



Inspecting policing
in the public interest

Crime inspection 2014

Wiltshire Police

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How effective is the force at cutting crime?

Overall summary

Wiltshire Police is effective at reducing crime and preventing offending. Clear crime prevention and reduction priorities are in place. The force is focused on victims; this has maintained the already high satisfaction levels over the past 12 months.

Neighbourhood policing is recognised as a strength in engaging communities of all backgrounds in preventing crime and anti-social behaviour.

Partnership working is strong in both short and long-term initiatives to deal with crime and anti-social behaviour and there is continual development of multi-agency teams.

This year, HMIC undertook an inspection into the crime data integrity of all 43 police forces, to determine the extent to which police-recorded crime information can be trusted at a national level. HMIC has concerns about Wiltshire Police's approach to crime recording, which is not as accurate as it should be. Individual force reports are available at <http://www.justiceinspectorates.gov.uk/hmic/>.

How effective is the force at reducing crime and preventing offending?

Good

The force is committed to crime reduction and victim satisfaction. It understands the contribution made to public confidence.

The force uses a range of proactive and reactive tactics to reduce and prevent crime, using partners, neighbourhood officers and investigators.

The force has strong relationships with other local organisations. It is committed to these relationships, and has shared goals and resourcing.

How effective is the force at investigating offending?

Good

The force protects those most at risk, recognising those entitled to additional measures and enhanced status.

The force is committed, through investment of staff and a shared understanding to a partnership approach to prevent and detect crime through integrated offender management.

The force provides some learning and development for the workforce to improve their investigative skills.

How effective is the force at tackling anti-social behaviour?

Good

The force has a clear commitment to anti-social behaviour including dedicated teams that are recognised for their good practice.

The anti-social behaviour risk assessment conference process is in place and working well across the force; this is now also developing ways to identify and support troubled families

The force engages well with hard-to-reach communities to uncover hidden crime and tackle anti-social behaviour.

Introduction



This inspection looks at how effective police forces are at cutting crime. The public expects the police to reduce, prevent and investigate crime, bring suspects to justice and, in conjunction with other services and agencies, care for victims. To assess each force's effectiveness, we looked at three specific areas:

- How effective is the force at reducing crime and preventing offending?
- How effective is the force at investigating offending?
- How effective is the force at tackling anti-social behaviour?

Methodology

During our inspection we analysed data and documents from forces, and conducted in-force inspections. We interviewed the senior officers responsible for crime, neighbourhood policing and victim care in each force. We held focus groups with frontline police officers, investigators and police staff, and observed their activities first hand. We also reviewed 20 crime investigations in each force and interviewed heads of partner organisations such as local authorities. We focused on anti-social behaviour and the offences of: burglary dwelling; serious sexual offences; and violence with injury on this inspection. We chose to focus on these offences because they cover the areas of acquisitive and violent crime and the protection of vulnerable people. This has allowed us to make an assessment of how well the force treated the victim throughout the investigation – examining in particular how well officers gathered evidence and how well they were supervised.

Victims are at the heart of this inspection. Victims are entitled to a service from the police; this includes regular information about their case, an opportunity to provide an impact statement where relevant and to be consulted on potential criminal justice outcomes. When the police provide this service to victims, it increases victim satisfaction and builds trust and confidence in the police.

As part of this inspection, we considered how well forces deal with domestic abuse, alongside other offence types. HMIC published a report in March 2014 on how well forces tackled domestic abuse and provided support to victims. As a result of that inspection all forces were asked to provide an action plan setting out how they were improving services to victims of domestic abuse and we have reviewed the action plans developed by forces. The action plans have not informed the judgments made in these reports.

The crime inspection provides HMIC with the first opportunity to test whether the force's approach to improving how it tackles domestic abuse is beginning to have an effect and this forms part of our overall assessment of the force.

How effective is the force at reducing crime and preventing offending?

