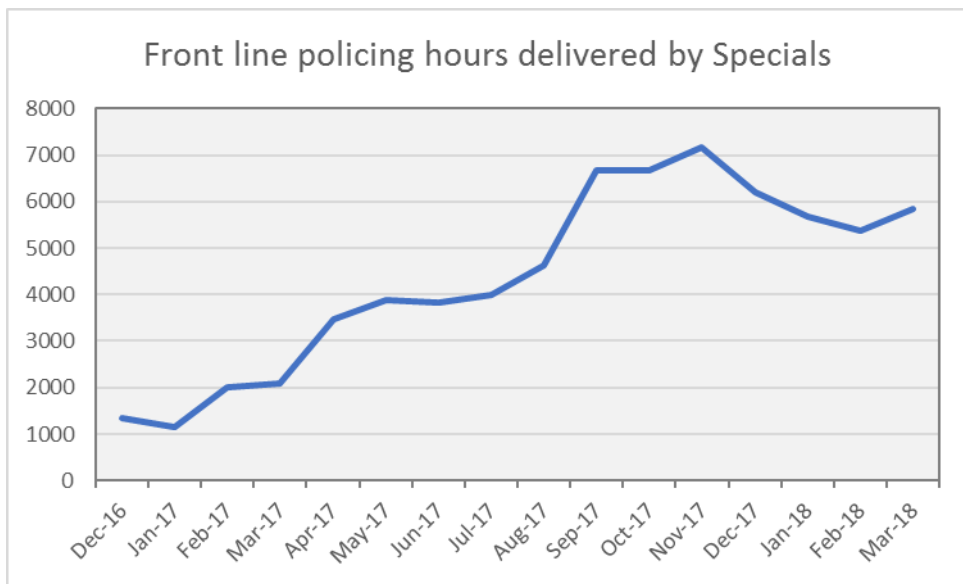
The discrete monthly total hours that special constables were deployed

54. In the last calendar year, special constables have delivered a total of 63,377 policing hours.

55. As of March 2018, there were 231 special constables within the organisation at various stages of independence or training.

56. Of the 231 special constables in the organisation, 62 are fully qualified (independent). 192 special constables are currently active and 30 are currently non-operational. The table below demonstrates the breakdown of all special constables by policing area.

Area	Independent	Total
Swindon	14	83
Wiltshire South	7	40
Wiltshire North	10	39
Wiltshire West	10	36
Wiltshire East	7	19
Specials Road Safety Unit	9	9
Headquarters	4	4
Unmanned Aerial Vehicles	1	1
Total	**62**	**231**

| Number of Volunteers in post | Q3: NPPV level 1 – 5
Q4: NPPV level 1 – 6

Q3: NPPV level 2 – 90
Q4: NPPV level 2 – 99

Q3: Total (exc N/A) – 156
Q4: Total (exc N/A) – 165
*Non Police Personnel Vetting | |

57. My office and the Force are committed to promoting volunteers across the organisation.

58. Volunteers use their diverse range of skills and experience to support Wiltshire Police in the achievement of its objectives.

59. Support volunteer roles within the Force are varied. Most roles offer support to police roles, help the police to become more accessible to the community and to better understand the issues that affect communities across the county.

60. Volunteers in the organisation are vetted using the national vetting standards. There are three levels of clearance which are used in-Force. Volunteers who require access to Force buildings or IT will need to be cleared at level two which classifies them as non-police personnel vetting (NPPV) volunteers.

61. They are spread across many departments of which a breakdown is provided in the
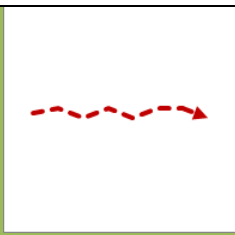
table below.

Volunteer Role	Level of Clearance			
	n/a	NPPV1	NPPV2	Total
Bobby Van			5	5
Cadet Core Leader			14	14
Call Quality Appraiser			4	4
Chaplain			11	11
Chaplain & Restorative Justice Facilitator			2	2
HAD* Member	60			60
Office Support			4	4
On-Line Safety			8	8
Performance Management Coach			2	2
Police Information Point			3	3
Restorative Justice Facilitator			30	30
Rural Crime Support			2	2
Stop Search Scrutiny Panel		5		5
TBC			3	3
Vehicle Cleaning and Inventory			1	1
Volunteer Panel Member			1	1
Volunteer Recruitment Liaison			1	1
Watch Scheme Processor			5	5
Wiltshire Employment Services Team (WEST)		1		1
WorkFit			3	3
Total	**60**	**6**	**99**	**165**

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

62. Since quarter three, nine new volunteers have joined and are working in the organisation as NPPV level two volunteers. This number has continued to increase since 2016.

63. Quarter four has seen increased working with WorkFit & WEST (Wiltshire Employment Services Team) where opportunities have been scoped alongside the Positive Action Team.

64. Please note that the figures provided do not include community speed watch roles. There are 1109 community speed watch members who are assigned within 114 active teams and one lorry watch team with 18 volunteers.
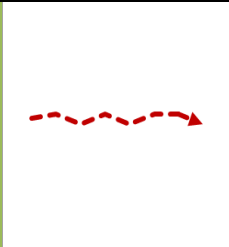
2. Protect the most vulnerable in society

Section 136 arrests	Q1: 67 arrests (three under 18 arrests) Q2: 60 arrests (three under 18 arrests) Q3: 48 arrests (one under 18 arrests) Q4: 61 arrests (two under 18 arrests)		

65. It is acknowledged that the nature of vulnerability is wide ranging. There are many measures which are used to understand how effective the Force is at protecting the most vulnerable people in society.

66. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB) on which my office is represented.

67. The VDB is chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight of 19 strands of vulnerability.

68. Section 136 (S136) is part of the Mental Health Act. The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control. [2]

Discrete & Rolling 12 Month Average Forecast

Discrete monthly volume and rolling 12-month trend of section 136 arrests
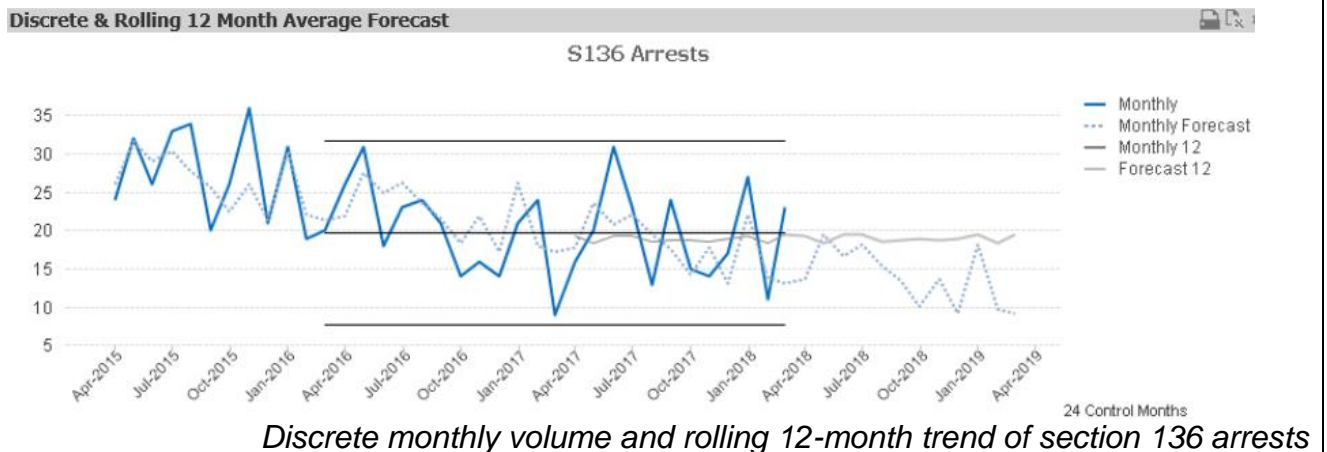
[2] Rethink Mental Illness 2017
https://www.rethink.org/living-with-mental-illness/police-courts-prison/section-136-police-taking-you-to-a-place-of-safety-from-a-public-place

Number of missing individuals	Q1: 557 Individuals Q2: 567 Individuals Q3: 512 Individuals Q4: 445 Individuals		

69. This measure represents the total number of **individuals** who have been reported as missing, not the total number of **incidents**, although incidents will be discussed.

70. In April 2016, the recording of missing incidents and individuals was centralised in NICHE. The Force is now able efficiently to record information relating to missing people in one location, ensuring the data is more accurate and can be linked to victims of child sexual exploitation (CSE) which helps the Force gain a greater insight into its threats, harm and risk.

71. In quarter four 2017, there were 445 people reported as missing. Of these, 230 were children and were 215 adults. Research shows that some people have been reported as missing on multiple occasions. For example, there were 590 incidents of adults and children being reported as missing.

72. Each episode where an individual goes missing would be listed as a separate incident.
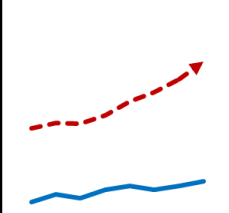
Volume of Child Sexual Exploitation (CSE) crimes	Q1: 38 crimes Q2: 41 crimes Q3: 35 crimes Q4: 35 crimes		

73. Since April 2016, the trend of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of 12 crimes tagged with a CSE marker per month. Although the figures are low, the impact on the victim and others affected is very high and is consistently prioritised within the Force.

Discrete & Rolling 12 Month Average Forecast
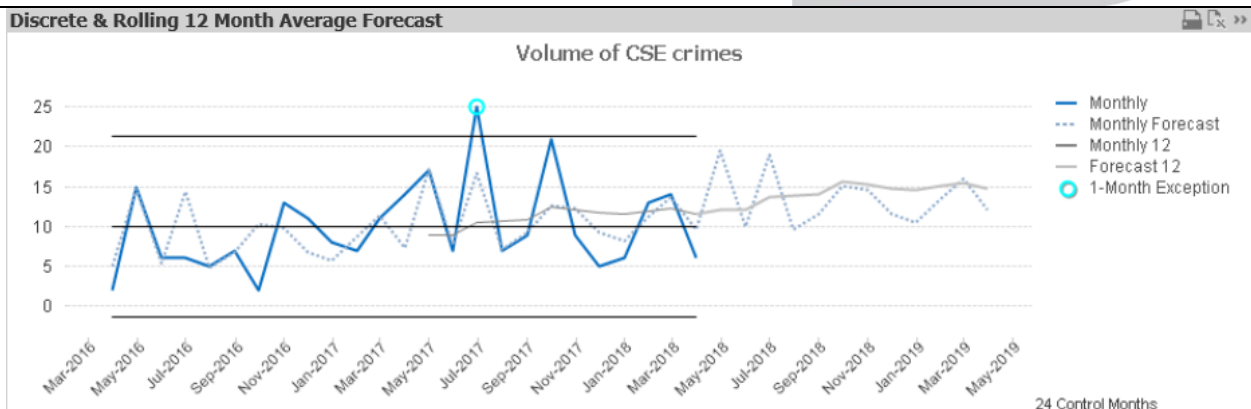
The discrete monthly volume and rolling 12 month trend crimes tagged with a CSE marker

74. Training to identify a crime with a CSE marker was delivered to officers and staff in Force at the end of 2016 with the aim of them understanding the true nature of this offending.

75. Because of this commitment to training staff it was to be expected that we would see an increase of this nature. This is highlighted in the chart above by the grey trend line that demonstrates an increase for the forthcoming quarter.

76. National research suggests that the gradual increase of CSE tagged crimes is because of staff getting better at recognising and identifying the threat, harm and risk of CSE and tagging the appropriate crimes as such.

77. In quarter four there were 35 crimes tagged with a CSE marker. In the 12 month period to March 2018 there were a total of 147 crimes, this compares to 93 crimes in the previous 12 month period. The reported level of CSE crime shows no exception in quarter four.

78. Regular training is being delivered internally with the aim of educating staff in how to identify whether a victim, suspect or nominal is at risk of CSE. The Force continues to treat crimes of this nature as a very high priority and have a member of staff conducting weekly audits of CSE tagged crimes to ensure the quality of tagging is maintained and learning points are captured to help form further training.

Volume of DA Crimes (ACPO defined)	Q1: 1321 crimes rolling 12 months 5382 Q2: 1480 crimes rolling 12 months 5422 Q3: 1476 crimes rolling 12 months 5569 Q4: 1369 crimes rolling 12 months 5646	

79. The trend for the volume of domestic abuse (DA) crime reported is a gradual increase over time. 5,646 DA crimes were reported in the 12 months to March 2018, this compares to 5,412 in the year to March 2017. This is an increase of four per cent (234 DA crimes).
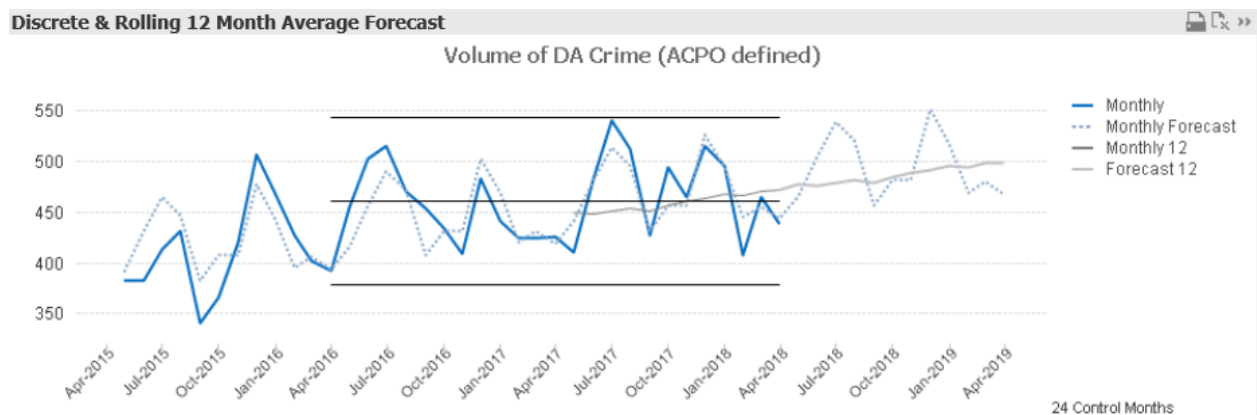
Discrete monthly volume and rolling 12 month trend of DA crimes

80. Internal audits are conducted to ensure that the Force is accurately recording DA crimes. The audit findings are reported to, and discussed at, the VDB as part of a wider approach to Domestic abuse.

Volume of sexual offences (recent/ non- recent)	Q1: 477 crimes – 1612 rolling 12 months Q2: 425 crimes – 1661 rolling 12 months Q3: 407 crimes – 1705 rolling 12 months Q4: 419 crimes – 1728 rolling 12 months	

81. The volume of sexual offences continues to increase, with a longer term increasing trend as well as a more recent 12 month increasing trend. Overall sexual offences are broken down into two sub-categories, rape and other sexual offences.

82. As highlighted in the graph below, the volume of sexual offences reported is generally a stable picture, apart from the period between January 2017 and July 2017 which saw an exceptional low followed by an exceptional high period of reporting.

