

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

**Quarter Two 2018-19 (1 July to 30 September 2018)**

**For Police and Crime Panel meeting 6 December 2018**



## Table of Contents

Introduction by Commissioner Angus Macpherson .....	3
Performance dashboard Key.....	5
Performance dashboard.....	6
1. Prevent crime and keep people safe .....	7
2. Protect the most vulnerable in society.....	22
3. Put victims, witnesses and communities at the heart of everything we do.....	28
4. Secure a quality police service that is trusted and efficient.....	32



## **Introduction by Commissioner Angus Macpherson**

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

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

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

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

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

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

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

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

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

#### **HMICFRS Inspections**

The Panel should be aware that in December 2018 the HMICFRS integrated PEEL assessment for Wiltshire is commencing . This integrated inspection draws together the strands of inspection and part of the HMICFRS risk based inspection regime. I will update the Panel on progress of this once the assessment is published by HMICFRS.

#### **Tri-Force arrangements**

The Tri-Force arrangements have been subject to a number of reviews, and these highlighted important areas that we needed to address. Whilst our officers and staff

working within the collaboration have achieved excellent operational outcomes, it has been made clear through the many reviews that the systems and processes in the collaboration present challenges and risks.

The Tri-Force programme team developed proposals for new arrangements that aimed to resolve problems experienced across differing resource systems, differing people policies, competing local priorities and other barriers to the day-to-day operations.

I and my fellow PCCs and Chief Constables (CC), discussed and considered a number of different options to address these problems. We were unable to reach a consensus which met all the individual force needs. I made it clear that I expect the accountability for all firearms and road policing operations in our county to remain with the Wiltshire CC; the proposed approach would have transferred them to Avon and Somerset.

As a result, Avon and Somerset are withdrawing from the Tri-Force arrangements and firearms, roads policing and the dog unit will return to our local command. I have asked the Chief Constable to develop, in greater detail, a Wiltshire Specialist Operations structure, integrated as far as possible with local policing. This will likely mean up to an additional 24 police officers in Wiltshire at an estimated annual cost of £1.3m. These new officers will be responding to incidents and maintaining a high profile presence on our roads network, managing firearms and high threat operations.








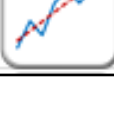
Firearms officers will continue to train at the excellent, jointly owned, Black Rock firearms training centre at Portishead. The three forces train together with a single, consistent approach to tactics and use of weapons, in line with the College of Policing training framework. The arrangements for Major Crime across the three forces will also not be affected.

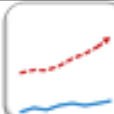


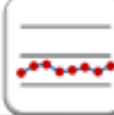
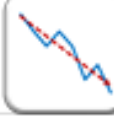
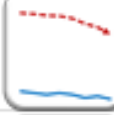


Both the Chief Constable and I are determined to continue to provide an excellent service to our local communities in Wiltshire and Swindon and we are looking to complement the CPT model through the enhanced resources we'll have available.




























**Angus Macpherson**  
**Police and Crime Commissioner for Wiltshire and Swindon**  
**November 2018**

## Performance dashboard Key

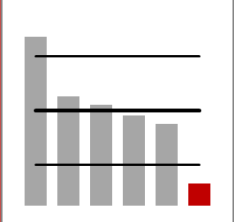
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last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