HMIC looked at the how the leadership of the force deploys its resources to reduce the volume of crimes being committed, maximise the quality of victim contact, and ensure that the force focuses on community priorities while mitigating national threats.

We looked at how the force prevents crime, how it uses police tactics such as stop and search powers to prevent and detect crime and reduce offending. We also looked at how the police work with other agencies such as social services to reduce crime.

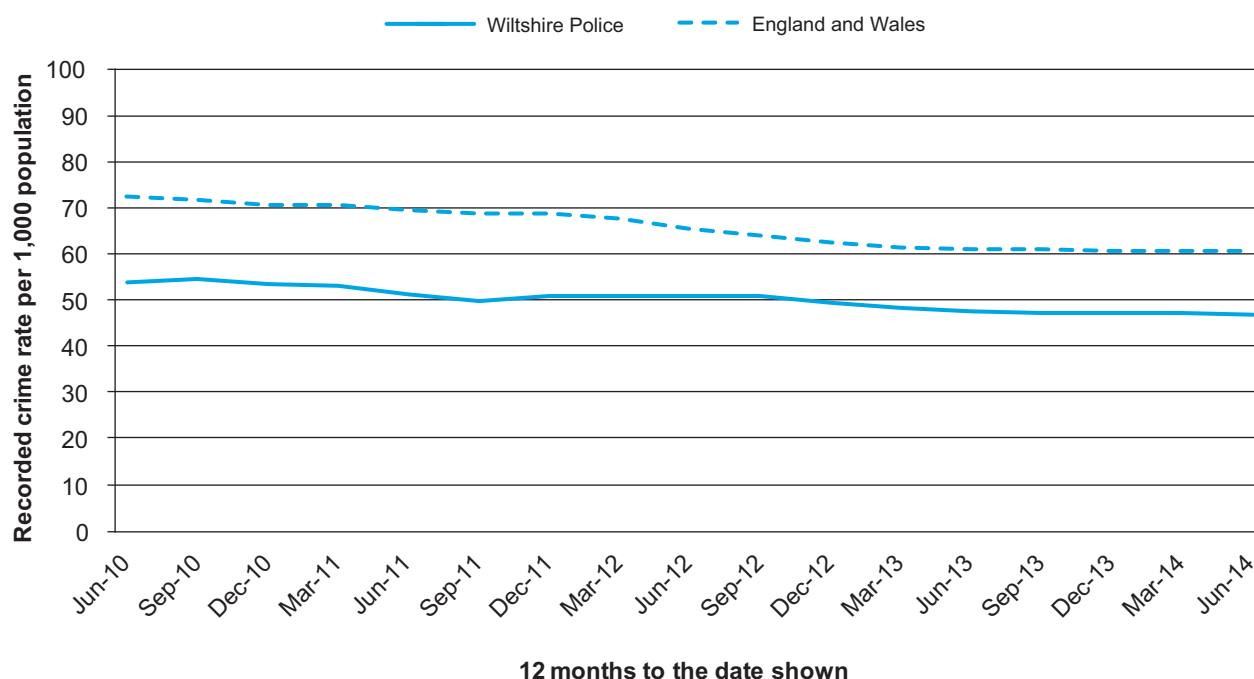
Crime

In 2010 the Home Secretary set a clear priority for the police service to cut crime. When compared with the 12 months to June 2010, recorded crime (excluding fraud) in the 12 months to June 2014 reduced by 13 percent in Wiltshire compared with a reduction of 16 percent across all forces in England and Wales.

Over this period, victim-based crime (i.e., crimes where there is a direct victim such as an individual, a group, or an organisation) decreased by 14 percent in Wiltshire, compared with a reduction of 16 percent across England and Wales.

Looking at the 12 months prior to the end of June 2014; recorded crime (excluding fraud) in Wiltshire reduced by 1 percent, compared with a 1 percent reduction across England and Wales.

Figure: Recorded crime rate (per 1,000 population) between June 2010 and June 2014.