83. There are no exceptions in rape and sexual offence volume in quarter four of 2017/18
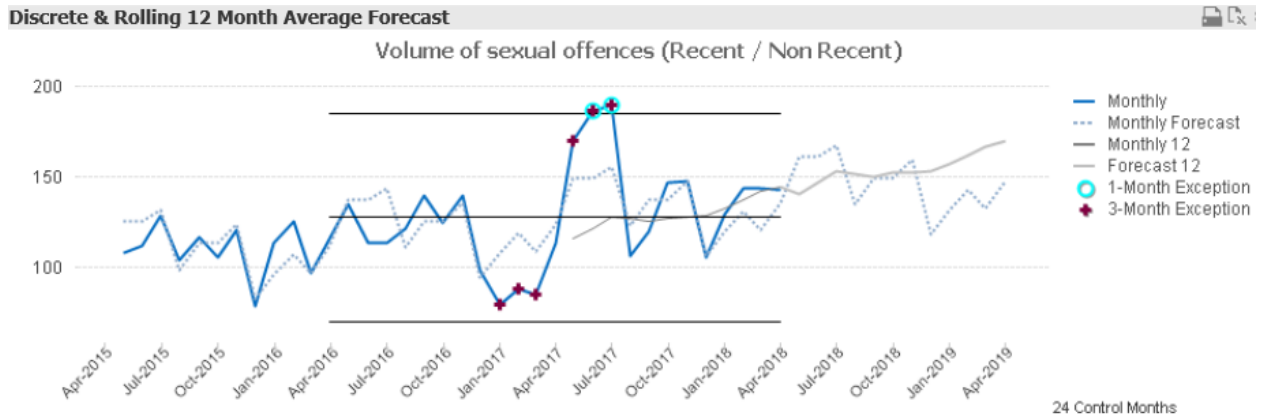
Discrete monthly volume and rolling 12 month trend of all sexual offences
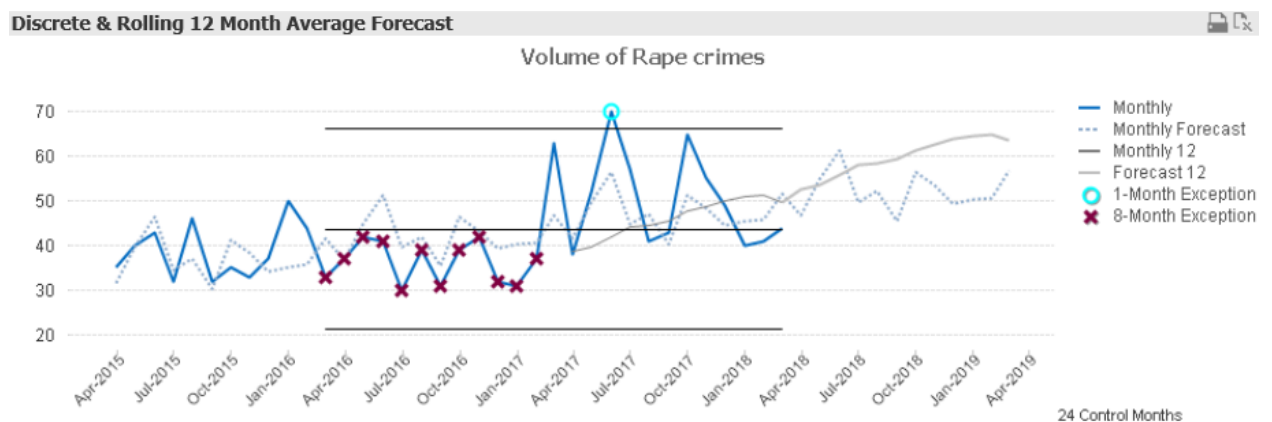
Discrete monthly volume and rolling 12 month trend of rape offences

84. *Caveat – please note figures published in relation sexual offences may vary marginally between each report due to recent re-classifications in accordance with the Home Office counting rules.*

85. Although the volumes of sexual offences have shown an increased trend, the Force remains below the most similar force average and in line with peers.

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

Satisfaction of victims with the whole experience	74 per cent (12 months to March 2018)	

86. I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

87. The victim satisfaction rate was 74 per cent in the 12 months to March 2018. This this is a drop of six percentage points compared to the 12 months to March 2017, and is considered a significant decrease and is seen across all crime types surveyed.
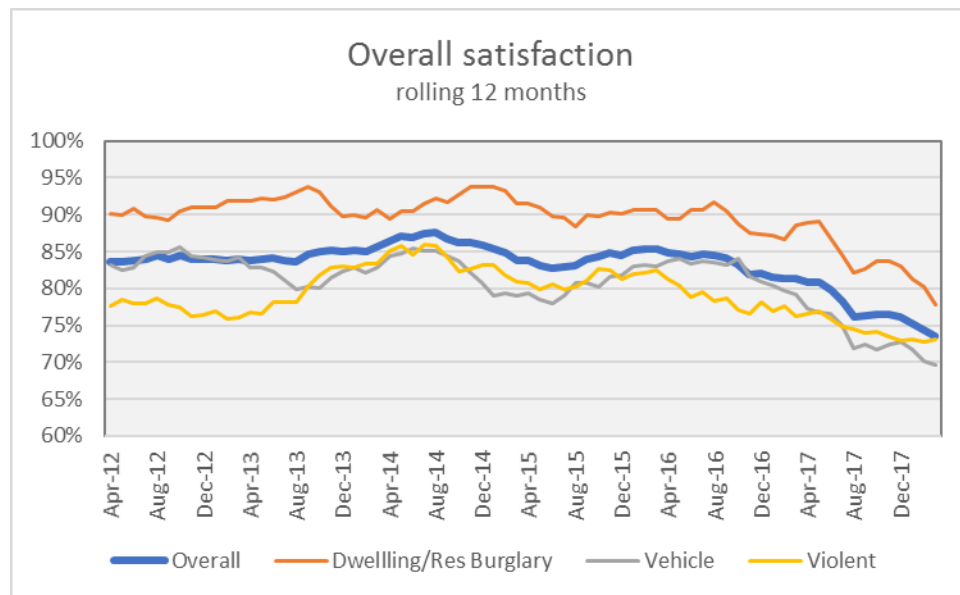
Rolling 12 month - Satisfaction of victims per crime type
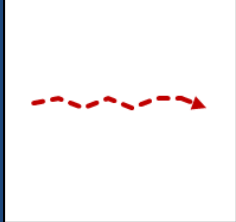
88. Since April 2017, it has not been possible to compare victim satisfaction with most similar forces as it is now not deemed a mandatory survey. HMICFRS has advised that forces should continue to consult with service users and to adopt a tailored approach to best suit the needs of the community the Force serves.

89. Because of this announcement the Force is reviewing the audience they want to

target, the method used to survey and the governance processes required. This process is being organised through the Public Service and Quality Board (PSQB) of which my office is actively influencing.

90. The Force has decided to continue with surveying victims using the Home Office methodology in the interim. A breakdown of each question area can be seen below. The most significant changes have occurred within responses from victims of vehicle crime and burglary. Most notably, in the question categories of investigation and being kept informed.

91. There are number of factors that are likely to have contributed to the decrease in victim satisfaction. These include themes discussed in other areas of this report such as;
   - previous high abandonment rates which will have impacted satisfaction with ease of contact
   - changes made to the recording of burglary from dwelling burglary to residential burglary, where surveys will now include victims of shed and garage as well as house breaks
   - increased recording of low level offences to ensure crime recording compliance is likely to have increased the proportion of surveys where progressing an investigation has not been possible due to lack of evidence

		12 month satisfaction level				Year on year change			
		All Groups	Dwelling/ Residential Burglary	Vehicle Crime	Violent Crime	All Groups	Dwelling/ Residential Burglary	Vehicle Crime	Violent Crime
Overall Satisfaction	Mar-14	86%	91%	83%	83%				
	Mar-15	84%	91%	79%	81%	-2%	1%	-4%	-3%
	Mar-16	85%	91%	83%	82%	2%	-1%	4%	2%
	Mar-17	81%	89%	79%	76%	-4%	-2%	-4%	-6%
	Mar-18	74%	78%	70%	73%	-8%	-11%	-10%	-3%
Ease of contact	Mar-14	97%	99%	97%	94%				
	Mar-15	95%	95%	94%	98%	-1%	-5%	-3%	4%
	Mar-16	95%	97%	96%	93%	0%	2%	2%	-5%
	Mar-17	93%	95%	90%	92%	-3%	-1%	-6%	0%
	Mar-18	90%	93%	88%	89%	-3%	-3%	-2%	-3%
Time to arrive	Mar-14	91%	97%	91%	84%				
	Mar-15	89%	94%	86%	86%	-2%	-2%	-5%	2%
	Mar-16	89%	93%	87%	88%	0%	-1%	1%	1%
	Mar-17	85%	91%	84%	79%	-5%	-2%	-3%	-9%
	Mar-18	81%	86%	80%	78%	-3%	-5%	-4%	-1%
Actions taken	Mar-14	69%	81%	65%	61%				
	Mar-15	72%	82%	67%	67%	3%	2%	1%	6%
	Mar-16	76%	84%	72%	72%	4%	2%	5%	5%
	Mar-17	69%	78%	62%	67%	-7%	-6%	-10%	-5%
	Mar-18	66%	73%	63%	63%	-3%	-5%	1%	-5%
Investigation	Mar-14	75%	83%	67%	75%				
	Mar-15	79%	86%	71%	80%	4%	3%	4%	5%
	Mar-16	79%	85%	76%	77%	0%	-1%	5%	-3%
	Mar-17	73%	82%	66%	72%	-6%	-3%	-10%	-5%
	Mar-18	64%	66%	55%	71%	-10%	-16%	-11%	-1%
Keeping informed	Mar-14	78%	84%	74%	75%				
	Mar-15	78%	87%	73%	75%	0%	3%	-1%	0%
	Mar-16	80%	84%	80%	78%	2%	-3%	7%	3%
	Mar-17	75%	82%	71%	72%	-5%	-2%	-9%	-5%
	Mar-18	68%	72%	61%	71%	-7%	-10%	-11%	-2%
Treatment	Mar-14	94%	98%	94%	90%				
	Mar-15	94%	95%	94%	93%	0%	-3%	0%	3%
	Mar-16	94%	98%	93%	90%	-1%	2%	-2%	-2%
	Mar-17	91%	95%	91%	86%	-3%	-3%	-2%	-4%
	Mar-18	90%	94%	89%	87%	0%	-1%	-2%	1%

Rolling 12 month – Victim satisfaction of victims per crime type and question category

Conviction rates	Q1: 92 per cent Q2: 90 per cent Q3: 90 per cent Q4: 91 per cent	

92. The long-term trend for the volume of convictions in the Wiltshire courts is relatively stable, although volumes of arrests and trials listed are reducing.
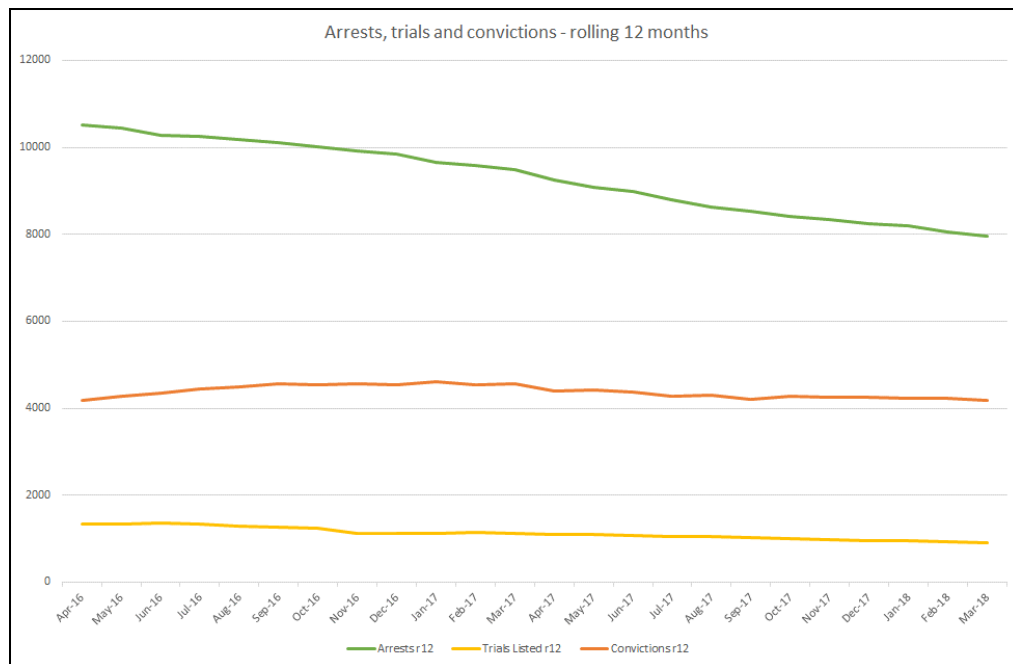
Rolling 12 month volume of arrests, trials listed and convictions in the Wiltshire and Swindon courts

93. There were 4,185 convictions recorded in the year to March 2018 and 1,074 during quarter four.

94. The overall conviction rate (an average of both magistrate and crown courts in Wiltshire) has remained consistently above 90 per cent throughout 2017-18.

95. The governance of the Wiltshire Criminal Justice Board (WCJB) has been reinvigorated under the chairship of the Police and Crime Commissioner and will see the implementation of a new strategy, performance framework and commitment from criminal justice system (CJS) partners to work together to continually improve.

Restorative Justice (RJ) Level 1	Q1: 40* Q2. 114 Q3: 104 Q4: 97 *community resolutions that included RJ level 1	

96. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)[3] as follows:

"Restorative justice brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward.

"Restorative justice gives victims the chance to tell offenders the real impact of their crime, get answers to their questions and get an apology.

"Restorative justice holds offenders to account for what they have done. It helps them understand the real impact, take responsibility, and make amends."

97. In quarter four, a further 68 officers have been trained to deliver RJ level one. Currently, there are 342 police officers, and staff including; PCSOs, local crime investigators (LCIs) and specials in the Force who can deliver RJ level 1.

98. During quarter four, 97 community resolutions were issued that included RJ level one and a total of 355 in the first full financial year of being used.

99. RJ level one training is scheduled in officer and staff diaries up to January 2019.

[3] The Ministry of Justice 2015
https://www.gov.uk/government/collections/restorative-justice-action-plan

Percentage of trials that are cracked and ineffective due to prosecution reasons	Q1: 12 per cent Q2: 15 per cent Q3: 19 per cent Q4: 15 per cent	

100. There were 237 trials listed during quarter four, of which 114 were cracked or ineffective and 41 of these were due to prosecution reasons.

101. The rate due to prosecution has performed within an average of 15 per cent all year with exception of October 2017. The quarter three report provided further

commentary on this.
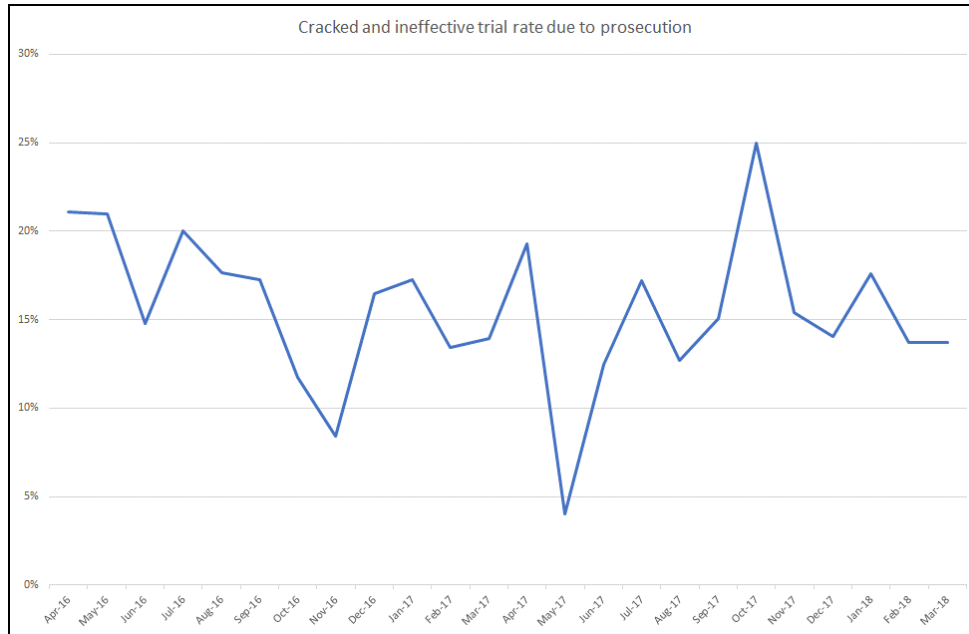
The percentage of trials that were cracked or ineffective due to prosecution reasons

102. There are no concerns with the volume of cracked and ineffective trials due to prosecution matters albeit there are opportunities to learn and improve.

103. This is a key partnership measure that is focused on through the WCJB.

Number of times officers used live links* - *To be changed to the percentage of officers using live links*	Q1: 63 Q2: 41 Q3: 89 per cent* Q4: 85 per cent*	

104. The Force has two live link facilities, in Gablecross and Melksham custody units. These facilities are used by officers to provide evidence for trials listed in the magistrates court. Permission to provide evidence via live links to the magistrates court has been granted and is now considered as standard practice.

105. The use of live link for officers to give evidence from either Gablecross or Melksham Police station has continued to thrive, and in the last quarter 85% of officers required were warned to give their evidence from a live link location.

106. Out of that 85 per cent, 15% were dewarned in advance for varying reasons leaving the remainder to give evidence or be stepped down on the day.

107. Changes to the Justice Video Services (JVS) systems at HMCTS (Her Majesty's Courts and Tribunal Service) may allow for improvement in the coming months which potentially could allow Police officers to give evidence from any location via their laptop, utilising Business Skype. Work is ongoing with regard to this.