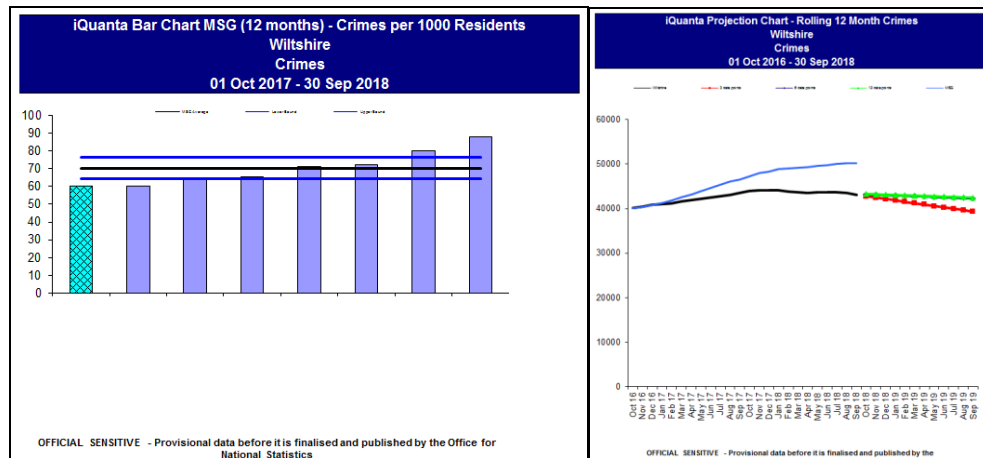
## Performance dashboard

Priority 1: Prevent crime and keep people safe				Priority 2: Protect the most vulnerable in society				Priority 3: Put victims, witnesses and communities at the heart of everything we do				Priority 4: Secure a quality police service that is trusted and efficient			
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context
Crime volume	11,123		Reduction on the previous year	S136 Arrests	71		Stable	Satisfaction of victims with the whole experience	73.8%		Stable following significant reduction	Immediate response time	10mins 36sec		Stable despite significantly high demand
Crime recording compliance	93.8%		Q2 improvement and still an area of focus for improved resourcing and performance	Number of Missing Individuals	537		Stable	Satisfaction with being kept informed	65.2%		Stable following significant reduction	Priority response time	55mins 56sec		Stable despite significantly high demand
Cyber flagged + Key word	615		Increasing trend	Volume of CSE crimes	39		Stable trend	Satisfaction with ease of contact	90.1%		Stable following significant reduction	Average time to answer 999 call	3 sec		Consistently good
Hate crime volume	163		Increasing trend influenced by a single month exception in May	Volume of DA Crime (ACPO defined)	1,599		Long term, slow increasing trend	Satisfaction with treatment	87.3%		Stable following significant reduction	Average time to answer CriB call	1min 43sec		Consistent improvements
Outcome ratio*	13.9%		* note term change from rate to ratio Stable trend following a reduction but in line with peer forces	Volume of Sexual Offences (Recent / Non Recent)	432		Significantly lower than peers	Conviction rates	86.5%		Stable and high	CriB Abandonment rate	5.9%		Consistent improvements
ASB volume	4,837		Long term reducing trend with expected seasonal variation					Restorative Justice level 1	94		Sustained and stable	Quality of full files (error rate)	0%		Long term improving trend
Overall confidence with the police in this area	84.3%		Significant improvement					% of cracked or ineffective trials due to prosecution	13%		Stable	Volume of complaints	131		Long term reducing trend
KSI- Collisions	57		Long term decreasing trend									% Complaints recorded within 10 working days	48%		Significant reduction
Special Constables hours deployed	19		Increasing long term trend									Complaints average number of days to record	12 days		Significant increase
Number of Volunteers in post	168		Continued uplift in volunteers									Percentage of appeals upheld	50%		Long term stable picture
												Number of actual days lost per person (rolling 12 months)	15.6		Unreliable data

# 1. Prevent crime and keep people safe

Crime volume	Q1. 10,916 - 43,646 rolling 12 months Q2. 11,123 – 43,070 rolling 12 months	
--------------	--	---

1. There were 11,123 crimes recorded during quarter two and 43,070 in the 12 months to September 2018.
2. This represents a reduction of 536 recorded crimes (1.2 per cent) compared to the previous 12 months.
3. The recorded crime rate per 1,000 population for Wiltshire in the year to September 2018 is 60.1 crimes. This is below the most similar group (MSG) average of 70.1 crimes per 1,000 population and is statistically lower than peers, as shown in the chart below:



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

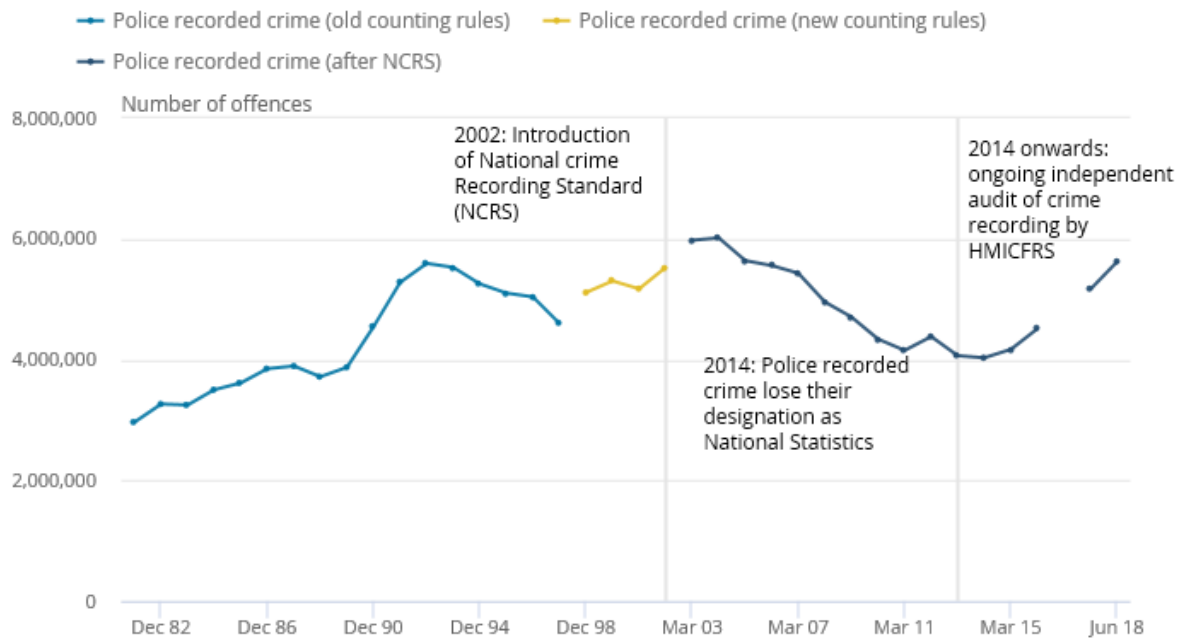
4. The latest national crime statistics publication<sup>1</sup> cites that for many crime types, police recorded crime statistics do not provide a reliable measure of levels or trends of crime. This is particularly in relation to the improvements to crime recording practices being adopted up and down the country.

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

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingjune2018>

5. Police recorded crime has increased nationally by 10.3 per cent in the 12 months to June 2018 and 5.4 per cent regionally.

**England and Wales, year ending December 1981 to year ending June 2018**



Source: Police recorded crime, Home Office

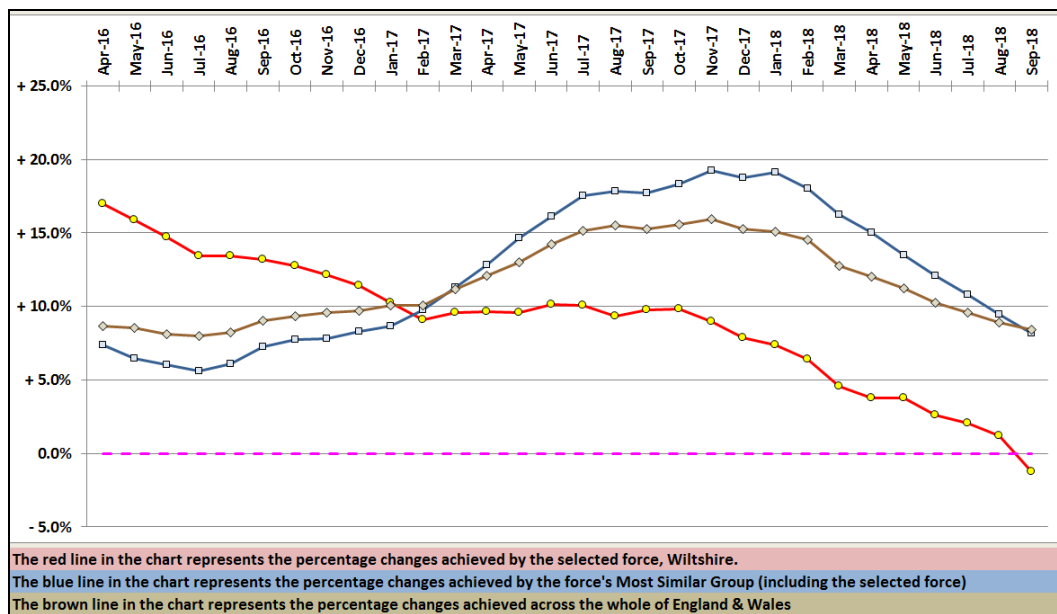
6. In the 12 months to September 2018, 39 forces have seen an increase in their recorded crime volume compared to the previous year. Wiltshire was one of only four forces to report a reduction.