By looking at how many recorded crimes and incidents of anti-social behaviour occur per 1,000 population, we get an indication of how safe it is for the public in that police area. The table below shows crime and anti-social behaviour rates in Wiltshire (per 1,000 population) compared with the rest of England and Wales.

| 12 months to June 2014 | Wiltshire Police rate (per 1,000 population) | England and Wales total rate (per 1,000 population) |
|----------------------------------|--|---|
| Crime excluding fraud | 47.0 | 60.7 |
| Victim-based crime | 42.7 | 53.9 |
| Sexual offences | 1.2 | 1.2 |
| Violence with injury | 5.6 | 5.9 |
| Burglary in a dwelling* | 3.9 | 8.9 |
| Anti-social behaviour incidents* | 25.5 | 36.8 |

***Note that anti-social behaviour data is for the 12 months to March 2014 and the rate for burglary in a dwelling is the rate per 1,000 households, not population.**

We have chosen these types of crime to give an indication of offending levels in the force area. We are not judging the effectiveness of the force on recorded crime rates only. For information on the frequency of other kinds of crimes in your area, go to www.justiceinspectorates.gov.uk/hmic/crime-and-policing-comparator

Wiltshire's detection rate (for crimes excluding fraud) for the 12 months to the end of March 2014 was 24 percent. This was lower than the 26 percent for England and Wales.

The new crime outcomes framework was introduced in April 2014. It replaces a previous framework for recording how the police finalise investigations through what was known as 'sanction detections' (e.g. charges and/or summons). The new crime outcomes framework is designed to support police officers to use their professional judgment to ensure a just and timely outcome which reflects the harm to the victim, the seriousness of the offending behaviour, the impact on the community, and which deters future offending. Data on the full range of outcomes achieved as a result of investigations (not just detections but also, for example, community resolutions such as mediation known as restorative justice) will be available from July 2015 and used in future HMIC inspections.

Meeting the needs of the community

Wiltshire Police has clear strategic priorities for crime, anti-social behaviour and victim focus set out in its police and crime plan. The force is re-developing a strategy for crime prevention to provide additional focus in this area and to support the range of activities that are already in place within the force and through partner organisations.

Staff have a good understanding of what is important to the community. Partner organisations identified this was a particular strength of neighbourhood policing teams. It is clear that the force is able to reflect and act on feedback received from the community. The force is open to new ways of working and improving services to the public. This is demonstrated by the 'systems thinking' service improvement that is currently under way, which reviews policing practices to see how they can be improved, and the oversight of this work by senior managers.

The force prioritises activity according to the threat, harm and risk posed to the community and individuals. The force understands those risks through two main methods: analysis undertaken by the force intelligence teams to identify repeat offenders and geographic locations which have a high level of crime known as 'hotspots'. The second is local neighbourhood teams asking the community what the important issues are and what has the most impact on them. The force reviews priorities on a daily basis and is aware of the different issues affecting both the rural and urban communities within the county. For example: the need to respond to complaints about quad bike noise and damage in one area, and the need for targeted patrols in Trowbridge during the night to prevent crime and reassure the public.

It is evident in the organisation that officers and staff understand force priorities and the approach of focusing on threat, harm or risks to victims and the community. At the time of inspection the force was in the process of dealing with a suspected murder and it was evident that resources were being mobilised from across the county to provide the necessary support.

There is a range of methods in place to engage effectively with the public. These include a confidence survey provided by the police and crime commissioner and online and face-to-face community meetings. The force visits supermarkets at different times during the day to engage as wide a cross section of the community as possible, for example parents, shift workers, elderly people and others. The force is currently piloting Community Messaging in a number of locations. This scheme enables the force to send out messages via text and email to all those that sign up to the service. So far this has been particularly useful with Neighbourhood Watch schemes.

Quality of victim contact

The force is focused on victims and has a high level of victim satisfaction.