<u>January 2018</u>
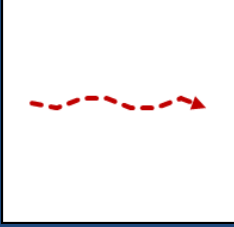
- Thirty eight magistrates cases required police officer evidence
- Thirty one cases were deemed viable to utilise the live link facility
- Seven cases required officer attendance at court to produce exhibits, present CCTV or location unsuitable
- A total of 53 officers were warned to give live link evidence and seven to attend court directly.
- Thirteen cases were to be heard from Gablecross Live link, and ten from Melksham

<u>February 2018</u>

- Twenty six magistrates cases required police officer evidence
- Twenty cases were deemed viable to utilise the live link facility
- Six cases required officer attendance at court for varying reasons
- A total of 35 officers were warned to give live link evidence and eight to attend court directly.
- Seven cases were to be heard from Gablecross Live link, and 13 from Melksham

<u>March 2018</u>

- Twenty one magistrates cases required police officer evidence
- Eighteen cases were deemed viable to utilise the live link facility
- Three cases required officer attendance at court for varying reasons
- A total of 28 officers were warned to give live link evidence and four to attend court directly.
- Ten cases were to be heard from Gablecross Live link, and eight from Melksham

Number of times virtual court used	Q1: 71 Q2: 84 Q3: 81 Q4: 100	

108. In Force, there are two virtual court facilities located in Melksham and Swindon custody units which enable alleged offenders to be presented to a court in Swindon and Salisbury via a virtual link.
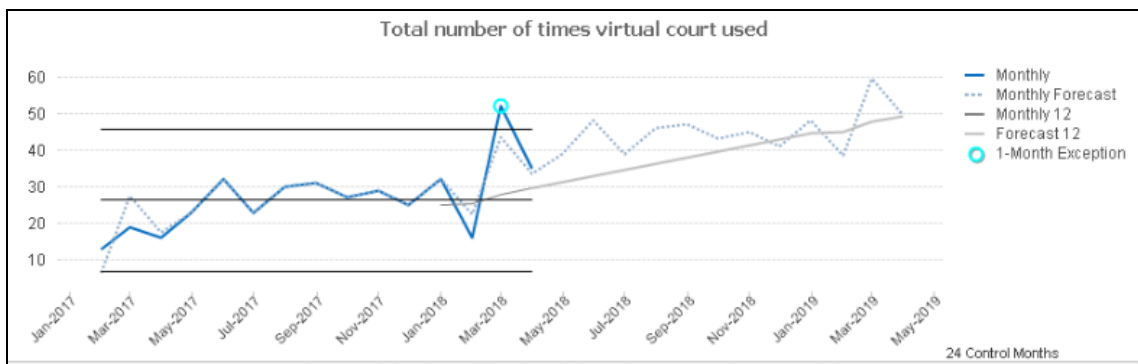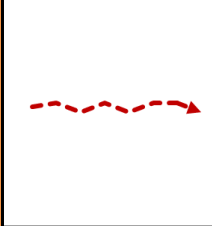
Number of times a virtual court was used

109. The use of virtual courts in-Force has been positively received by other forces nationally who are in the process of rolling this out.

110. Since February 2017 to March 2018 there have been 368 occasions where a virtual court has been used. This peaked in March 2018 with 52 occasions.

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

Response time (average)	Immediate	Priority	
	Q1:10 minutes 37 seconds Q2:10 minutes 38 seconds Q3:10 minutes 36 seconds Q4: 10 minutes 55 seconds	Q1: 54 minutes 6 seconds Q2: 52 minutes 33 seconds Q3: 51 minutes 14 seconds Q4 51 minutes 0 seconds	

111. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

112. The Force attended 4,214 emergency incidents during quarter four and 17,657 in the 12 months to March 2018.

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

114. This would indicate an improvement in the efficiency or resourcing of the operating model.
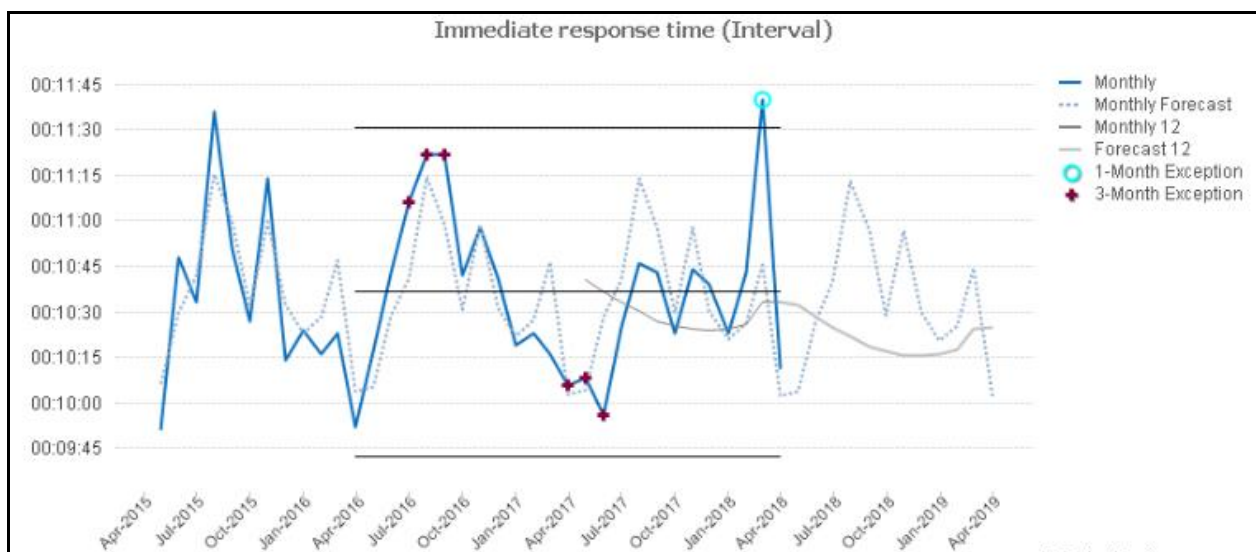
Monthly average immediate response arrival time

115. There was a spike in the time taken to arrive at immediate incidents during March 2018 to 11 minutes and 40 seconds despite there being no increase in demand.

116. This would indicate there have been exceptional circumstances and in this case is likely to be a reflection of the operational strain placed on resources as a result of two major incidents (snow and Operation FAIRLINE, Salisbury).

117. There are no concerns regarding Wiltshire Police's ability to attend emergency incidents.

118. The Force attended 8,211 priority incidents during quarter four for which an estimated time of arrival of within one hour is given.

119. In the 12 months to March 2018, 37,159 priority incidents were attended at an average arrival time of 51 minutes 22 seconds and 95 per cent of incidents attended within 54 minutes and 50 seconds.

Force - Priority - Average Response Time
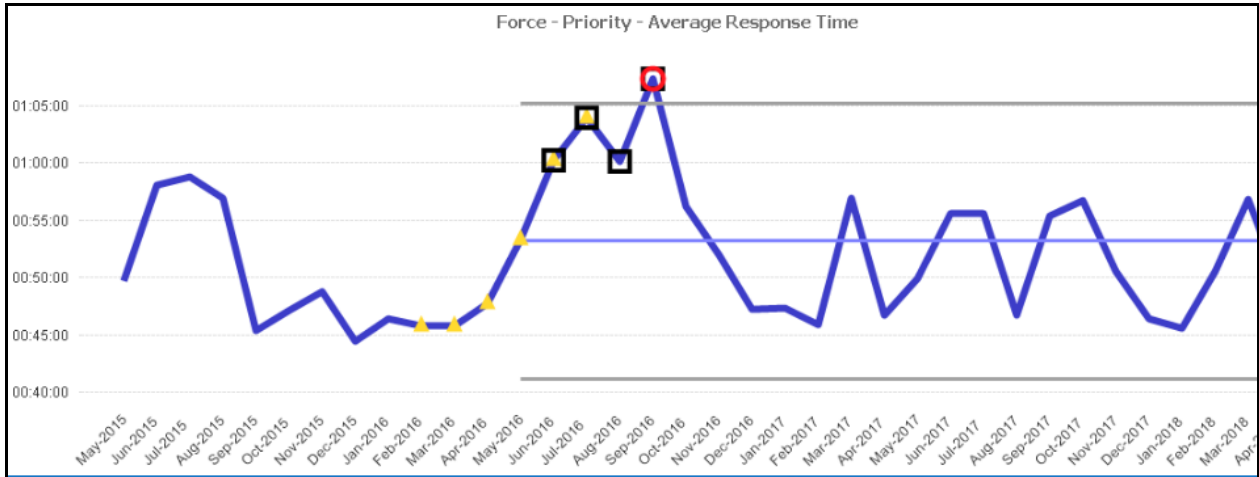
Monthly average priority response arrival time

120. The Force's ability to attend priority incidents remains stable.

Average time to answer 999 calls	Q1: 5 seconds Q2: 5 seconds Q3: 5 seconds Q4: 4 seconds		

121. During quarter four, 22,820 999 calls were received and answered within an average of five seconds.

999 call demand
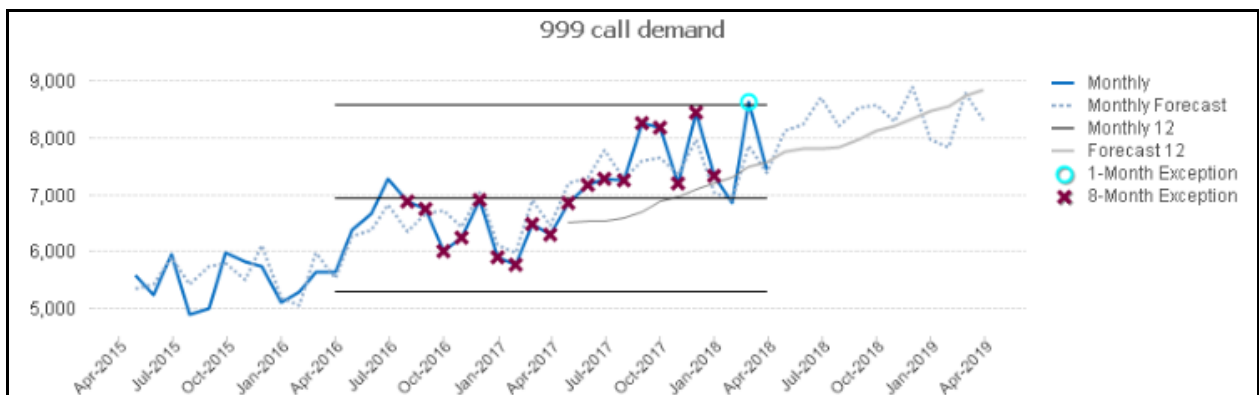
122. The Force has experienced a significant increase in the volume of 999 calls answered compared to previous years which is forecasted to increase as per the blue dotted line.

123. In the year to March 2018, the Force received 89,804 999 calls which is a 16.7 per cent increase on the year to March 2017, where 76,976 999 calls were received.

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

125. Local research suggests this increase is not as a result of the public using 999 instead of 101 following the lengthy delays in the summer of 2017.

126. Despite this increase, there are no concerns about Wiltshire Police's capability to answer emergency calls quickly.
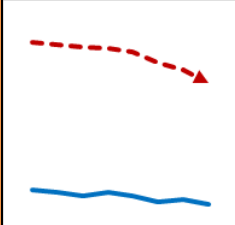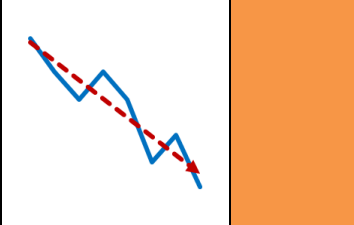
Average time to answer Crime and Incident Bureau (CRIB) calls	Q1: 05:03 minutes Q2: 03:03 minutes Q3: 02:00 minutes Q4: 01:29 minutes		

127. A total of 35,554 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter four.

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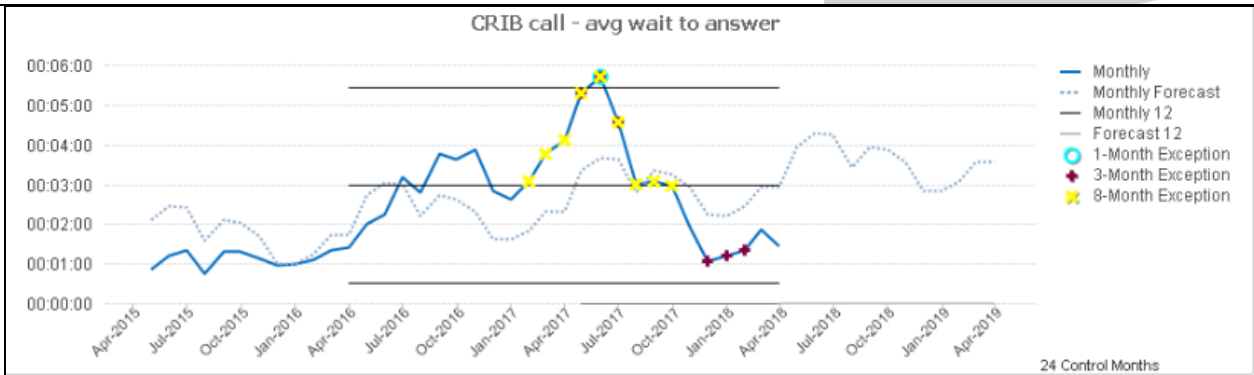
Average CRIB call answer time

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

| Crime and Incident Bureau (CrIB) abandonment rate | Q1: 20.2 per cent
Q2: 13.7 per cent
Q3: 6.8 per cent
Q4: 5.7 per cent | | | | |

130. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon the call before it is answered.
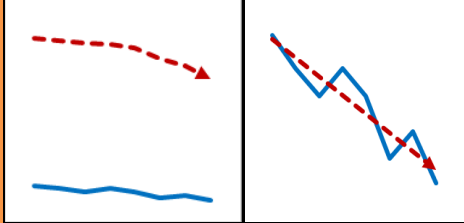
131. The abandonment rate has significantly reduced and performs below expected forecasts.

132. 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.

CRIB abandonment rate: Eight-Month Low
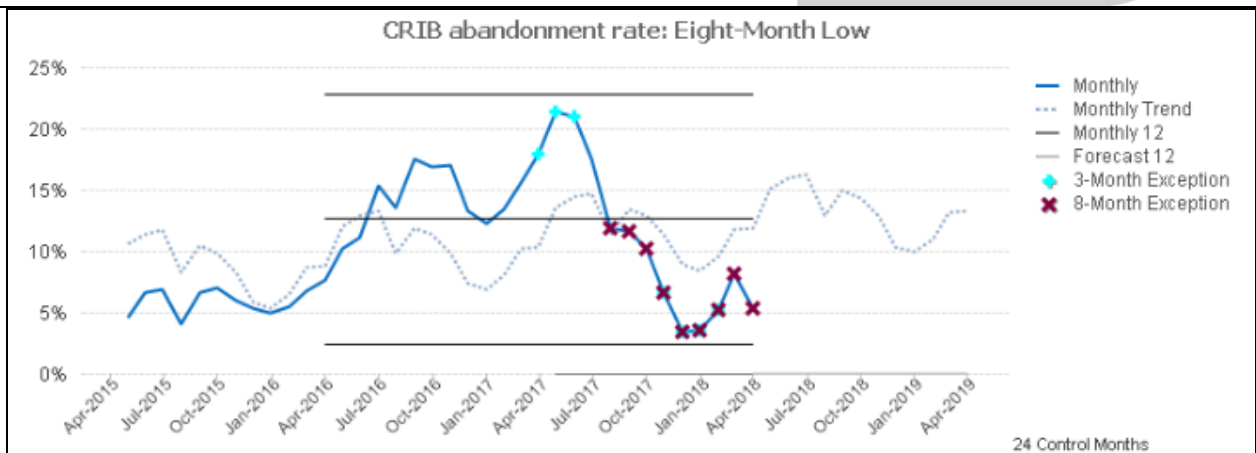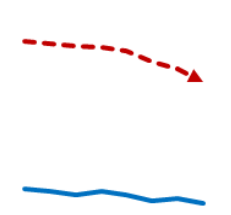
Percentage of CRIB calls abandoned

133. The Crime and Communications Centre Improvement Programme (CCCIP) has delivered excellent results so far and continues to focus on improving and preparing for the peak summer demand.