Areas	Earlier Period Oct-16 to Sep-17	Later Period Oct-17 to Sep-18	Change	
			Numeric	Percentage
<b>England &amp; Wales</b>	<b>4,621,482</b>	<b>5,010,490</b>	<b>+ 389,008</b>	<b>+ 8.4%</b>
<b>South West Region</b>	<b>362,398</b>	<b>372,807</b>	<b>+ 10,409</b>	<b>+ 2.9%</b>
	<b>141,718</b>	<b>137,793</b>	<b>- 3,925</b>	<b>- 2.8%</b>
	<b>95,613</b>	<b>105,548</b>	<b>+ 9,935</b>	<b>+ 10.4%</b>
	<b>47,621</b>	<b>51,762</b>	<b>+ 4,141</b>	<b>+ 8.7%</b>
	<b>33,864</b>	<b>34,656</b>	<b>+ 792</b>	<b>+ 2.3%</b>
<b>Wiltshire</b>	<b>43,582</b>	<b>43,048</b>	<b>- 534</b>	<b>- 1.2%</b>
<b>Most Similar Group</b>	<b>492,052</b>	<b>532,197</b>	<b>+ 40,145</b>	<b>+ 8.2%</b>
<b>Wiltshire</b>	<b>43,582</b>	<b>43,048</b>	<b>- 534</b>	<b>- 1.2%</b>
	<b>95,613</b>	<b>105,548</b>	<b>+ 9,935</b>	<b>+ 10.4%</b>
	<b>41,136</b>	<b>40,693</b>	<b>- 443</b>	<b>- 1.1%</b>
	<b>50,816</b>	<b>53,788</b>	<b>+ 2,972</b>	<b>+ 5.8%</b>
	<b>45,997</b>	<b>55,828</b>	<b>+ 9,831</b>	<b>+ 21.4%</b>
	<b>85,400</b>	<b>83,518</b>	<b>- 1,882</b>	<b>- 2.2%</b>
	<b>53,896</b>	<b>57,222</b>	<b>+ 3,326</b>	<b>+ 6.2%</b>
	<b>75,612</b>	<b>92,552</b>	<b>+ 16,940</b>	<b>+ 22.4%</b>
Number of forces in England & Wales with an increase in this category			<b>39</b>	

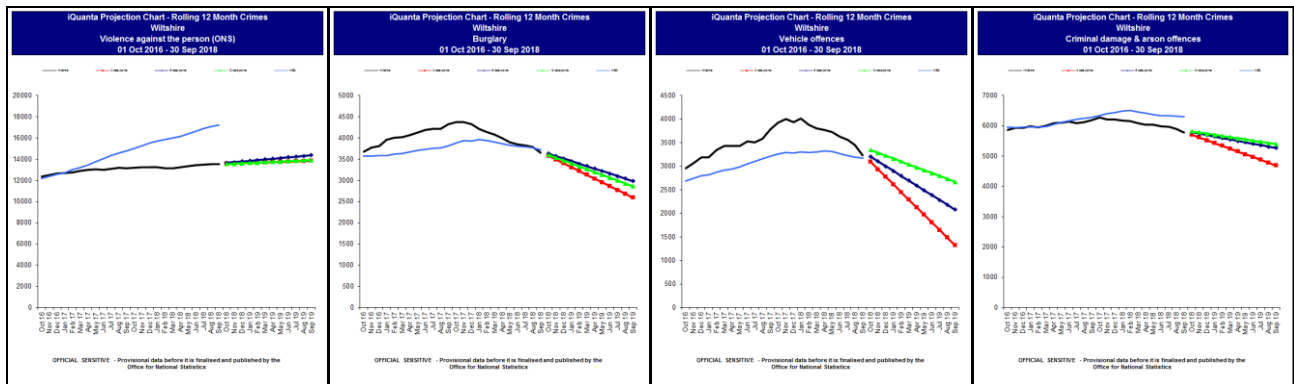
*Regional and peer group recorded crime volume*

- Wiltshire is confident that the current position compared to other forces is as a result of improving its crime recording compliance sooner than other forces.
- This position would be supported by the chart below which shows Wiltshire’s peak increase occurring 18 months before the peer and national averages.