This has been supported through recent changes in the way the performance of police officers is measured. The requirement to meet targets has been removed, with the focus now on ensuring officers consider the needs of the victim, and to take time to deal with long standing issues within the community. The force has invested in changing the culture of its staff. Staff are being developed to understand and learn how their behaviours affect the way in which they carry out their duties and the impact this has on others.

The new approach is being embedded at all ranks. HMIC found staff knew of the requirement to put the victim first, acknowledging the high level of victim satisfaction in the last 12 months. This finding was ratified by partner organisations that were positive about the way the force supports victims of crime.

However, HMIC found inconsistencies in the recording of risk assessments on individual files, and the rationale for any action taken was also inconsistently recorded. This is an area the force should seek to improve.

An important measure of the impact of changes to service delivery for the public is how satisfied victims are with the overall service they receive when they seek police assistance. In the 12 months to the end of June 2014, Wiltshire Police had a victim satisfaction rate of 90.1 percent (± 1.9 percent) which is higher than the satisfaction rate in England and Wales of 85.0 percent (± 0.2 percent). Its current rate is broadly in line with the 88.1 percent (± 2.0 percent) recorded for Wiltshire in the previous year.

Use of police tactics

The force uses a range of tactics to reduce and prevent crime. The daily management meetings (DMM) are effective at identifying the key priorities, based on the risk posed, for each day. Officers and staff are then assigned tasks to ensure that incidents are being managed appropriately in line with the priorities and the force control strategy.

It is evident that Wiltshire uses analysis from intelligence within the DMM. There was evidence that the force uses national methods such as the Intelligence Model and the Decision Making model when directing resources.

The force uses resources such as the police online knowledge area (POLKA)¹ and academic research to keep up to date with best practice and new tactics. The force has

¹ POLKA (Police OnLine Knowledge Area) is a secure online repository for the dissemination of learning and good practice for police forces across England and Wales, provided by the College of Policing.

also invested in developing a predictive analysis solution to inform its decision-making. This uses recorded crime and incident data, as well as information provided by partners, to predict where crime is likely to occur. This provides a more detailed picture to support the deployment of resources in order to reduce and prevent crime and anti-social behaviour.

The force uses a range of police powers, to prevent and disrupt crime. These tactics include the use of stop and search to target drug trafficking, domestic violence protection orders and gang injunction orders. Neighbourhood teams use their relationships with the community to obtain intelligence. Examples where this had been particularly successful were linked to the locations where officers and police and community support officers (PCSOs) had been in an area over a longer period of time and had developed good relationships.

The force is re-developing its crime prevention strategy. There is now a senior officer with responsibility for this work, who will direct the force's approach to crime prevention. Crime prevention training is currently being planned. Part of the strategy is a commitment to increasing the number of volunteers with an aspiration across all public sector agencies to engage one percent of the population. Examples were provided as to how volunteers have already been effective in reducing speeding and increasing neighbourhood watch schemes.

A number of examples were provided of the crime prevention activity, including the reduction and prevention of burglary within the inland waterways community. This group is often difficult to reach due to the nomadic nature of its way of life. The force has developed a Canal Watch scheme in conjunction with British Waterways, which has led to positive results.

The force provides a mobile workshop to provide practical crime prevention measures. This 'bobbyvan' project, uses three vans across the county. The operators have been trained in fitting security locks, crime prevention and also assessing fire safety. The objectives of this initiative include reducing the fear of crime, repeat incidents of burglary and victimisation of vulnerable people.

Wiltshire Police has a dedicated team which is responsible for tackling organised crime groups. The force holds fortnightly meetings where intelligence collection and disruption tasks are allocated. Neighbourhood teams are aware of their responsibilities for gathering intelligence and disrupting these groups. The force has employed two officers to focus on child sexual exploitation following collaboration with Avon and Somerset Constabulary that highlighted the growing risks from this type of crime.