134. John Flynn, Head of Contact Management reports that the department continues to recruit strongly and have worked hard to train and develop these larger intakes through the use of a tutor unit which has reduced the usual abstraction caused by having one to one tutors.

135. During quarter four, a pilot was run on a new operating model within incident control which looked at ways in which the team could improve the handling and management of demand.

136. The department provided feedback on this model and after some adjustments, a second pilot has been commenced, to help find the right model that benefits our people and the public.

137. Early feedback on the second pilot indicates that it is working well and the ability to manage demand is good. A formal review will be completed during quarter one of 2018-19.

| Quality of full files (error rate) | Q1: 8 per cent
Q2: 2.6 per cent
Q3: 1.7 per cent
Q4: 0.6 per cent | | | | |

138. 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.

139. 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.

140. 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.

141. In the year to March 2018 there were 675 full files produced. There were 158 full files sent to the CPS in quarter four, of which one (0.6 per cent) had an unsatisfactory grading.

142. This measure has consistently improved throughout 2017-18.

Volume of full files and error rate by month up to March 2018
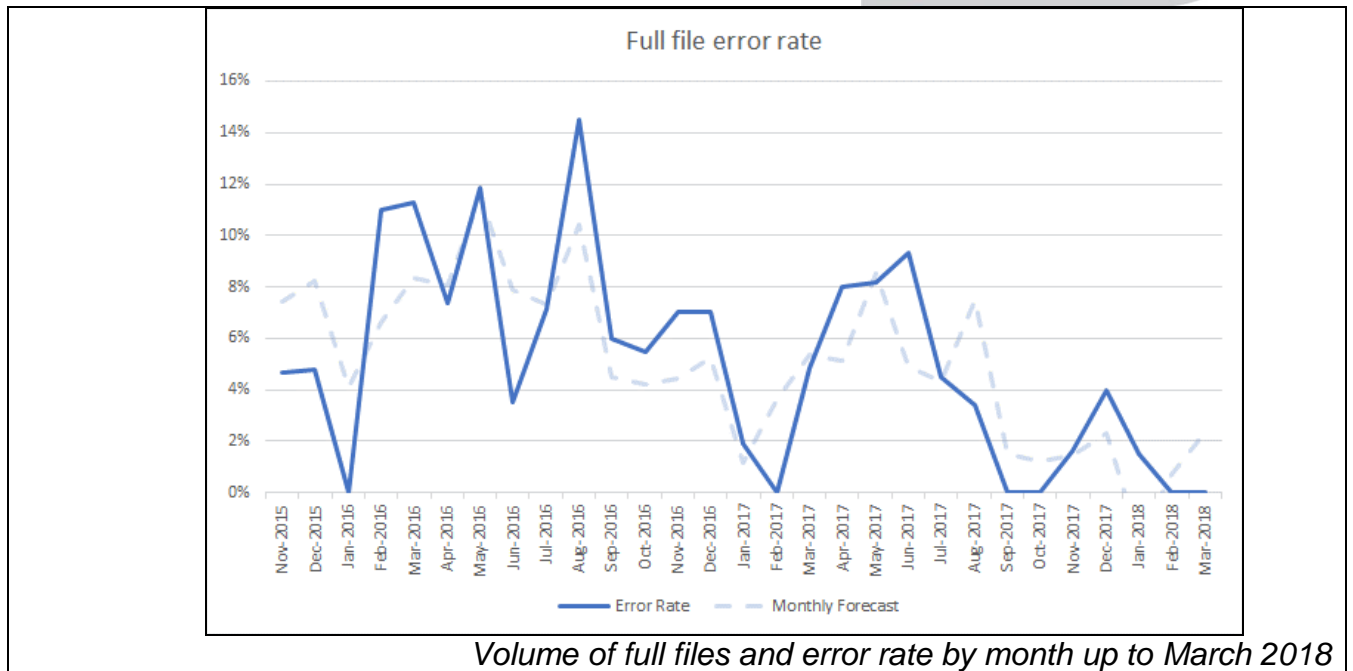
| Volume of complaints | Q1: 154
Q2: 168
Q3: 118
Q4: 158 | | | |

143. There were 158 complaints recorded during quarter four and 599 in the 12 months to March 2018.

144. This represents an eleven per cent reduction on the previous year where 670 complaints were recorded.

Recorded complaint volume rolling 12 months
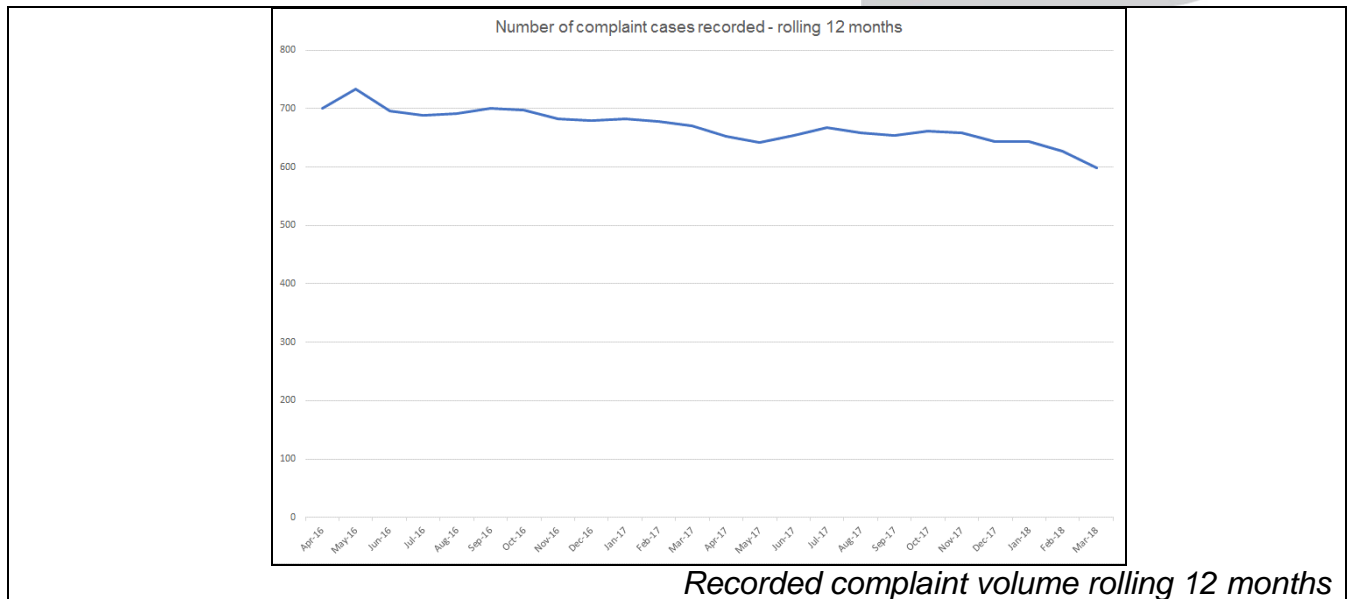
| Percentage of complaints recorded within 10 days | Q1: 99 per cent
Q2: 99 per cent
Q3: 95 per cent
Q4: 93 per cent | | |

145. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

146. The percentage of complaints recorded within ten days is consistently high and that has been the case since January 2016. This demonstrates an efficient process that is being sustained.

147. There had been a slight dip to 86 per cent of compaints recorded within ten days in Jaunary 2018 and this was likely a result of resourcing over the seasonal period. The usual excellent performance recovered in February (93 per cent) and March (100 per cent).

148. The average number of days it took Wiltshire Police to record a complaint throughout 2017-18 was 5 days.

Percentage of complaint appeals upheld	Q1: 80 per cent(5 appeals completed and 4 upheld) Q2: 29 per cent(17 appeals completed and 5 upheld) Q3:17 per cent(12 appeals completed and 2 upheld) Q4: 0 per cent (7 appeals completed and 0 upheld)	

149. 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.

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

151. For quarter four, seven appeals were completed and none were upheld.

152. There were a total of 11 appeals upheld during 2017-18. This represents 26.8 per cent of appeals and 1.8 per cent of the toal number of complaints received.
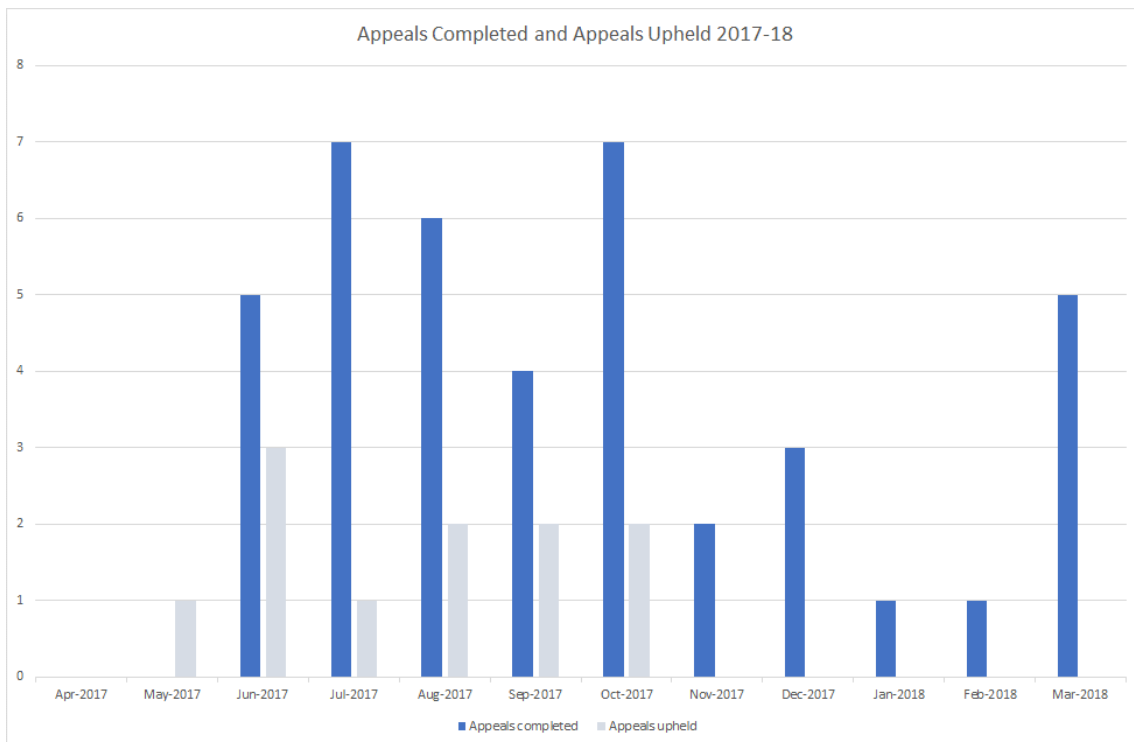
Force appeals completed and upheld 2017-18

| Number of actual days lost per person | Year to March 2017

28,499 total actual days lost

13.9 actual days lost per person | Year to March 2018

25,889 total actual days lost

12.5 actual days lost per person | |
|---|---|---|---|

153. This measure demonstrates the average calendar days lost per year due to police officer and staff sickness. The report includes a more detailed narrative in relation to cost, term and reasons for sickness in line with the quarter three report.

154. The total number of days lost to sickness reduced by nine per cent when comparing the year to March 2018 with the year to March 2017. This is the equivalent of 2,494 fewer days lost to sickness in the 12 month period.

155. The number of days lost per person has reduced by ten per cent over the last 12 months. This reduction is greater than the actual days lost because the total number of staff has increased during this period.

156. The reduction in sickness is primarily driven by reductions in Police Officer sickness.

157. For the 12 months to March 2018, the actual days lost (per person, per year) for officers was 14.1, down from 15.9 in March 2017. This equates to a 11 per cent reduction in 12 months.

158. Police staff sickness remains more stable and lower than officer sickness and has reduced by seven per cent from 12.0 actual days lost per person for the 12 months to March 2017 in comparison to 11.1 in March 2018.

		Force	Officers	Staff
Actual days lost	Year to Mar 17	28499	15757	12742
	Year to Mar 18	25889	13750	12139
	Change	-9%	-13%	-5%
Days lost per person	Year to Mar 17	13.86	15.87	11.97
	Year to Mar 18	12.52	14.05	11.14
	Change	-10%	-11%	-7%

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

Sickness Cost

159. The table below demonstrates the costs of sickness, this is based on a mid-point cost per rank/grade and is calculated based on the equivalent cost of the number of days that have been lost.

160. Sickness costs to the organisation have reduced in line with the reduction of days lost, with the average cost reducing by £129 per person over the last year, the total reduction in cost was nine per cent or £249,880.

161. The reduction in police officer sickness accounts for 87 per cent of the total reduction in cost.

		Force	Officers	Staff
Sickness cost per person	Year to Mar 17	£1,378	£1,957	£836
	Year to Mar 18	£1,248	£1,772	£778
	Change	£129	£186	£57
	% Change	-9%	-9%	-7%
Sickness total cost	Year to Mar 17	£2,832,689	£1,943,143	£889,546
	Year to Mar 18	£2,582,809	£1,733,229	£849,580
	Change	-£249,880	-£209,914	-£39,966
	% Change	-9%	-11%	-4%

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

Sickness Term

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

163. Short-term sickness saw increases in Devember 2017 and January 2018, this spike was driven by respiratory conditions and is in line with the findings of Public Health England[4].

		Long	Medium	Short	Total
Actual days lost - year to Mar 17		18197	4472	5675	28344
Actual days lost - year to Mar 18		16092	4131	5627	25850
Change	Volume	-2105	-341	-48	-2494
Mar 17 - Mar 18	%	-12%	-8%	-1%	-9%

Actual days lost – broken down by term of sickness

[4]https://www.gov.uk/government/statistics/weekly-national-flu-reports

164. The attached graphs below demonstrate the breakdown of sickness by employee type and term over a rolling 12-month period. These graphs show the decrease in long term sickness for police officers and the relative stability of police staff sickness.

Police Officer - Sickness Term — Days lost - rolling 12 months

Police Staff - Sickness Term — Days lost - rolling 12 months
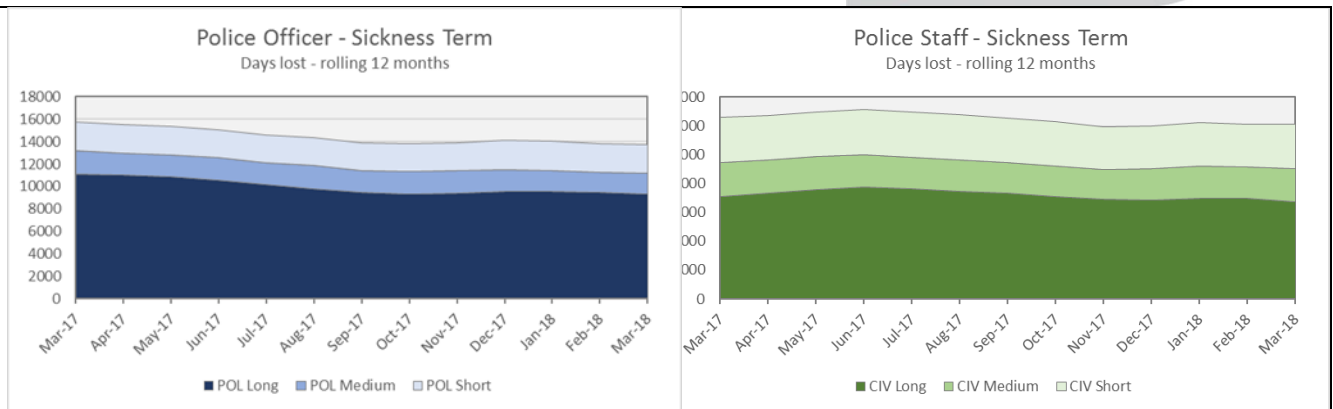
Trends for breakdowns of sickness by officers/staff and term

165. The overall sickness cost has reduced by more than 15 per cent in the last two years, the driving factor of this reduction is the 21 per cent reduction in long term sickness.

		Long	Medium	Short	Total
Cost - year to Mar 16		£2,105,661	£411,043	£521,337	£3,038,041
Cost - year to Mar 17		£1,888,006	£420,097	£524,585	£2,832,689
Cost - year to Mar 18		£1,672,400	£387,711	£522,697	£2,582,809
Change	Amount	-£433,260	-£23,332	£1,360	-£455,232
Mar 16 - Mar 18	%	-21%	-6%	0%	-15%
Change	Amount	-£215,606	-£32,386	-£1,888	-£249,880
Mar 17 - Mar 18	%	-11%	-8%	0%	-9%

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

Sickness Reason

166. In Force, sickness is categorised using the Dorset 12 mothed endorsed by the Health and Safety Executive (HSE)[5]. In doing so, it enables the Force to classify sickness using 12 different categories as displayed in the table below.