*Wiltshire, peer and national rate of change for all crime*

- 9. These statistics must always be viewed in line with other supporting information such as crime recording compliance audits, which is outlined in a later measure.
- 10. Wiltshire has the third lowest rate of serious violence in the country.
- 11. Trends within crime types such as violence (+3.0 per cent), burglary (-15.6 per cent), vehicle crime (-14.5 per cent) and criminal damage & arson offences (-6.6 per cent) are all significantly better than the national trends.



*Violence against the person, burglary, vehicle offences and criminal damage & arson offences – rolling 12 months*

<p>Crime recording compliance rate</p>	<p>Q1: 89.1 per cent Q2: 93.8 per cent</p>	
--	--	---

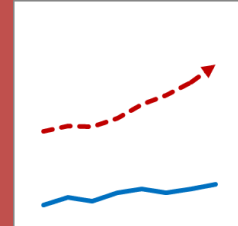
- 12. Wiltshire Police and the Office of the Police and Crime Commissioner (OPCC) are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.
- 13. By recording crimes correctly, victims receive the service they expect 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.
- 14. 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.

15. 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.
16. The audit during September reviewed 613 crimes and incident records and 93.8 per cent were compliant with national crime recording standards (NCRS) and Home Office counting rules (HOCR).
17. This is an improvement on previous audits but is still below the internal desired standard. This continues to be an area of focus and investment.

Cyber flagged  
+ key word

Q1: 615 crimes – 2,167 rolling 12 months  
Q2: 725 crimes – 2,364 rolling 12 months



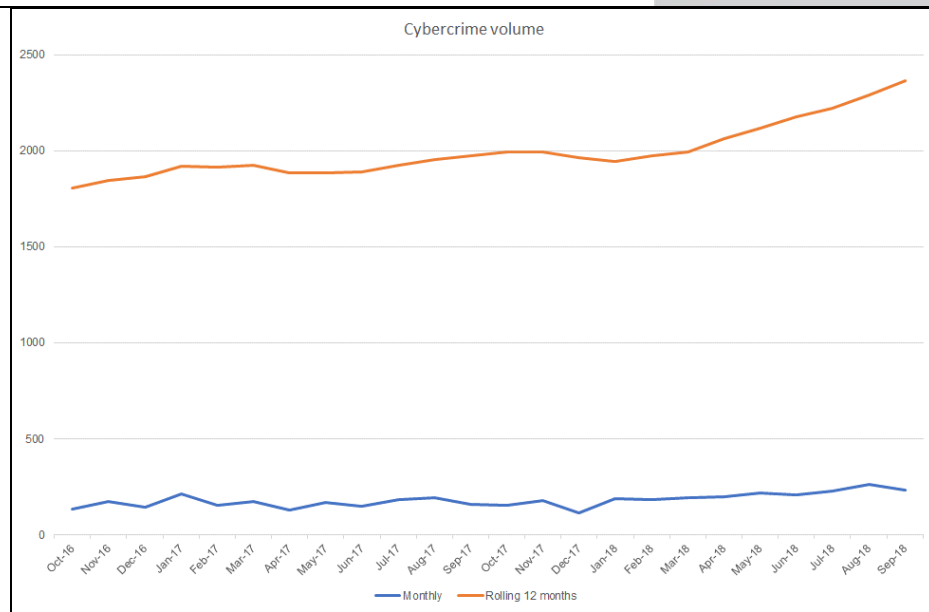
18. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

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

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

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

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

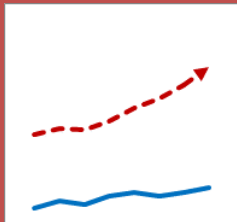


*Cybercrime monthly volume up to September 2018*

20. In Wiltshire during quarter two, there were 725 cybercrimes recorded and 2,364 crimes reported in the 12 months to September 2018. This compares to 1,976 crimes recorded in the year to September 2017 which represents a 19.6 per cent increase.