Over the last 12 months, the force has made consistent improvements in the way offenders are targeted and managed through an initiative called SWITCH². Examples were provided of offenders wanted for violence and/or burglary offences being actively tracked and searched for. This is a key strength in reducing crime and preventing offending.

2 SWITCH stands for Swindon and Wiltshire Integrated Targets for Change.

Partnership working and information sharing

The force has good relationships with its partners; strategically there is a programme of work to share buildings and redesign services with Wiltshire County Council. This is currently in progress and there are a number of pilot sites where neighbourhood teams are co-located with other organisations in places that the community use the most. Examples were provided where this is beginning to improve the speed with which information is shared for anti-social behaviour, crime and emerging community issues. For example, by working with the council, a nightclub was closed in Chippenham, resulting in a 25 percent decrease in violent crime according to the force's own figures.

The force has a multi-agency safeguarding hub (MASH) where partner agencies such as police, probation, health and housing are co-located. The MASH manages all referrals in respect of child protection, including child sexual exploitation (CSE), domestic abuse and safeguarding adults at risk. The MASH allows speedy information sharing and decision-making, and fast time decisions on the appropriate response from those agencies involved to quickly reduce the risk in these cases. Also included within the MASH team is a CSE co-ordinator, a dedicated domestic abuse decision-maker with administrative support, and a domestic violence and child sexual offender disclosure officer, who have a force remit, as well as missing person's co-ordinator for Wiltshire.

To enhance the services of the MASH, the force is in the process of piloting a daily domestic abuse conference call (DDACC) across the county. The aim of this is to provide a faster response across agencies to incidents and to prevent issues from escalating. In addition the MASH has set up a process whereby agencies are alerted in the event that an officer attends a domestic abuse incident where there are children present. This will provide the ability to react to issues more quickly and to share appropriate information with schools, child safety and social care teams.

Partners are supportive of the force's approach and the contribution it has made to the MASH. There was acknowledgement that officers aim to provide the right service but concerns were raised about the levels of understanding of risk displayed by frontline staff. Staff stated that refresher training would be helpful in improving the service they give to victims.

Wiltshire Police actively attempts to engage with groups that infrequently report crime. One of the examples provided was the local prison where a number of issues were identified, but reporting was low, as prisoners are traditionally reluctant to report crime. Through working with the prison governor and staff, a number of safeguarding efforts were made, resulting in an increase in the reporting of incidents. Examples were also provided where organisations are working together to improve knowledge, for example a voluntary group that is addressing the issues of female genital mutilation.

Domestic abuse

In March 2014 HMIC published the results of its inspection of 43 forces on the effectiveness of the police approach to domestic violence, with a focus on outcomes for victims and whether risks to victims are adequately managed. This included clear recommendations for each force about improvements it should make. As a result of this inspection all forces were required to produce and publish an action plan setting out the steps they were taking to improve the services to victims of domestic abuse. This plan should demonstrate that HMIC recommendations are being addressed and also explain how:

- the leadership will ensure the changes necessary and hold the right people to account;
- the police response when a victim first contacts them (by a 999 call or by visiting a police station) and when they first attend the scene of the incident is improved;
- the force will ensure there is a high quality investigation of all domestic abuse crime;
- victims will be properly supported and offenders properly managed; and
- the training and learning provided to officers ensures they can give the best available response to the victim.

HMIC has made an initial consideration of the action plan submitted by Wiltshire Police. We found the plan outlines activity that is in line with the agreed national priorities for forces outlined above. The plan incorporates the specific HMIC recommendations for the force as well as those identified from a previous relevant review. Wiltshire Police has supplied evidence reflecting its assessment for those areas under development and also where the force has already met the required standards for tackling domestic abuse.

The crime inspection provided us with our first opportunity to test whether changes in the force's approach to domestic abuse were beginning to have a positive effect.