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

[5]*http://www.hse.gov.uk/research/rrpdf/rr582.pdf*

Dorset 12	Actual days lost 2016/17	Actual days lost 2017/18	Proportion of total sickness	% change 2016/17
Psychological Disorder	9661	9080	35%	-6%
Miscellaneous	6219	4707	18%	-24%
Musculo/Skeletal	3735	3807	15%	2%
Respiratory Conditions	2704	2834	11%	5%
Digestive Disorder	1698	1562	6%	-8%
Infectious Diseases	961	1198	5%	25%
Cardiac/Circulatory	1109	933	4%	-16%
Nervous System Disorders	700	552	2%	-21%
Headache/Migraine	676	529	2%	-22%
Ear/Eye Problems	698	336	1%	-52%
Genito-Urinary	311	306	1%	-2%
Skin	27	45	0%	67%

Actual days lost by sickness type

168. The top five sickness reasons account for 85 per cent of the total sickness.

169. Reductions have been seen in psychological disorder, miscellaneous and digestive disorder sickness, however there have been increases in respiratory condition and musculo/skeletal sickness. The increase in respiratory conditions is linked to the spike in sickness seen in December 17 and January 18.

170. Psychological disorders have seen a reduction of six per cent over the last year. This reduction is primarily driven by the decrease in actual days lost for police staff. Police officer actual days lost remain stable.

171. It is worth noting that police officers have a significantly higher volume of actual days lost due to psychological disorders, with an average of 6.4 actual days per officer, per year. In effect, this is the equivalent of every officer in the force being absent from duty for almost a week.

Psychological Disorders Actual days lost	Force	Officers	Staff
Year to Mar 17	4.70	6.49	3.02
Year to Mar 18	4.39	6.37	2.62
% change	-6%	-2%	-13%
% of total days lost	36%	45%	24%

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

172. Psychological disorder sickness for police officers accounts for almost a half of their actual days lost, compared to just under a quarter of police staff days lost.

Service Delivery Plan end of year report 2018

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 <u>Wiltshire Police continuing to increase the accuracy of recorded crime</u>

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

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

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

1.02 <u>Local communities continuing to be satisfied with the service they receive from Wiltshire Police</u>

Community understanding is driven through the Force's Public Service and Quality Board (PSQB) with activity progressed against 4 key areas;

1) to understand

2) to connect

3) to hear

4) to evolve our service.

PSQB meetings are held in a public environment, in locations throughout Wiltshire and Swindon, every couple of months. Members of the public are invited to meet with staff including the ACC Operations, Hub Commanders, as well as the local Inspectors and Community Co-coordinators about issues affecting their community's and about their perception of Wiltshire Police.

Feedback from such meetings is captured though face to face surveys utilising mobile technology and findings are analysed down to postcode level. Results from these surveys are then shared with the six Community Policing Team Inspectors and are used to inform local priority plans.

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

The new Force website is live and enables CPT's to identify and communicate priorities. This allows the public to see that we understand their issues, are connected to their concerns, hear what they say and ultimately evolve our response. The new Force website also provides crime data so that communities can understand what issues are impacting their areas.

PULSE patrols (a Met tactic recommended through HMIC) have been widely adopted amongst CPT. Community officers will identify local issues and flood areas, offering reassurance and disrupting harmful activity. Engagement then continues through social media as we promote activity and once again reaffirm to communities that we are listening.

The PSQB public meetings have been beneficial in identifying community members that are willing to join Independent Advisory Groups (IAG's). Local Independent Advisory Groups work closely with CPT Inspectors. Their role is to reflect the views of increasingly diverse communities and advise Police on how best to respond to crime and community issues. We use this insight to shape our service for the benefit

of all our communities and engender trust, confidence and satisfaction.

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

1.03 Community Policing being embedded into the fabric of communities

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

Local Independent Advisory Groups have been introduced and work closely with CPT Inspectors. Their crucial role is to reflect the views of increasingly diverse communities and advise Police on how best to respond to crime and community issues.

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

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

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

Between April 2017 and March 2018 Wiltshire Police have continued to regularly inform the public about how we are keeping them safe. Crime prevention information, appeals and arrests, crimes and convictions, good news stories and

local and national campaigns have been promoted using every available channel – from face to face meetings and community events, to radio, television and printed media and via online social media channels and the force and PCC website.

A total of 1,335 media releases were issued during this timescale. Information about burglary, assault and theft made up just over a third (36%) of these releases with other content including appeals for information, incident updates, crime prevention advice, arrests, operational updates, crime statistics and inspection updates and successes.

We issued public safety advice and reassurance about the increase in threat level after the terrorist incidents in Manchester and London and received very positive responses from members of the public who took the time to thank us for keeping them safe.

The force also declared two major incidents in March which required regular updates to the public. The severe weather conditions on 2 March resulted in Local Resilience Forum (LRF) deployment and a multi-agency approach to communication. We received hundreds of calls from the media and issued regular messages covering public safety advice and road closure information, which was used widely by local media.

The Salisbury poisoning on 5 March was the most significant incident that Wiltshire Police have dealt with to date. It attracted local, national and international media interest and had the potential to cause widespread panic. It was essential to keep the public updated and warning and informing played a critical role in reassuring local communities. Corporate Communications played a key role in Strategic Command Group and Tactical Command Group meetings and were in regular contact with the CT policing network throughout. The Force received hugely positive feedback for the way in which it kept communities informed and updated, using a mix of traditional media, social media and face to face engagement. Wiltshire Police were the local, national and international front page headline for around 3 solid weeks. Statistics show that social media reach through Facebook for the first four weeks of the incident alone was 948,000, our Twitter communications reached 9.34 million and the Chief Constable's Twitter account had a reach of 174,000.

After around eight months of planning and filming, Wiltshire's emergency services were the focus of the Channel 4 documentary '999 - What's your emergency?' The first episode was aired in August and a total of 19 episodes have been broadcast to

date. These documentaries have covered hard hitting topics including burglary, homelessness, cannabis, vulnerable people and first time offenders. The coverage has provided a high profile opportunity to demonstrate to the public what the emergency services are called to deal with, with much of the focus on Wiltshire Police. Each episode has been supported with social media activity which has provided an opportunity to engage with members of the public as the show was being aired. In general terms, public opinions have been very supportive.

Throughout the year, campaigns have shined a spotlight on various aspects of policing including burglary, high value gold, drink and drug driving, seasonal safety, road safety and the national firearms surrender. Practical advice has been provided to the public on how to keep themselves, their homes and their properties safe.

A Christmas campaign took place throughout December and aimed to share crime prevention messages, sign post to other services and engage with the public through festive messages. Predominantly a social media campaign, the hashtag #SafeSeason was used and included drink and drug drive, cybercrime, burglary and home security, domestic abuse and #wantedthiswinter.

Social media remains a key channel and we have continued to look for creative ways to communicate our messages using Facebook and Twitter. We launched a Wiltshire Police Instagram account in August and currently have 1374 followers. Our fans and followers on the Wiltshire Police social media accounts have continued to rise, from 37,512 fans on Facebook in April 2017 to 47,250 fans in March 2018. The Wiltshire Police Twitter followers have increased from 47,869 in April 2017 to 57,462 followers in March 2018.

The #wantedthiswinter campaign that ran in December was designed to help address the high number of outstanding suspects by making better use of social media. 22 outstanding offenders were successfully dealt with as a result of this campaign and we are currently exploring this as a wider #wantedinwiltshire campaign.

In February a social media feature titled #OneNightinCustody took place. This involved a live tweetathon from our custody suite in Melksham from 10pm to 6.30am. As well as the tweetathon, interviews with the Custody Inspector, Custody Sergeant and staff were shared. The campaign aimed to give the public 'behind the scenes' access in our custody suite and share information about the challenges faced by those working within this area. 90 social media posts were published and this feature

had a total Twitter reach of 4.91 million and a total Facebook reach of 132.8K. The evening also resulted in a lot of local media coverage and awareness around a hidden area of policing.

Community Messaging members have increased from 9,007 to 10,217 and we continue to explore opportunities for additional partners to come on board to use the system.

The public consultation on the policing precept ran throughout January. A high profile media campaign launched the precept proposals for consultation and communications activity included social media Q&A sessions, participation in local radio programmes and phone-ins, snap twitter polls and presentations at area boards and parish council meetings. More than double the number of people participated in the consultation this year. In total, 513 responses, comments questions or statements were received.

We are currently embarking on a 10 week #Beyondthebeat campaign which aims to highlight the less visible aspects of policing to the public, to show hidden demand and begin the difficult conversation around public expectations of policing.

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

More recently the force have been developing new volunteer roles including community messaging and support, rural crime partnership support and vehicle

cleaning and inventory. The total number of approved volunteer roles now stands at 20 roles. Over the coming months the force will be advertising these roles via the new force website and social media. In order to seek more diverse recruitment the Volunteers Manager has also been working with positive action organisations such as WorkFit, Wiltshire Employment Services Team (W.E.S.T) & Step Together at Tidworth.

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

Cadets volunteer at community events and initiatives alongside our officers and members of the Special Constabulary. Cadets have supported a number of high-profile events including Solstice, WOMAD, Remembrance events, Swindon Pride and the Emergency Services Show. In October 17 Swindon Cadets were praised for the support given at the memorial event for Lord Joel Joffe. Working in partnership with Salisbury College, the Salisbury cadets are now working with the Public Service Course to enhance the offer to cadets.

Community Speed Watch (CSW) consists of 110 teams across Swindon and Wiltshire which is made up of over 970 active participants who volunteer in their communities with the aim of enhancing road safety. The scheme continues to be evaluated by a working group consisting of CSW volunteers and police and valuable in allowing us to utilize the expertise of our volunteers whilst keeping them integrated and engaged.

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

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

The relationship between Wiltshire Neighbourhood Watch Association (WNHWA) and Wiltshire Police has been developing over the last year and formalised

agreements are currently being developed. This will enable the WNHWA to align to benefits nationally through a reformed Neighbourhood Watch Network.

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 recruitment campaign has attracted much interest and to date the force have 297 Specials within the organisation. Of these 240 are actively deployed and averaging over 18 hours of policing. The retention figure for the Special Constabulary also continues to be high.

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. The Special Constabulary is aligned across the CPT areas and within the drone department.

In June 18 the Special Constabulary Development project will conclude and the process will become business as usual where we aspire to have 350 Specials. The project team, Special Constabulary and CPT are currently working with the senior command team to develop a Special Constabulary strategy which will be articulated in due course.

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, supported by a Rural Special Constabulary, includes trained wildlife crime officers who support our Community Policing Teams (CPT) with their improved knowledge of rural and wildlife related offences. The team also help run Farm Watch and Horse Watch. These schemes encourage the sharing of information, partnership working and help provide crime prevention advice.

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

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

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

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

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

A number of proactive Operations have been run by the RCT, in conjunction with CPT's. Operation ENGAGE, which aims to stamp out the practice of lamping, where car headlights are shone across fields and dogs used to poach game, has seen the RCT make a number of arrests. Operation ARTEMIS, which aims to address the rise in poaching, has also been launched and is supported by the RCP. Since its launch in September 2017 several operations have run, resulting in arrests and seizures. Operation ASTON, a joint operation between the MOD and Wiltshire police, has been successful in confiscating over 50 vehicles stopped on Salisbury plain. This has been an ongoing operation between the RCT and MOD for 6 years.

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. The page now has over 250 members and is continuing to grow.

1.08 <u>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</u>

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

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

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

Working with both authorities Wiltshire Police are committed to implementing the 'ask for Angela' initiative across the County by the end of the year. This is a national initiative in which licensed premises can be alerted to, and offer help to, customers who find themselves concerned about a date when on the premises. The scheme is fully operation in Gloucestershire and the Licensing team has visited the force to see how the initiative is implemented and to learn best practice.

In February 2016, Chippenham was awarded purple flag status and in January 2017 Salisbury was reassessed and retained its purple flag status. Swindon continues to

work towards this status. Purple flag status is awarded for town & city centres that meet or surpass the standards of excellence in managing the evening and night time economy. This is a great recognition to the safety of the night time environment that exists in these areas. A considerable amount of partnership work has gone into these achievements

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

The Road Safety partnership operational group reports to the CSPs as part and incorporates the work by fire and rescue service, policing, local authorities and others to make Wiltshire Roads safer. The numbers of people killed and seriously injured on our roads is a key measure for this group and is now included within this performance framework.

The special constables have been providing additional capacity in road safety teams in each CPT to ensure support the work of the Community Speed Watch Teams.

Objective three

Wiltshire Police is effective at preventing crime and reducing threats

1.10 Maintain the rating of "good" by Her Majesty's Inspectorate of Constabulary (HMIC) in its inspection of effectiveness - COMPLETED

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

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

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

The Crime Prevention Department manages tactical crime prevention, youth engagement, mental health, licensing, troubled families and cyber -crime prevention.

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

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

A detailed crime prevention toolkit has been developed and implemented to deal with the increased prevalence of Asian gold thefts in and around Swindon. The toolkit includes advice on protecting your jewellery and property and a communication strategy has been developed to target high risk groups via social media and posters.

The Youth Engagement Team's primary aim is to educate Wiltshire's children and young people on matters which most affect them, and to work with Community Policing Teams on the delivery of lessons within Primary and Secondary schools. Working alongside CPT 60 primary, secondary and colleges have been visited over the past academic year. Lessons have been delivered to over 9,000 students, since September 2017, around topics such as personal safety, sexting, bullying, knife crime awareness and the primary role of police.

In addition the team run events aimed at life skills lessons and work alongside multiple agencies to deliver high profile events such as Junior Good Citizen, and establish and support young persons' organisations/events such as the Police Cadets and World of Work day. Currently the team is working with Trowbridge College students to create a short film educating young people of the risks of carrying a knife and this will be made available to via social media outlets.

The organisation continues to develop the 'Safety Centre' project. The purpose of a safety centre is to offer purpose-built sets based on real-life situations such as a road,

a shop, a dark alley and a burning building. Such centres give children and young people an opportunity to learn how to keep themselves safe by giving them practical training in how to handle unexpected events. In December 2017 the Fire Authority concluded that the Wroughton site was not suitable and the project team is now working on delivering the centre at a site in Swindon, with a view to opening in the summer of 2020. Wiltshire Police are working alongside Dorset and Wiltshire Fire Service, who are leading the project, and have agreed to fund a Safety Centre Education Officer. The officer will be employed by Wiltshire Police and supervised by the DWFRS Project team in a collaborative approach.

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

Wiltshire Police mental health triage team continues to provide a 24/7 service and feedback regarding the team remains overwhelmingly positive. The service specification has been updated following consultation with the Police and Crime Commissioners Office, AWP NHS Trust, Swindon CCG and Wiltshire CCG. Data is collated for every incident triage assists with and to ensure qualitative as well as quantitative data is gathered, feedback forms are sent regularly to police officers asking for their comments. The replies are very positive and often comment on the invaluable assistance the team has provided, as well as time saved for the officer when dealing with a mental health incident.

1.12 Work to protect people from becoming victims of cyber crime

Wiltshire Police have a dedicated Cyber Prevent Officer who oversees cyber prevent information to four main identified areas:

- Children and young people
- Parents and Carers
- Businesses
- Communication and awareness.

Working in partnership with 'Get Safe on Line (GSOL) the force will run five events

over the next year, across Swindon and Wiltshire, to raise the profile of cyber safety. In January 18 the Cyber Prevent Officer organised with GSOL a business event which was attended by 70 local small and medium enterprises (SME's). They learnt how cybercrime can affect their business and how they can protect and reduce their risk. It was a well-received event and two further events are planned for later in the year.

Cyber prevention advice regularly features on the new force website. In December we ran our own campaign with the theme 12 steps to cyber safety at Christmas for the four identified areas. In order to reach a wider audience the force is also utilising Instagram for cyber prevention messaging with GetSafeOnline monthly campaigns featuring on this platform.

Cyber safety messages have been delivered to 3000+ year 6 children at the Junior Good Citizen events held in Swindon and Wiltshire and Stay Safe Online now has 6 active community volunteers working with the Bobby Van to support vulnerable elderly victims of cyber-crime. Plans are in place to link this initiative with the neighborhood watch scheme so that further presentations can be given across the County.