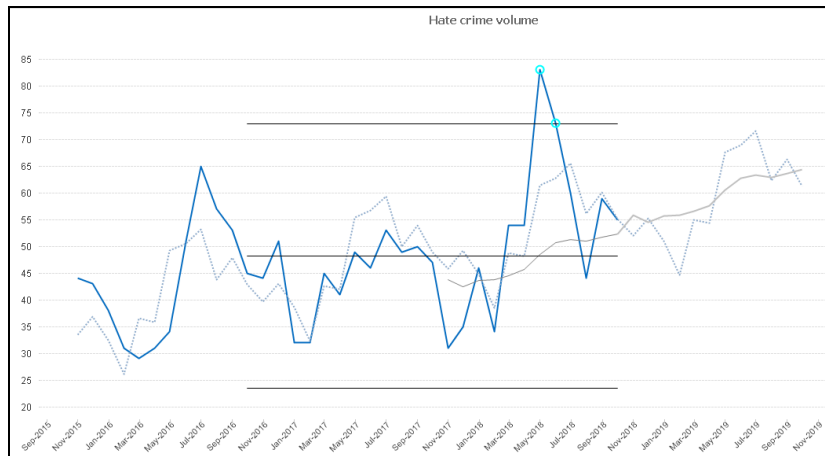
21. The Force has developed a 21 point plan to improve its cyber capabilities. The first area of risk being addressed is inaccurate and missing data. There has been a push to train and educate staff, particularly those within the crime and communication centre and sergeants and this has resulted in improved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

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

<p>Hate crime</p>	<p>Q1: 210 hate crimes - 609 crimes rolling 12 months          Q2: 163 hate crimes – 620 crimes rolling 12 months</p>	
-------------------	---	---

22. The overall volume of hate crime reported has remained relatively stable for the last two years. There were 620 hate crimes reported in the year to September 2018. This compares to 537 hate crimes in the year to September 2017 (an increase of 83

crimes; 15.5 per cent).



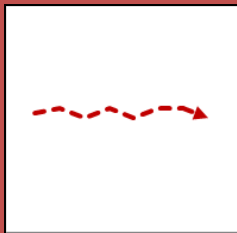
*Hate crime to September 2018*

23. This increase is significantly driven by the spike in May 2018 which was outlined in the quarter one 2018-19 performance report.
24. I personally chair a Hate Crime Multi Agency meeting which met in September and we reviewed up to date trends.
25. This analysis found that increases were seen in a number of locations across the county and not specifically isolated to one area in particular.
26. As a group we are seeking to better understand trends. This will help understand the journey of the victim and whether we as a system are doing all we can for victims of hate crime.
27. Initial analysis shows there to be a high conviction rate but more needs to be done to understand the whole victim journey.
28. The multi agency group is supporting National Hate Crime Awareness Week (NHCAW) 2018. The Force activity during this week consists of a poster competition in schools, encouraging young people to think about valuing differences, inclusivity and kindness.
29. An online survey hate crime survey will take place as well as additional hate crime training taking place in our crime and communications centre (CCC).
30. The Force is also consulting with partners and the public on its new Equality,

Diversity and Inclusion Strategy which can be accessed by the link in the footnote<sup>2</sup>.

31. 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.

32. Wiltshire supports the national hate crime portfolio through the weekly submission of hate crime data to the National Community Tension Team (NCTT).

<p>Positive Outcome ratio*</p>	<p>13.9 per cent rolling 12 months* *Correct as of 14/11/18</p>	
--------------------------------	---	---

\*Note that this measure now represents a ratio rather than a rate, to bring it more in line with the Home Office methodology for reporting outcomes.

33. The move from the Home Office is to understand the investigation as a process rather than specifically focus on the outcome rates.