HMIC found evidence that Wiltshire Police had made progress to improve its response to domestic abuse. Examples include; the recent introduction of daily domestic abuse conference calls to prevent the escalation of, and provide a faster response to incidents; extra training for staff provided by specialist officers; and analysts developing profiles to identify potential repeat offenders which are then used to direct police activity.

A review of a small sample of files identified that risk assessments were being completed and supervised however not all investigative actions were being recorded or completed. HMIC also found that specific questions provided to call handlers for them to assess the vulnerability of victims were not always being completed.

Recommendations

- Wiltshire Police should immediately develop and implement an action plan to ensure risk assessments, including those relating to domestic abuse and cases involving children, are carried out and recorded at the earliest opportunity. The rationale for any action taken should also be consistently recorded. The force should ensure roles and responsibilities in relation to vulnerable victims are clarified and communicated to relevant staff.

Summary



Good

- The force is committed to crime reduction and victim satisfaction. It understands the contribution made to public confidence.
- The force uses a range of proactive and reactive tactics to reduce and prevent crime, using partners, neighbourhood officers and investigators.
- The force has strong relationships with other local organisations. It is committed to these relationships, and has shared goals and resourcing.

How effective is the force at investigating offending?

HMIC looked at the range of police tactics and powers used by the force to investigate offending, including how investigations are conducted, whether persistent offenders are diverted from crime and how people vulnerable to repeat crime are supported. We looked at how the force learns from experience in order to improve professionalism in operational practice and leadership.

Vulnerability, risk and victims

The force has good processes in place to identify vulnerable and repeat victims, using a pre-determined set of questions on first contact. The force control room adds a flag to incidents of this kind and officers are informed of this before they attend an incident.

HMIC found that victim care is a key priority. Examples were provided where officers and PCSOs have taken the time to reassure victims, and given appropriate support in order to make sure they felt safe. Partner organisations gave examples of how the force has identified vulnerable or potentially vulnerable people and referred them to partners for additional support. The force and its partners agree that dedicated neighbourhood teams are the basis for effective policing in Wiltshire and it is working well in ensuring communities and victims feel safe.

The force is aware of the Code of Practice for Victims of Crime (VCOP) and HMIC found specific instances of clear compliance, for example victims being informed before or at the time a suspect is released on bail.

A review of 20 investigation files undertaken as part of the inspection identified significant issues in the compliance with VCOP; in all the cases reviewed there was no record of victims being updated or whether victim personal statements had been produced. The force has plans to introduce a dedicated victim and witness care team to deal with this issue but should take steps to ensure that all officers comply with the requirements of the Code of Practice for Victims of Crime.

The force uses a range of methods to check and monitor processes and systems to ensure the police response is effective. A monthly performance review meeting, the Strategic Improvement Board (SIB), monitors performance around attendance at incidents. This is a priority area for the force.

Investigation

The force deploys resources in accordance with the needs of the victim. The force control room staff use questions sets to determine if a caller is a repeat and/or vulnerable person. If they are, the relevant 'flags' are applied to the incident and a priority will be provided to the

call dependent on the victim's needs. Repeat vulnerable victims will normally be attended within an hour, unless the call is of an emergency nature. Every three months the names and circumstances of the top ten callers into the control room are provided across the force; this includes a combination of victims or vulnerable victims that may also be at risk of offending themselves. This helps staff to identify and protect those at most risk of harm.

HMIC found that officers attending incidents undertake relevant actions and these are recorded as part of a handover report. This included house-to-house enquiries and obtaining accounts from witnesses. Improvements could be made in this area through the introduction of body-worn cameras to improve the availability and integrity of 'best evidence' at incidents, particularly those involving domestic abuse.

HMIC found some inconsistencies in the quality of investigation across the force. The case file review found a lack of investigation plans and supervision recorded on individual cases. Staff stated during the inspection that plans tended to only be used for high-risk crimes, or if an individual officer was subject to scrutiny of their performance. The investigation plans that were found on case files were of a high standard, but this should be consistent across all files.