Cyber prevention advice has also been delivered to parents and carers at Salisbury UTC and primary schools. The events have been well attended and feedback has shown the session to be very beneficial for the attendees. More sessions are being planned for later in the year.

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

Organised Crime encompassing modern slavery and drug supply associated with the exploitation of vulnerable people (County Lines) are recognised as a strategic threat and the Force have comprehensive plans in place to address these.

These plans broaden our impact on types of organised crime to draw on the interventions and preventative strategies of our partners. We now have an Organised Crime Partnership Board, chaired by the PCC and with representation from across Wiltshire and Swindon.

The Organised Crime Partnership Board is supported by a range of working groups focused on organised crime issues. This includes working groups on County Lines, an Anti-Slavery Partnership and a focus on exploitation of vulnerable people (including criminal exploitation) within the Local Safeguarding Adult Boards and the Local Safeguarding Child Boards.

Current activity focuses on multi agency interventions against County Lines and supporting a national intensification in activity against modern slavery.

Organised Crime Group (OCG) mapping has now been regionalised and as of the April 2018 the regional organised crime units undertake OCG mapping and scoring supported by the Serious and Organised crime threat desk in Wiltshire's 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 Police's 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 to Rhoda, D/Supt Sarah Robbins has started a working group around the topic of 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. The Panel is funded until August this year.

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.

Priority 2 - Protect the most vulnerable in society

Objective One

Influence the coordination of public protection and safeguarding services across the community safety partnerships and safeguarding boards to better understand and protect those at risk of harm and explore opportunities to further develop such partnership work

2.01 <u>Use the "Single View" system to share information between services to protect victims of crime and to protect vulnerable people</u>

The Single View (SV) programme encourages and facilitates the sharing of information between nine different public service and partner organisations across Wiltshire.

Those partners are:

- Wiltshire Police
- Wiltshire Council
- Wiltshire Clinical Commissioning Group
- Dorset & Wiltshire Fire and Rescue Service
- South Western Ambulance Service Trust
- Avon and Wiltshire Mental Health Partnership
- Great Western Hospitals NHS Foundation Trust
- Salisbury NHS Foundation Trust
- Royal United Hospitals Bath NHS Foundation Trust

The partners are focused on the benefits of providing a comprehensive, single view of core data, so that public service and partner organisations can rely on that shared information with confidence. Also the risk of decision making would be minimised by having consistent and accurate data across organisations.

The programme's key objectives have been to;

- ➢ Provide a more holistic approach to sharing specific information about individuals between organisations.

- ➢ Enable public services to gain a fuller understanding of the individual needs of the patients, people and residents they serve.

- ➢ Provide the right information to make evidence-based decisions and transform

performance.

> Ensure that Wiltshire's communities are healthier, safer and more prosperous places to live and work.

The programme has successfully implemented a number of data sharing products between the police and partner agencies. Since May 2017 Avon and Wiltshire Mental Health Partnership (AWP) have been using the 'Fire Arms Licensing' product case which provides information from Wiltshire Police National Firearms Licensing Management System (NFLMS) allowing staff from AWP to query whether a patient referred to this service is a firearms holder. The product is invaluable in assisting professionals when making safeguarding decisions.

The SV programme has also implemented the 'Police Access to Council Addresses' product. This data sharing product provides Wiltshire Police with direct electronic access to Wiltshire Council held resident addresses on a 24/7 basis without a need to contact the council. The system enables search warrants to be issued and has supported quicker address location of violent offenders. Additional fields of information are currently being identified to improve the sharing of information.

A meeting has been arranged this month, May 2018, for key Police stakeholders to discuss their future ambitions for sharing information and how Single View can support these goals.

The Wiltshire Information Sharing Charter (WiSC) is currently in draft form and is due to be rolled out across the partnership to replace the Tier 1 Information Sharing Agreement for Single View. This will enable more efficient and improved opportunities to share information, not only across the Single View partnership but with other agencies who have provide services within Wiltshire.

2.02 Developing with partners a long-term plan to improve protection from cyber-crime and other threats across police, local authorities and health providers

Cyber-crime is a criminal act which is carried out using computers or the internet. Unfortunately Cyber-crime is an increasing threat and as such we continue to actively work with partners to protect our community from this threat.

A new dedicated cyber team is currently being created in Force which will be named, Digital Investigations and Intelligence Unit. The unit will be based at Devizes HQ and will deal with all aspects of cyber dependent crime and high end cyber enabled

crime. It will be responsible for providing a holistic approach to victims of cyber and digital crime ensuring we pursue those responsible within our county whenever possible and if not with our partners provide intelligence for wider international enforcement. The team will provide prevention advice to victims to ensure they do not become a repeat victim, prepare businesses and individuals for attacks of a cyber nature and prevent those within Wiltshire becoming involved in cyber criminality providing diversion and referral mechanisms in liaison with other law enforcement partners.

The strategic cyber lead is also responsible for delivering the Cyber Capability Plan to the force as it seeks to modernise and ensure the best training for staff and develop individuals capable of dealing with the new emerging threats and understanding the technology available to combat these.

The recruitment phase is underway and linking in with the prevent work already being undertaken should see a joined up, coordinated approach to cybercrime.

2.03   Exploring opportunities to integrate preventative services with local authorities, the fire and rescue service and other partners

During 2017 Wiltshire Police undertook a demand profile examining repeat demand/high frequency contacts into the Police. This work highlighted that individuals contacting the Police were also frequently contacting other agencies in Wiltshire and Swindon, or at the very least were known to them. As a result we started to share information with our partner agencies to examine whether our high demand individuals were also causing them high demand, the aim being to identify common themes and put measures in place.

In June 2017 Wiltshire Police along with the Local Authorities presented their initial findings to the Public Service Board and the Community Safety Partnerships. As a result the High Frequency Contact Group was established which in essence focus' on those small number of individuals who are creating high demand but are receiving a disjointed and ineffective service.

The group is overseen at a strategic level by Supt Gavin Williams and John Rogers from Wiltshire Council. Alongside Police and the Local authority's, key strategic partners include; Dorset & Wiltshire Fire and Rescue Service, Children's Services, Avon and Wiltshire Mental Health Partnership and Housing. The aims of the High Frequency Contacts group are to;

- Gather evidence, improve understanding of clients, demand and services

- Improve prevention through better collaboration
- Improve intervention through better collaboration
- Inform potential larger redesigns of services.

A number of workshops and have been held with partner agencies where real life cases studies were examined and demand on services mapped and work is ongoing to develop a clear strategic plan with timescales and anticipated outcomes.. Work is also ongoing to secure the support and attendance of Swindon council/Community safety partnership into the programme.

Mental health services have indicated strong support for the programme, and have indicated that they will be attending future strategic meetings, giving a clear 'wrap around' for the Wiltshire council boundaries area.

In addition, a tactical delivery group has also been set up led by Jenn Salter (Wiltshire council). This group includes police from the relevant community policing team (Salisbury). As a trial, the tactical delivery group are focusing their efforts on the south of the county, and specifically, around the looked after children process, with a view to identifying areas of work and action.

Wiltshire Police continue to collaborate with Dorset & Wiltshire Fire and Rescue Service by exploring a number of projects including Police Fire Community Support Officers PFCSO's, fire assistance for missing person searching and tying in to the wider South West Emergency Services Collaboration Programme (SWESC). In order to coordinate each programs of work, and to add governance, a Police and Fire programme board has been set up and the first meeting was held in April 2018.

The most advanced area is Police and Fire Community Support Officer's. The proposal, for a 6 month pilot, has now been agreed with both agencies and work is currently underway to ensure internal and external stakeholders are updated, with logistics (vehicles/kit) being progressed alongside. We are hoping the PFCSO's pilot will be launched mid-June.

 Alongside this, fire assistance for missing person search (level 1 mispers) is also progressing. This is still in its infancy, however terms of reference have been agreed and a memorandum of understanding has been proposed- the same MOU is also being proposed with Dorset Police, to tie in with the regional Dorset/Wiltshire picture.

2.04 Supporting the Chief Constable to implement the systems review of public protection and investigative work to ensure policing services are

effectively protecting victims of sexual offences, child sexual exploitation and domestic abuse.

In 2015 Wiltshire Police looked at the demand and current ways of working within Public Protection Department (PPD) and Criminal Investigation Department (CID). Both departments deal with serious and complex investigations. These reviews highlighted:

- an increase in frequency and change of type of demand
- crime allocation was process led and not victim-focused
- there were hidden activities within workloads, for example; reviewing 3rd party material
- work was being passed between teams
- concerns with resource levels/command structure

To understand these issues a team was commissioned to undertake a systems thinking review. A systems thinking review looks at service improvement and is built by the people who either work in the service and/or who use it. During a time when the police service as a whole is seeing an increase in demand, the force needed to look at other ways to increase efficiency with the resources available, and how to provide the best service for victims and witnesses.

The review, known as the Force Investigative Model (FIM), started in early October 2016.

The objective of the review is to:

Review and redesign the Force investigative model, aligned to the Force control strategy and delivery plan. FIM will systematically review the investigation functions, with a view to identifying a future operating model, rather than simply making minor adjustment to existing structures.

In May 2018 the FIM review team presented their recommendations and findings for the redesign to senior officers and staff recommending a number of options to allow them to make the best possible decision to future proof Wiltshire's investigative response and protect the public. Due to the complexity of the decision, the Executive Leadership Team (ELT), met again to further consider the options and decide upon a way forward. After significant deliberations, which looked at the principles for change versus the timing of a significant and complex re-structure for the investigative resources, the decision was to implement a partial change option, with some

additional exploratory work in relation to serious/complex child cases.

The exploratory work relating to serious and complex child cases will be completed over the next few weeks and relates to cases where the victim is currently a child, with a view to finding out if these investigations would be better handled by PPD teams.

There will also be some changes to the terms of reference for the Complex Fraud team, ASE team, CSE teams and SAIT team. In addition a decision has been made to progress the development of a Digital Investigations and Intelligence Unit (DIIU) which will sit under the Force Authorising Officer's portfolio.

Objective two

Reduce demand on local policing by protecting vulnerable people

2.05 Working with partners to support troubled families and individuals with complex needs

Troubled Families is a programme of targeted intervention for families with multiple problems, including crime, anti-social behaviour, truancy, unemployment, mental health problems and domestic abuse.

In December 2010, the Prime Minister set the ambitious goal of turning around the lives of 120,000 troubled families by 2015. Due to the success of Phase 1, an expanded programme began nationally in April 2015. The expanded programme aims to achieve more ambitious outcomes for 400,000 families across a broader range of high cost problems by 2020.

The Troubled Families Programme (TFP) is led by the local authorities with both Wiltshire and Swindon having dedicated troubled families leads. The programme is supported by a number of partner agencies including the Police, Department for Work and Pensions, Health Partners and the Voluntary Sector.

The TFP is managed under the Crime Prevention Department within Wiltshire Police and the force has both nominated strategic and tactical leads. In addition the force provides a full time data analyst to support the programme. The role of the analyst is to support the local authorities to identify, select and allocate families which meet the criteria. Currently the TFP have 2899 families that meet the criteria for intervention,

made up of 10078 individuals.

Additional resources have been allocated to assist PC Rachel Barnett who continues to drive early intervention working closely with Swindon Borough Council colleagues and the community policing teams.   In the last quarter this early intervention has engaged and actively worked with 33 children, 8 of whom have been closed following a huge improvement/reduction in missing reports/ASB and behaviour.

2.06 With Wiltshire and Swindon councils, commission services that protect and support victims of domestic abuse

OPCC has a partnership agreement with Swindon Borough Council for the Domestic Abuse support service provided by Swindon Women's Aid. The service works with victims at all levels of risk and provides outreach, IDVA and refuge services the service started in 2017 and runs initially until 2020.

OPCC is working on a partnership agreement with Wiltshire Council for the new Phoenix service provided by Splitz support services in partnership with Greensquare housing. The service provides IDVA services and works with families experiencing DA. The service also offers refuge places to victims fleeing violence. The service also incorporates the ISVA service which supports victims of Rape and Sexual assault. An official launch is taking place on 13th June.

2.07 Working with partners to protect and support those at risk of harm, and those who have been harmed by sexual abuse and violence

The dedicated co-located teams embedded to safeguard those at risk of Child Sexual Exploitation (CSE) within both local authorities continue to work together alongside partner agencies (The Opal Team in Swindon) and Wiltshire (The Emerald Team in Wiltshire), with staff from both the Police and Children's Social Care. Information is shared through these teams to tackle CSE issues from both a prevention and enforcement perspective. In addition the force has commenced predictive analytical work to understand networks of individuals within force systems, connecting children that may be at risk of CSE and seeking to identify those potentially vulnerable to CSE, prior to any offences or reports. This information is then passed to the CSE teams across the county for triage.

There are two multi agency meetings, one in each local authority, that operate at both a tactical and strategic level. The Swindon Multi Agency Risk Panel (MARP) ensures a coordinated approach is taken when considering and responding to high levels of vulnerability. The MARP focusses on young people who are deemed to be

at high or very high risk of sexual exploitation, risks associated with going missing or at high or very risk of being otherwise exploited. In Wiltshire the corresponding partnership meeting is the Multi Agency Child Sexual Exploitation (MACSE). Police and partnership attendance at these meetings has been refreshed to ensure the appropriate representation exists, this includes attendance by Community Policing Team.

Detective Supt Smith chairs both the Swindon and Wiltshire Local Safeguarding Child Board (LSCB) Child exploitation and missing sub-group, one of the stands of which is to assess the effectiveness of the multi-agency response to CSE and report onto the LSCB's. A child sexual abuse problem profile has been completed by Wiltshire Police and shared with partners for recommendations to be taken forward.

The Adult Sexual Exploitation team (ASEP) continues to work closely with partners to protect and support adult sex workers. Both Swindon and Wiltshire have adult sexual exploitation practitioner (ASEP) groups, chaired by Police leads. Work is ongoing to expand the remit of these groups to include criminal exploitation of the vulnerable including human trafficking and modern slavery.

A comprehensive Rape and Serious Sexual Offences (RASSO) plan has been developed and is driven by the RASSO tactical lead, closely supported by a RASSO lawyer, commissioned for 12 months to work alongside Wiltshire Police to improve the force response to such offences. Governance against the delivery of this plan is through the Vulnerability development Board and is overseen by Detective Supt Carter as strategic lead for RASSO.

Wiltshire Police also undertake significant partnership activity in relation to Domestic Violence (DA). Within Wiltshire, the police lead the Domestic Abuse Conference Call, where on a daily basis DA incident information is shared with partner agency's including Probation, Community Rehabilitation Company (CRC), Avon and Wiltshire Mental Health Partnership (AWP), Army Welfare, Housing , Children Services, Public Health, Splitz, Salisbury Refuge, Devizes Refuge, Nelson Trust, Troubled Families Programme, Home truths and Turning Point.

All high risk DA cases are discussed at the Multi Agency Risk Assessment Conference (MARAC). Wiltshire Police provide the chair of the MARAC, along with two dedicated members of staff whose role is to research cases and implement actions. At this meeting data is shared with Splitz, Swindon Women's Aid and the respective Local authority MASH. We also share performance data with the local

Safeguarding Children boards under which DA sits.

In addition, the Wiltshire Community Safety Partnership (CSP) has recently signed off on a Domestic Abuse and Sexual Violence Strategy (2017-2020) which sets out the CSP vision, aims and objectives for tackling domestic abuse and sexual violence and the outcomes we expect to see.

Training regarding victim safeguarding is currently being rolled out to response officers. This involves training on safety plans and details of support agencies. All victims of standard risk are further contacted by Wiltshire Polices Horizon Team and offered signposting to support agencies, by phone or letter. If the case is medium or high risk, officers from the Public Protection Department complete safeguarding and signpost victims to support agencies. In addition all high risk cases of DA are allocated an Independent Domestic Violence Advisor.

2.08 With Wiltshire and Swindon clinical commissioning groups, commission mental health triage support in the police control room to help those in mental health crisis get the support and care they need

The Mental Health Control Room Triage (MHCTR) continues to be jointly commissioned by the PCC, Wiltshire CCG and Swindon CCG and remains within the CCC at Police HQ. The MHCTR has a proven reduction in the administration of S136s. Police officer feedback has been positive with comments that in some instances the MHCTR has saved them time, but more importantly has provided them with support and expertise when dealing with mental health issues. It is agreed that the funding of the MHCTR will continue and work is being done to finalise a Memorandum of Understanding (MoU) between the Commissioners. The agreement of the MoU has currently stalled whilst AWP/CCGs provide the PCC with a future schedule of costs that can be agreed.