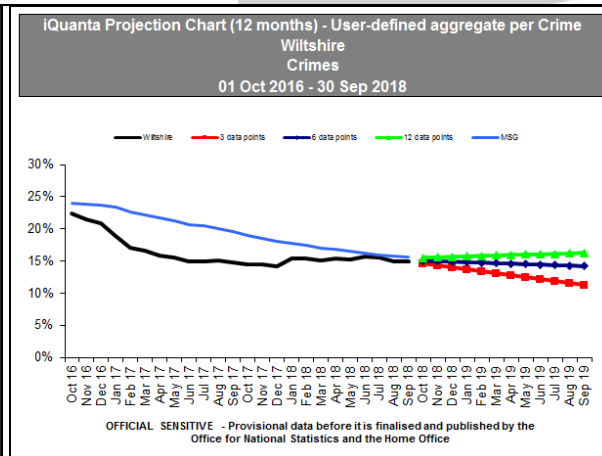
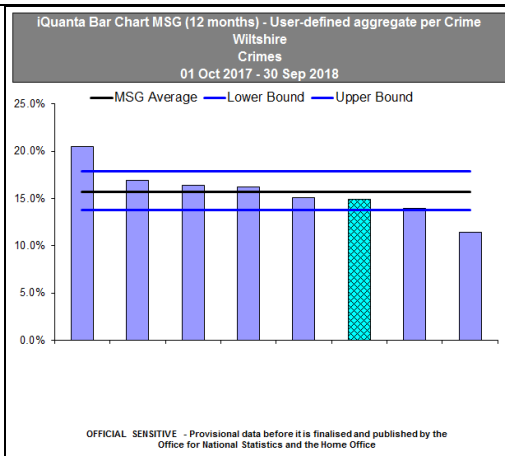
34. This methodology involves understanding the efficiency as well as the effectiveness of crime investigations.

35. The methodology for the outcome ratio is to understand the current investigation status of the crimes recorded within the given time period. This factors in the current status of the investigation (under investigation or finalised) and the timeliness with which investigations are completed, as well as the type of outcome applied by crime type.

36. In the year to September 2018, based on the 43,070 crimes reported, 13.9 per cent have been `detected` (a positive outcome), 70.9 per cent `undetected` and 12.9 per cent remain under investigation. The remaining proportion of crimes are classified as `cancelled` which is when it has become apparent that a crime never actually happened.<sup>3</sup> (Figures accurate as of 14<sup>th</sup> November 2018)

<sup>2</sup> Equality, Diversity and Inclusion Strategy 2018-2021  
[https://www.wiltshire.police.uk/media/2946/EDI-Strategy-full-document/pdf/WiltsEqualityStrategy\\_27.09.2018\\_.pdf](https://www.wiltshire.police.uk/media/2946/EDI-Strategy-full-document/pdf/WiltsEqualityStrategy_27.09.2018_.pdf)

<sup>3</sup> Crime-recording process, HMICFRS 2018  
<https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/article/crime-data-integrity/crime-recording-process/>



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

- 37. Forces nationally are seeing their outcome ratio decline and this is most significantly correlated with increased crime recording compliance.
- 38. The drive in other forces is to better understand “solvable factors” and understand their performance against these, identifying learning opportunities along the way.
- 39. This is something which Wiltshire will be looking to develop in the new year.
- 40. Wiltshire Police are investing a significant amount of time and energy into improving the standards of investigations, with one of the desired outcomes being an improvement in the positive outcomes for victims.
- 41. The Investigative Standards Improvement Plan led by Detective Superintendent Sarah Robbins has been developed following a series of internal reviews, audits and working groups.
- 42. The plan is focused on delivering training to all first and second line managers within our Community Policing Teams. It also focuses on improving the performance focus, quality assurance and governance of investigation standards as well as investing in protected learning time and continuous professional development.
- 43. The breakdown of Home Office crime groups can be seen in the table below.

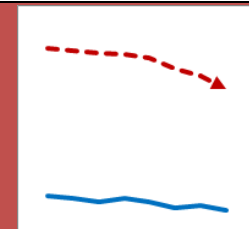
Home Office Crime Group	Positive Outcome Ratio	Under Investigation	Undetected	Cancelled
Drug Offences	68%	23%	5%	3%
Possession Of Weapons	45%	23%	26%	6%
Miscellaneous Crimes Against Society	23%	27%	33%	17%
Theft	17%	8%	74%	0%
Public Order Offences	17%	16%	65%	1%
Violence Against The Person	13%	16%	66%	4%
Arson And Criminal Damage	9%	9%	82%	0%
Robbery	8%	25%	67%	
Burglary	6%	10%	83%	0%
Sexual Offences	4%	29%	60%	6%
Vehicle Offences	3%	5%	92%	0%
<b>All Crime</b>	<b>14%</b>	<b>13%</b>	<b>71%</b>	<b>2%</b>

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

44. As mentioned within previous reports, there is a disproportionate number of crimes that appear to take over 100 days to resolve and this is indicative of a process backlog with which the crime standards auditors need to finalise the crimes on the system. This does not affect the timeliness with which the crime is investigated and the victim updated.