The use of methods such as peer reviews, local expert forums, dip sampling and clarity of supervision expectations, have been found to be effective elsewhere at driving up standards and could improve investigations in Wiltshire.

Tackling repeat and prolific offenders

The SWITCH³ process has been in use for approximately 12 months and is used for managing offenders. This process involves the assessment of offenders referred from police and partner organisations to determine the level of risk, the tactics required to manage the person's behaviour and reduce the risk of their re-offending.⁴

The force has a 'Top 10' offenders list that is used to inform briefings to ensure that offenders are targeted and any restrictive conditions, for example bail curfews, are enforced. HMIC found this process works well. Examples were provided of good practice such as the removal of a number of prolific offenders from a block of flats, supported by the local council that reduced drug dealing and anti-social behaviour.

3 SWITCH stands for Swindon and Wiltshire Integrated Targets for Change.

4 Selection for SWITCH involves a matrix and selection criteria, influenced by the priorities set by the community safety partners, police and probation, to reduce offending. Referrals can occur at any stage from any agency, however most come from probation, police and the youth offending team (YOT). Offenders are subject to assessment against local criteria/matrix endorsed by the Reducing Offending Strategic Board. (There is no standard national definition of who should be considered for these integrated offender management arrangements).

Support for vulnerable offenders was also demonstrated. An example was provided of young and vulnerable people being targeted by a drugs gangs in locations across the county. The young people involved were re-housed away from the gangs and provided with drug treatment to reduce the chances of them becoming involved in offending.

Learning from experience

The force provided examples where officers had received the required level of accreditation and training for specific areas such as a five-day cyber-crime course for detectives. Officers and staff felt they had the basic skills to conduct the responsibilities of their role.

The force uses external organisations such as universities to develop research into communities and new ways of working. The use of a systems thinking approach to review internal processes has already provided an enhanced level of knowledge on what works for the victim.

In addition to formal training and e-learning, some teams in the force have an opportunity to attend programmed training days. These teams include those in custody suites and the force control room. During these sessions, teams actively learn new legislation or techniques, or refresh their skills. This is not currently available to neighbourhood and response teams who would benefit significantly from this.

HMIC found that staff were concerned that there is an over-reliance on e-learning packages that are not always successful in achieving learning outcomes. In particular it was unclear amongst supervisors as to how the recent changes in anti-social behaviour legislation would be briefed to teams and concerns were raised as whether this would be done within the timeframe for the introduction of the legislation.

There is no central repository of information within Wiltshire. The development of one would encourage the sharing of best practice across teams within the force. Allowing opportunities for 'shadowing' to take place would also improve skill levels amongst officers. This would help officers and staff to take personal responsibility for learning what works in addition to asking supervisors and immediate colleagues.

Recommendations

- Within three months Wiltshire Police should develop and commence the implementation of an action plan to improve the recording of victim contact and the provision of updates on the investigation.

- Within three months Wiltshire Police should develop and commence the implementation of an action plan to improve the quality of investigations which will ensure that:
 - (a) investigating officers and police staff are aware of the standard required and have the professional skills and expertise to fulfil their duties;
 - (b) supervisors know what is expected of them in driving up standards; and
 - (c) there is appropriate monitoring and oversight of investigative quality.
- Within six months, Wiltshire Police should ensure that there are methods in place to systematically capture and share learning and good practice in relation to crime prevention, local problem solving and investigation across the force.

Summary

Good

- The force protects those most at risk, recognising those entitled to additional measures and enhanced status.
- The force is committed, through investment of staff and a shared understanding to a partnership approach to prevent and detect crime through integrated offender management.
- The force provides some learning and development for the workforce to improve their investigative skills.

How effective is the force at tackling anti-social behaviour?

HMIC looked at how the force prevents and tackles anti-social behaviour; in particular the way victims are treated. We looked at the quality and consistency of victim contact across the force and whether victims of anti-social behaviour were dealt with in a comparable way to victims of other crimes.