2.09 Conducting a systems review with NHS partners to improve how those in mental health crisis are provided with places of safety

Following extensively lobbying and work through the Health and Wellbeing Boards the Clinical Commissioning Group increased investment in mental health bed provision at Green Lane in Devizes. Whilst the benefits of this issue are still being realized this continues to mean custody is no longer used as a place of safety. As there have been a significant period of time where this doesn't happen and those in MH crisis are receiving a better service we have marked this action as complete.

2.10 <u>With Wiltshire and Swindon councils, commission services to reduce the harm and prevent crime caused by alcohol and substance misuse</u>

The PCC has jointly commissioned an alcohol and substance misuse treatment service with Wiltshire Council and Swindon Council that is being delivered pan-Wiltshire. The service is new to both local authority areas, although delivered by a pre-existing provider. The new service is more outreached focused, and being across the whole county, will provide a more consistent approach for service users. Partnership Agreements have been drafted and sent to both local authorities for their sign-off. The PCC has been involved in regular mobilisation meetings and will continue to part of performance review meetings.

2.11 <u>Working with local authorities to ensure that people who go missing are protected, kept safe and preventing further incidents</u>

Wiltshire Police is committed towards taking a multi-agency approach when receiving and investigating reports of missing and absent persons, to evaluate and assess risk and to investigate all safeguarding and welfare concerns.

Whilst we accept our primary role in these cases is to protect life and to prevent and detect crime by adequately resourcing staff to locate the missing person, we cannot do this alone and will work with statutory and non-statutory agencies towards a successful conclusion. This includes sharing and discussing all missing person incidents with partner agencies with regard to all children under the age of 18 years and vulnerable adults.

Missing person reports are dealt with by a team of staff consisting of a Detective Sgt and two Missing Person Coordinators. The missing coordinators are embedded within the Op. Gemstone teams (Op. Opal for Swindon and Op. Emerald for County) and help to inform and identify children at risk of child sexual exploitation.

The Pan Wiltshire and Swindon Missing Person protocol was singed off by both Local Safeguarding Children Boards in the last quarter of 2017-18 and as a result the force have recruited 2 new missing operational support staff (one Swindon, one Wiltshire), who will be in post by July 2018.This will enhance the role of the missing persons team, develop an investigative function within the team and allow for a more comprehensive approach to missing persons.

Wiltshire is one of a few forces working with the National Crime Agency and Missing

People to take part in a new Child Rescue Alert (CRA) pilot. The 12 week pilot commenced on 23rd April 2018. Part of the new CRA is that we can elect localised alerts by post code and be more prescriptive over the medium that is employed for the alert – such as the PDA's used by postmen and women. A review of the pilot will take place in July 2018.

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

Objective one

Ensuring there are high quality services to help victims of crime and reduce harm by:

3.01 Reviewing support services available to victims of crime to ensure needs are being met - building on the success of the Horizon Victim and Witness Care team, helping victims to get support and guidance in their journey through the criminal justice system

The Horizon Victim and Witness Care team has been in place since March 2015, when the OPCC was given responsibility for commissioning services to support victims of crime. The Horizon team provides a coordinated, consistent end-to-end service for victims and witnesses from their first point of contact with Wiltshire Police, through the criminal justice process. Based at Devizes HQ the dedicated team of Police Staff provides an enhanced service to support victims and witnesses when they need it most. The victims and witnesses eligible for an enhanced service are:

- Vulnerable victims
- Intimidated victims
- Persistently targeted victims
- Victims of serious crime

Horizon Victim and Witness Care staff work closely with a wide network of services and partner agencies to provide support and guidance, including Victim Support, Splitz, and Sexual Assault Referral Centres, Swindon Women's aid, Bobby van, Splash, Witness Service, Restorative Together and Police led hate crime advisors. This allows the Horizon team to jointly deliver the best possible service to victims, ensuring that victims receive emotional and practical support from the appropriate

service provider.

Between April 2017 – March 2018 4633 victims and witnesses of crime have been offered support from the Horizon team. This has included persons under the age of 18, victims of hate crime, dwelling burglary, sexual offences, domestic violence and serious offences.

Horizon also supports victims and witnesses in the period before a court process and currently is assisting with a total of 772 court cases sat a varying stages, incorporating 6513 victims and witnesses

The Horizon team is continually scoping their capacity to provide support services to a greater remit of victims. Greater investment has been made in the training of additional hate crime champions who are responsible for the identification of support needs for victims of hate crime. In addition work has been undertaken to develop a pathway to Horizon for vulnerable victims of anti-social behaviour. In January 2018, the new vulnerability risk assessment (VRA) was launched in force. This assessment incorporates clear guidance for officers in the event a victim is deemed vulnerable, which includes signposting to Horizon for support.

The Horizon team also manages the 'victims right to review' scheme. Any victim in a case where a qualifying decision has been made is entitled to seek a review of that decision under the scheme.

3.02 Championing the use of restorative justice to allow victims and offenders to communicate to repair the harm and find a positive way forward. Restorative Together, our multi-agency partnership led by the OPCC, will increase capacity by training volunteers, police officers and other agencies to be able to use restorative justice

The OPCC is committed to working closely with the Police, the National Probation Service, BGSW Community Rehabilitation Company, Wiltshire Council, Swindon Borough Council, Youth Offending Teams, Housing Associations, Horizon Victim and Witness Care and Victim Support to provide a high quality Restorative Justice (RJ) service throughout the County. The aim is to offer all victims of crime access to RJ at all stages of the criminal justice system.

Through the Restorative Together Partnership the OPCC has commissioned several training programmes. This has included a three-day facilitator training course which

has trained 50 people as Level 2 facilitators enabling them to deliver restorative conferences. Eighteen police officers have also been trained to level 2 as well staff from Councils, Erlestoke Prison, Housing Associations and Schools. Cases completed and currently in progress include neighbourhood disputes, criminal damage, sexual assault, murder, domestic abuse, racially aggravated assault, burglary and robbery.

The Restorative Together Team continues to train front-line police officers. To date 262 officers have been trained to level 1, enabling them to use restorative justice as an alternative to other, more formal, processes to deal with low level crime and antisocial behaviour. The number of Out of Court Disposals identified as having a restorative element since March 17 is 293.

The work of the RJ team has been recognised by the Restorative Justice Council and in November 2017 the team was awarded the Restorative Justice Quality Mark (RSQM) which recognises professionalism and high standards of practice.

3.03 Working with NHS England on the re-commissioning of the sexual assault referral centre (SARC) and work within a multi-agency partnership to ensure support for victims of sexual offences

The OPCC has worked in partnership with NHSE to re-commission the SARC. This was undertaken with regional partners to enable a consistent approach to SARC management across the South West. The service provides centres of excellence for SARC services to young people at Bristol and Exeter to serve the SW area. The Wiltshire and Swindon SARC service will be provided by First Light a charity with a history of delivering SA and DA services in Devon and Cornwall. The Service begins on 1st October 2018 and is currently in mobilisation phase.

The commissioning process was recognised with a national award which recognised the excellent partnership working.

Work continues to build the multi-agency partnership to oversee the support for victims of Rape and SA.

3.04 Working with health partners on a pilot advocacy service for children and young people who are victims of sexual offences

The OPCC has worked with NHSE and Wiltshire Council to commission a CAHMS support worker, provided by Oxford Health, to understand the needs of young victims accessing the SARC service and identify gaps in provision.

There is also now additional counselling provision for young victims provided by

Revival a local charity who work with victims of SA.

3.05 Ensuring courts are listing cases in the most efficient way to reduce timescales, the number of so-called cracked and ineffective trials and the number of pre-trial hearings

On a bi-monthly basis a Cracked and Ineffective Agency meeting is held between the Police, Crown Prosecution Service and HM Courts & Tribunals Service to review data in relation to Effective, Cracked, Ineffective and Vacated Trials. The aim is to provide accurate information as to the main reason (i) why trials do not take place when listed; (ii) why they have been taken out of the list before the trial date; and (iii) why pleas of guilty are not made earlier. This assists with the efficient management of cases, and helps improve public confidence in the effectiveness of the Criminal Justice System (CJS).

Since April 2016 the number of trials that are Cracked and Ineffective due to prosecution reasons is consistently low and equates on average to 15 per cent of trials listed at magistrates and crown courts.

The most recent meeting held in January 18 reviewed six cracked cases and eight ineffective trails that occurred during November and December 17. The meetings are beneficial in providing insight around each partner agency, and the pressures they face, and areas for improvement are agreed.

3.06 Extending the use of video technology such as giving evidence by video link, virtual courts and body worn cameras

Wiltshire Police are the most advanced Force in the South West regarding the use of video technology. The Force has two live link facilities, at Gablecross and Melksham custody units. These facilities are used by officers to provide evidence for trials listed in the magistrate's court and this is now considered standard practice throughout the force. With the growing use of this technology Wiltshire Police, will in the coming months; be using live link facilities to make warrant applications. This will prevent officers from travelling all over the county to Attend Swindon Magistrates Court, which is where non urgent warrant applications are processed.

We have also significantly invested in Body Worn Video Cameras (BWV) which has been introduced to protect front line staff and assist with evidence gathering. All front line officers have now been trained and allocated a BWV camera and it is now mandatory for officers to utilise them. There have been several excellent news articles demonstrating their capability in producing sound evidence leading to guilty

pleas at first hearing, including a 51-month prison sentence for serious disorder on the streets of Westbury.

Objective two

Stopping people from becoming victims by preventing offending and reoffending

3.07 With the National Probation Service and Community Rehabilitation Company, reviewing and expanding the Integrated Offender Management (IOM) service to include violent offenders

The Integrated Offender Management (IOM) service used by Wiltshire Police is the Swindon and Wiltshire Integrated Targets for Change programme (known as SWITCH). This is a partnership venture involving Wiltshire Police, the Probation Service and other partners which seeks to identify the root causes of offending and steer repeat offenders away from committing crime by offering them professional support and guidance. Providing offenders with pathway support ensures that the most appropriate intervention and service is available to address the causes of the individual's offending and in turn support them towards getting out of a life of crime and becoming a productive member of society.

The IOM cohort continues to grow within Wiltshire with a change in emphasis to incorporate not only prolific acquisitive criminals, but also those who pose a risk of serious harm to the public including Violent Offenders. Recently the team has adopted the management of a small number of Domestic Abuse Serial Perpetrators (DASP). SWITCH are also supporting the Burglary Improvement Initiative by adopting onto the cohort those recently arrested, charged and convicted of such offences.

In recent months the IOM delivery group has launched the new IOM (SWITCH) strategy. One of the key objectives of the delivery group will be a complete review of the IOM cohort to ensure that it is fit for purpose, aligns to the IOM strategy and reflects the local priorities. Moving forward the delivery group will report directly into the Community Safety Partnership Board.

3.08 Leading and resourcing youth offending teams to prevent young people at risk of offending from entering the criminal justice system

Wiltshire Youth Offending Team (YOT) work with young people between the ages of 10 and 18 who display anti-social and/or offending behaviour, and are subsequently dealt with through the Criminal Justice System. YOT tries to prevent further offending by addressing the factors associated with offending. The YOT's primary aims include giving young people positive opportunities and support to feel they are valued, productive members of the community as well as the opportunity to repair the harm

they have caused.

YOT's work is underpinned by the principles of restorative justice, the key objective of the service is to offer practical advice, support and direct case work to prevent issues escalating and requiring statutory intervention.

The YOT is multi-disciplinary and is made up of Social Workers, Youth Justice Workers, a Police Officer and Police Staff, Education Welfare Officer, NEET PA (Not in Education Employment or Training Personal Advisor) , HSB Co-ordinator (Harmful Sexual Behaviour) and Probation Officers. YOT works in partnership with other services including Motiv8 - substance misuse service, CAMHS - Children and Adolescent Mental Health Service and Children's Care.
The three main areas of YOT work are:

- Prevention: Some young people may be at risk of getting into trouble but have not yet committed an offence. The team supervises and supports these young people to prevent them entering the criminal justice system.
- Offenders: They work with young people who have committed offences, to change their behaviour and stop reoffending.
- Work with victims of crime: Through the process of restorative justice, they work with victims of crime to make sure they are given a voice within the criminal justice system.

The YOT teams have been involved in a number of successful initiatives to tackle youth crime across the County. A Knife Crime awareness event was held at Gablecross where the YOT's worked alongside Crimestoppers to deliver training to 40 key workers across the partnership.

The YOT team has also been involved in the delivery of the Respect Programme working alongside Social Care, Education and other provisions across Swindon. Respect is a licensed programme working with young people aged 10-17 who have displayed adolescent domestic abuse in the home towards their parents, carers and siblings. Since working with the families the team have seen a significant reduction of aggression and increased safety in the home.

3.09 Commissioning prevention programmes to make domestic abuse perpetrators face up to their abuse

Following the commencement of the new DA contract in Wiltshire. Planning is now underway with the new DA services providers SPLITZ and Swindon Womans Aid perpetrator programme will be undertaken. Partners are assessing the design, utilising success elsewhere.

This will be shared through the WCJB offender delivery group to ensure alignment to with other offender interventions in Integrated Offender Management and Probation services.

Priority 4 – Secure a quality police service that is trusted and efficient

Objective one

Wiltshire Police delivering a high quality police service that is efficient in its understanding and use of resources

4.01 The Force continuing to be rated at least 'good' by Her Majesty's Inspectorate of Constabulary (HMIC) in the efficiency inspection

Wiltshire Police has maintained its grading of Good in the 2017 HMICFRS Efficiency Inspection, in response to the headline question 'How efficient is the force at keeping people safe and reducing crime?'   Under each area, Wiltshire maintained Good in:

- How well does the force understand demand?
- How well does the force use its resources?
- How well is the force planning for demand in the future?

The next Inspection will take place in the Autumn of 2018 and subsequent publication will be March 2019.

4.02 The Force responding effectively and proportionately to issues of performance to reassure communities and identify any emerging problems

Community engagement and understanding is driven through the Force's Public Service and Quality Board (PSQB) with activity progressed against 4 key areas;

1) to understand
2) to connect
3) to hear
4) to evolve our service

PSQB meetings are held in a public environment, in locations throughout Wiltshire and Swindon, every couple of months. Members of the public are invited to meet with staff including the ACC Operations, Hub Commanders, as well as the local Inspectors and Community Co-coordinators about issues affecting their community's and about their perception of Wiltshire Police.

Feedback from these meetings is captured though face to face surveys utilizing mobile technology and findings are analyzed down to postcode level. Results from

these surveys are then shared with the six Community Policing Team Inspectors and are used to inform local priority plans. Engagement plans for Community Policing Teams (CPT) have been completed. They identify both community priorities and hard to reach communities, ensuring we address their needs and concerns. Community issues are discussed at the daily management meetings (DMM) to ensure daily activity and focus and the DMM chair holds 24/7 Inspectors to account for delivery.

PULSE patrols (a Met tactic recommended through HMIC) have been widely adopted amongst CPT. Community officers will identify local issues and flood areas, offering reassurance and disrupting harmful activity. Engagement then continues through social media as we promote activity and once again reaffirm to communities that we are listening.

The new Force website is live and enables CPT's to identify and communicate priorities. This allows the public to see that we understand their issues, are connected to their concerns, hear what they say and ultimately evolve our response.

One such initiative was the Burglary campaign which ran in November 2017 and reinforced our commitment to tackle burglary across the county. The campaign aimed to educate residents about the simple precautions that can be taken to protect their home, and the improvements police are making to combat burglary.

The burglary campaign was led by Detective Superintendent Sarah Robbins who after an evaluation of our burglary processes introduced the Community Tasking Team (CTT) – a dedicated resource to not only tackle burglary, but all priority crimes.

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

Objective two

Wiltshire Police continuing to embrace innovation and technology to make a real difference to frontline services in a predominantly rural county by:

4.03 Making it easier for the public to communicate with the force by providing

more services online including the ability to report crime and intelligence, updates on enquiries and buying of licenses

The new Wiltshire Police website was launched in December, with fresh content and a robust, fully mobile-optimized platform. All services on the old website are still available on the new, but with slicker, more mobile-friendly forms, for Clare's Law and Sarah's law applications, general enquiries and feedback, complaints and recruitment. We have also added the ability to make a subject access request (including the ability to send us scans of passports and ID required) and two domestic abuse victim surveys, with password protection, to be used with Splits and Swinton Women's Aid.