Community contact and victim care

There is clear evidence that anti-social behaviour is a priority for the force and that dedicated neighbourhood policing teams provide an effective service.

Neighbourhood teams provided good examples of engagement both generally, and with specific groups that traditionally have difficulty developing relationships with the police. These include the regular use of a Polish volunteer to understand how best to gather information, intelligence or approach issues within the Polish community. Military liaison officers are currently being recruited to engage with the Fijian community and improve the reporting of crime, and we found examples of PCSOs (from neighbourhood teams) working closely with Muslim communities. Neighbourhood teams recognise that their relationship with communities is crucial in resolving issues successfully.

The elderly community is a prominent group within the county. The force interacts with charities, clubs, age groups and care homes to determine the views of this group and to reassure them. Dementia was identified as a growing cause for reports of anti-social behaviour especially during the early stages, while individuals are waiting for assessment. Examples were provided of officers and PCSOs providing a sensitive approach when dealing with this issue.

Monthly consultation meetings take place with the public across the five areas of Wiltshire. This process takes into account the views of the community and also information from complaints, social media and the wider community to agree policing priorities for that area. HMIC found that repeat locations and victims are clearly understood, including those that are the most frequent.

Partnership working

The force works with partners to address anti-social behaviour through the use of anti-social behaviour risk assessment conferences (ASBRAC). There are separate monthly ASBRAC meetings for the north and south of the county. Attendees include a range of partners such as housing, children's services, the troubled families coordinator, social care, fire and rescue, substance misuse services and the youth offending team.

Wiltshire Police has a three-phased approach to resolving anti-social behaviour referrals. These phases are prevention, intervention or enforcement depending on the level of risk:

standard; medium or high. HMIC found the process is working well across all areas of the force. ASBRAC are held when required and action is agreed on a timely basis. The identification of troubled families is now also developing through the ASBRAC process and information from partners about vulnerability is now available.

The force has fortnightly meetings with partners to discuss local priorities. Examples were provided where issues had been addressed, for example, speeding. Voluntary victim support organisations have been consulted on developing support plans for victims of anti-social behaviour. Examples were also given of successful funding bids to the police and crime commissioner to improve local areas and prevent anti-social behaviour from escalating.

Improving services to the public

The force is developing a prevention strategy that focuses on early intervention with young people and developing relationships to prevent them offending. Examples include a police cadet scheme which involves a range of young people from a variety of backgrounds, increasing visits to schools and working with the youth offending team to identify potential future offenders and divert them away from crime and anti-social behaviour.

Wiltshire Police has introduced neighbourhood justice panels as part of a national pilot. As a result, the force could provide evidence of a range of community interventions it uses to improve the results for victims of anti-social behaviour in particular. HMIC found that local resolution is effectively used and focused on resolution between parties rather than punishment, for example, a group of youths had damaged a wall and were required to rebuild it and apologise to the community. This resulted in one of the individuals becoming an apprentice builder. The force has an oversight and scrutiny group that examines the use of restorative justice to ensure these have been appropriate and successful.

In the 12 months to March 2014, Wiltshire Police recorded 17,696 incidents of anti-social behaviour. This is a reduction of 10 percent against the previous 12 months.

Summary

Good

- The force has a clear commitment to tackling anti-social behaviour with dedicated teams that are recognised for their good practice.
- The anti-social behaviour risk assessment conference process is in place and working well across the force; this is now also developing ways to identify and support troubled families.
- Engagement with hard-to-reach communities uncovers hidden crime and tackles anti-social behaviour.

What each judgment means

Definitions and what each judgment means

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the force cuts crime. In applying the categories HMIC considers whether:

- the way the force is cutting crime and reducing offending is good, or exceeds this standard sufficiently to be judged as outstanding;
- the force requires improvement in the way it cuts crime, and/or there are some weaknesses; or
- the force's effectiveness at cutting crime is inadequate because it is significantly lower than is expected.