We have been working on the functionality to enable people to pay for a shotgun licence renewal online, linked to a third-party payment provider. This is in final stages of sign off and should be available soon. Linked to this is the ability to make the entire shotgun licence process available online. This was restricted by the requirement for applications to be signed off with a wet signature; however, this requirement has recently been lifted so we are looking to move the whole process online.

The new website has the facility to use livechat. This has been discussed this at length with necessary stakeholders within the organisation and we have been advised that a significant piece of work needs to be undertaken to understand the business processes before this can be taken further. Options for piloting livechat are being presented to the Demand Management Board on 16 May.

We have also recently created an area online where people can apply for one of our Ridealong schemes and this is in the process of being approved.

The ability to report a crime online is tied in both with the NICHE upgrade programme and with the national Single Online Home solution, offering national solution to these kinds of policing services, so is currently not in the scope of the website platform (although the platform is capable of partially delivering this)

Crime updates are being handled through Track My Crime, which is outside of the scope of the website project but our website will link to this product as and when it goes live.

In addition, the Single Online Home national project is in the early stages of looking into 32 online policing services including the use of social media as an online contact

channel.

4.04 <u>**Investing in ICT platforms that are compliant, agile and cloud-based and meet the needs of officers and staff, allowing police and other public sector partners to exchange and make use of information**</u>

The PCC continues to invest in ICT. During 2017 the Mobile Operational Policing Project was rolled out which enable officers access to critical data when out in their communities. Further investment has been agreed for 2018 which will seem officers providing intelligence direct from their smartphones. This removes duplication and provides valuable data in a timelier manner to the wider policing service. In 2018 we also plan to refresh our laptop estate, reliable, modern laptops are critical in delivering our agile strategy. We continue to look towards cloud based solutions with the introduction of O365 imminent and agreement that our Digital evidence store will be held off premises.

Also, the Single View of the Customer (SV) programme encourages and facilitates the sharing of information between nine different public service and partner organizations across Wiltshire. The partners are focused on the benefits of providing a comprehensive, single view of core data, so that public service and partner organizations can rely on that shared information with confidence. The risk of decision making is minimized by having consistent and accurate data across organizations. The Wiltshire Information Sharing Charter (WiSC) is currently in draft form and is due to be rolled out across the partnership to replace the Tier 1 Information Sharing Agreement for Single View. This will enable more efficient and improved opportunities to share information, not only across the Single View partnership but with other agencies who have provide services within Wiltshire.

Objective three

Wiltshire Police continuing to embrace innovation and technology to make a real difference to frontline services in a predominantly rural county by:

4.05 <u>**Conducting a system review of the crime and communication centre to make sure the needs of emergency and non-emergency callers are met and increase the way the public can contact Wiltshire Police for non-emergencies**</u>

The Crime & Communication Centre Improvement Programme (CCC IP) is now a well-established programme of work looking at improving call waiting times for 101-

non emergency calls and reducing call abandonment rates. The programme is split into a number of work streams:

- People
- Operating Model
- Future Proofing Technology
- Environment

Phase 1 of the programme has focused mainly on the "people" element and involved the realignment of shift patterns to the new demand profile. Recruitment and succession planning has also been reviewed and in July 2018 a new recruitment approach will be launched. This will see CCC candidates go through a similar on-line process that Police Officer candidates experience. Our focus remains on improvement ensuring we have the right people in the right role at the right time with the right skills in order to meet the peak summer demand with the same level of improved service. Our recruitment programme will endeavour to bring in large intakes of staff.

The main focus of activity currently is on the Incident Control (999-Dispatch) element of the CCCIP. A new operating model is being designed in consultation with staff and is due to be piloted towards the middle of May 2018. Successful conclusion of this pilot will then enable us to move to formal consultation with staff associations.

The CCCIP has delivered good results so far with our non-emergency call handling performance significantly improving, staffing levels have stabilised and we are in a period of lower demand.

We are focused on improving the quality of our service which will continue to improve as we build and develop our model which is due to be fully implemented in Autumn 2018.

4.06 Policing effectively across boundaries by enhancing the way our tri-force collaborations work, in order to deliver an improved service to the public

Tri-force specialist operations continue to deliver specialist capability for firearms, dogs and roads policing. A revised governance arrangement has been in place since late 2017 which aims to provide greater oversight to PCCs and address the operational challenges when working across three forces.

During April the Police and Crime Commissioners and the Chief Constables for Avon

& Somerset, Gloucestershire and Wiltshire to consider adjustments to the collaborative arrangements for Tri-Force Specialist Operations. PCC and CCs recognised that since Tri-Force creation in 2014 there have been significant changes in complexity of threat and demand in these specialist areas.

There was a consensus from all Chiefs and PCCs to continue to collaborate across the region to support to NPCC Vision 2025, where specialist capabilities are brought together to ensure greater support is provided to policing our communities locally.

Central to this was improving working arrangements and infrastructure to manage cross force units. All PCCs and CCs recognised the challenges and that this would require a variation of the existing arrangements.

It was agreed that Avon & Somerset will provide the command and infrastructure within a hosted model – as defined by the Police Foundation - for training at Black Rock and firearms operational delivery. With dog sections and roads policing units, moving closer to local control and direction of local forces. This will give us all more flexibility to provide community support, while maintaining a meaningful commitment to regional collaboration.

4.07 Recognising that staff welfare, morale and wellbeing is vital to the efficiency of the force

Wiltshire Police are committed to improving the Health and Wellbeing of staff, by adopting policy and practice that enables the organisation and individuals to embrace wellness in the workplace.

The Strategic Wellness Board was introduced to reinforce the Chief Constable's commitment of making the wellbeing of officers, staff, and volunteers an absolute priority. Its aims are to provide strong, visible leadership for the improvement of the health and wellbeing of all employees through adopting a wellness culture, and to assess and take forward wellness innovation opportunities, arising from a series of interactive Wellness workshops held with officers and staff.

The recent major incident, Operation Fairline tested and demonstrated the effectiveness of our wellbeing strategy and approach. The evidence so far supports that we have the ability to implement a comprehensive wellbeing/ welfare strategy to support officers and staff during such an incident, as well as extending support and guidance to mutual aid. The approach led by the Wiltshire Police Occupational

Health Team, comprised of an integrated approach to protect and maintain the health and wellbeing of all Wiltshire Police officers and staff, whether they were directly or indirectly involved. This also included families. The type of intervention support was specifically tailored to the needs of the individual. The complexity of the incident demonstrated the flexibility and fluidness of how the various elements of support were implemented.

The very nature of the work police officers and staff carry out means that they are often exposed to traumatic or stressful situations. Wiltshire Police has long recognised the importance of providing psychological support to staff involved in traumatic events and over 10 years ago introduced TRIM (Trauma Incident Management), a system used to assess the need for psychological support after a critical incident and offer peer to peer support using trained TRIM practitioners.

Officers caught up in Operation Fairline brought the value of TRIM to the forefront of the range of support we offer our staff. Since 4 March, some 90 individual TRIM assessments have taken, place alongside group sessions and additional signposting to other services and supporting literature.

Penny Fuller, who heads up the Occupational Health Unit, believes that TRiM has influenced how we as an organisation talk about mental health.

"There's much greater understanding now that it's normal and okay to experience an emotional response to a traumatic event. This has also helped reduce the stigma around our responses," she said.

"Whatever job we do, or the training we receive, or the uniform we wear, at the end of the day we are all human beings with feelings and emotions. When we deliver TRiM training or awareness sessions, the message time and time again you hear is 'now I know its normal'.

Starting on 14th May 2018 the force embarked on a week long campaign raising awareness about mental health including the forces Blue light champions (peer support group) which consists of 12 police officers and staff across the county who actively listen, support and sign post colleagues to other services. Also Wiltshire is fortunate to be one of only a few forces in the country to have our own dedicated Mental Health Nurse to support staff and officers with the stresses and strains of

modern-day work and life.

The force has been working in partnership with Macmillan Cancer support, to create management toolkits for line managers to help support staff with cancer or who have family suffering from cancer. Support groups for cancer, menopause and pregnancy also exist with the force.

4.08 Delivering a modern, flexible workforce that responds to the needs of our communities

The force has continued to increase its capability in understanding our demand and the workforce skills needed to deliver policing services to the public. Through a business monitoring tool, we are developing links with our people based systems to ensure that we are readily able to align our resources and skills to our demand, ensuring we have the right people, with the right skills in the right place at the right time.

Following the introduction of the Community Policing Model, we were able to identify the demand, align the resources and skills to this demand, as well as monitor deployment rates. With the increase in demand in areas such as cyber and digital crime, the demand management will allow us to ensure that we are aware of the skills and resources we require to meet the demand of today but also predict the skills we will require in the future.

We seek to ensure we are as efficient as possible and have continued to progress plans of workforce modernisation in some roles which do not require warranted powers.

4.09 Reviewing the efficiency of our enabling services to provide value for money

Consistently reviewing the efficiency of enabling services is vital to ensure the operational proportion of the organisation is performing effectively. Not only is it important that our operational teams are provided with the right information and support to perform well in their jobs, but identifying efficiencies in enabling services, increases the chances of being able to maintain numbers on the front line.

Previously, this was being explored through the tri-force enabling services collaboration with Avon and Somerset, and Gloucestershire, however this programme was dismantled towards the end of 2016. Since then, there have been a number of internal department reviews to ensure the structure and roles within the

enabling services are fit for purpose.

Recently, the Force has embarked on a programme to understand a suitable collaborative Enterprise Resource Planning (ERP) system, in order to achieve alignment to a transactional shared service model. An ERP is a process by which Wiltshire Police will manage and integrate the important parts of the enabling service, such as planning, purchasing, accounts, marketing, finance and human resources. I have approved to proceed to the development of a business case to investigate the costs, benefits and procurement risks for a selected model, and will look to report back to the Police and Crime Panel on the development of this programme in due course.

I continue to monitor the value for money statements from HMICFRS, which generally show that smaller forces have a higher proportion of staff in enabling services. This is to be expected, however I continue to seek opportunities to make this part of the organisation more efficient, and also use HMICFRS PEEL inspections as a chance to test this. Fortunately, the Force has experienced 'Good' in all areas which supports my view that we are achieving the efficiency well.

4.10 Announcing my estates strategy for the next five years, including the disposal of sites that are no longer required for policing. Savings will be used to close the financial gap and protect frontline services as far as possible

Continuing to share facilities with Wiltshire Council and improving and redesigning the retained police estate to make sure it is suitable for 21st century policing

The Estates Strategy has been approved and published in 2017. This has four clear objectives which are the base for all decisions surrounding the estate. The strategy includes a delivery plan which shows the initial projects. Good progress has been made surrounding replacements for Warminster and Amesbury/Tidworth. A review of the Royal Wootton Basset accommodation has taken place and an investment to upgrade the station agreed in principal. A plan to deliver change in Marlborough is also being pulled together. The overall intention is to improve and modernise the estate we need and then dispose of any surplus. With this strategy we are looking at a total reduction in estates costs.

The business cases for Royal Wotton Basset and Warminster are anticipated in August 2018. With Tidworth's partner hub being project managed by Wiltshire

Council bringing Town Council, Policing and Library service together onto a new site.

Preparatory work has also been completed in developing police touchdowns across Wiltshire and Swindon in partner buildings. These transitions will occur throughout the year and all local stakeholders are engaged in the planning and delivery of this transition.

Objective four

Having a police service that is trusted, professional and respectful to the public by:

4.12 As a minimum the Force continuing to be rated "good" by HMIC

Wiltshire Police have achieved the rating of "good" across all elements of PEEL.

The extent to which the force is effective at keeping people safe and reducing crime is **good.**

The extent to which the force is efficient at keeping people safe and reducing crime is **good**.

The extent to which the force is legitimate at keeping people safe and reducing crime is **good**.

I am delighted that in our last effectiveness inspection we are noticed as outstanding in provision to those people in Mental Health Crisis.

Due to its continued good performance and HMICFRS moving to a risk based inspection regime it is anticipated that there will be a less intrusive inspection regime.

As such all elements of the PEEL inspection regime are to be completed simultaneously and utilising the Force Management Statement to reduce the burden on Forces and PCCs.

The next Inspection will take place in the Autumn of 2018 and subsequent publication will be March 2019.

4.13 Wiltshire Police having a more diverse, inclusive and empowered workforce that reflects our communities

Wiltshire Police has a Diversity and Inclusion Team consisting of three Positive Action Officers (PAO), Diversity and Inclusion Sergeant and a BPA (Black Police Association) Sergeant. The team also has a part time D/Sergeant that oversees the strategic direction of Diversity & Inclusion and the Force Equality Objectives that

must be set as a legal requirement of the Equality Act 2010. The team have developed a tactical diversity plan and an effective governance structure is now in place to drive and ensure the progression of the plan via the Diversity Strategy Group chaired by the Chief Constable.

Each PAO is assigned a community policing area and they are responsible for establishing community links and developing trust and confidence. Since April 2018 the team has attended over 20 local community events throughout the county and have forged new relationships with key community leaders. We have formed strong relationships with 3 Mosques across the county and have regularly attended to give a Wiltshire Police in-put around recruitment and current job vacancies.

The Diversity & Inclusion team attend numerous events across the County aimed at attracting and recruiting a more inclusive workforce. For example they have attended WOMAD, a Hindu Festival and Swindon and Wiltshire Pride events.

We have started to see positive impact on the levels of interest from BME groups in careers in policing via our recruitment campaigns. Since January 2017 the team has successfully recruited 19 BME into Wiltshire Police in numerous roles, PC's PCSO's Special's and Police staff. Staff are supported by a BME mentoring scheme, a reverse mentoring scheme and a BPA Conference hosted at Police HQ.

Although the goal is to recruit BME groups for front facing operational roles, the team will also discuss other roles for BME people who wish to join Wiltshire Police. One BME candidate has just been offered a post in the Command and Control Centre. Since January 2017 the team has increased the BME population in Wiltshire Police by and extra 2.4% now taking our current figure to 3.7%

The work undertaken by PAO's does not purely focus on BME representation but other protected characteristics such as disability and sexual orientation. Their work takes the support of individuals beyond recruitment and also focusses on retention, development and progression.

In May 2017 Wiltshire Police was delighted to achieve the Government's top accreditation as an organisation with a positive approach to employing disabled people. We are the first police force in the country to gain the highest Level 3 Disability Confident Leader status in the Department of Work and Pensions' scheme to remove barriers to employment. It means that as well as actively looking to attract, recruit and retain disabled people, we show flexibility when assessing candidates, put our self-assessment up for external challenge and can now offer expertise to other employers across the county to encourage more organisations to become Disability Confident.

Sgt Annie Pursey led the Diversity & Inclusion team's work to sign us up to the Disability Confident Scheme, achieving all three levels in less than a year by evidencing what we have done to provide employment opportunities for disabled people in recent years, focussing on ability rather than disability to help people achieve their aspirations.

Our Command and Control Centre has driven a lot of the change, employing people with visual impairments and dyslexia. We work closely with Pluss, a social enterprise which supports people with disabilities find work, and the Down's Syndrome Association's WorkFit service which has helped three people with Downs Syndrome gain volunteering and paid employment opportunities with us, including Edward who has just joined us as a volunteer in Salisbury CPT.

4.14 Implementing the changes outlined in the Policing Act in relation to police complaints and build on our unique independent appeal process

The Policing and Crime Act 2017 outlined major changes to the police complaints system. These include:

- Allowing Police and Crime Commissioners to take on a much greater role in the police complaints system, choosing between three different models
- Extending the police discipline system to former officers and special constables
- Renaming the IPCC the "Independent Office for Police Conduct" (IOPC)
- Introducing a system of "super-complaints" so that certain organisations could complain about trends or patterns in policing

While super-complaints are already well established in the commercial and financial sectors this will be the first time they are used in the public sector.

The super-complaints system will complement existing complaints procedures. Once a policing super-complaint is received, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services will work with the Independent Office for Police Conduct, College of Policing, and others as required, to review the evidence provided by the designated body and agree an appropriate response.

The force deals directly with most complaints and conduct matters against our officers, staff and contractors and these matters are handled by our professional standards department (PSD). PSD ensures that all investigations meet the standards set out in the IOPC Statutory Guidance, which specifies how they should deal with complaints and conduct matters.

The IOPC investigates the most serious complaints, incidents and allegations of misconduct. In addition both PSD and the IOPC deal with appeals from people who are not satisfied with the way their complaint has been dealt.