Anti Social Behaviour Volume

Q1: 4,487 incidents – 16,317 rolling 12 months  
Q2: 4,837 incidents – 16,405 rolling 12 months



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

46. There were a total of 16,405 ASB incidents reported in the 12 months to September 2018 which equates to a five per cent decrease on the 17,215 incidents recorded in the 12 months to September 2017.

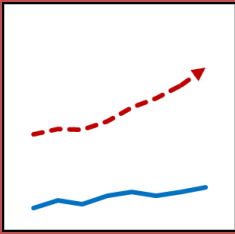
47. The reduction in the volume of recorded ASB correlates with the increased recording of crime as show within the chart below.





*ASB and crime volume trend comparison – z score*

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

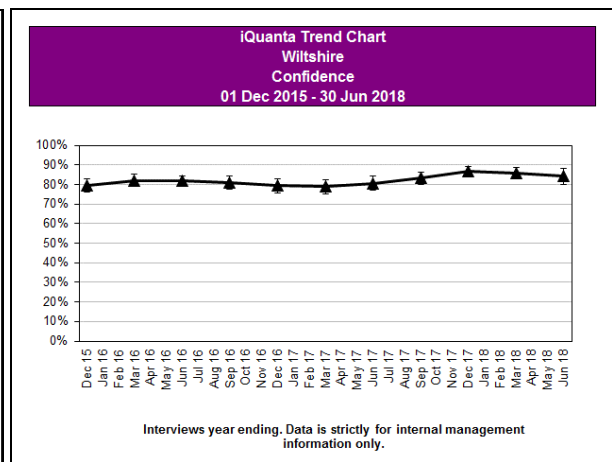
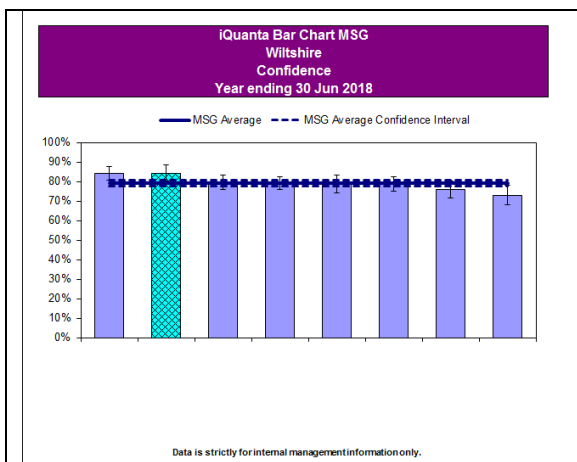
<p>Overall confidence with the police in this area</p>	<p>84.3 per cent (±4.1 per cent) 12 months to June 2018</p>	
--	---	---

49. This measure is usually informed by the Public Opinion survey which I commissioned twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.

50. The CSEW has measured crime since 1981. The government use this information alongside police recorded crime to understand the nature and extent of crime in England and Wales.

51. This survey is conducted by Kantar Public on behalf of the Office for National Statistics.

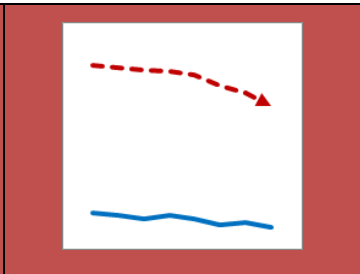
- 52. The survey asks members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.
- 53. The CSEW data for the 12 months to June shows 84.3 per cent ( $\pm 4.1$  per cent) of respondents have confidence in Wiltshire Police.
- 54. This figure places Wiltshire as having the third highest public confidence rate in the country, improving from 15<sup>th</sup> the previous June (2017).



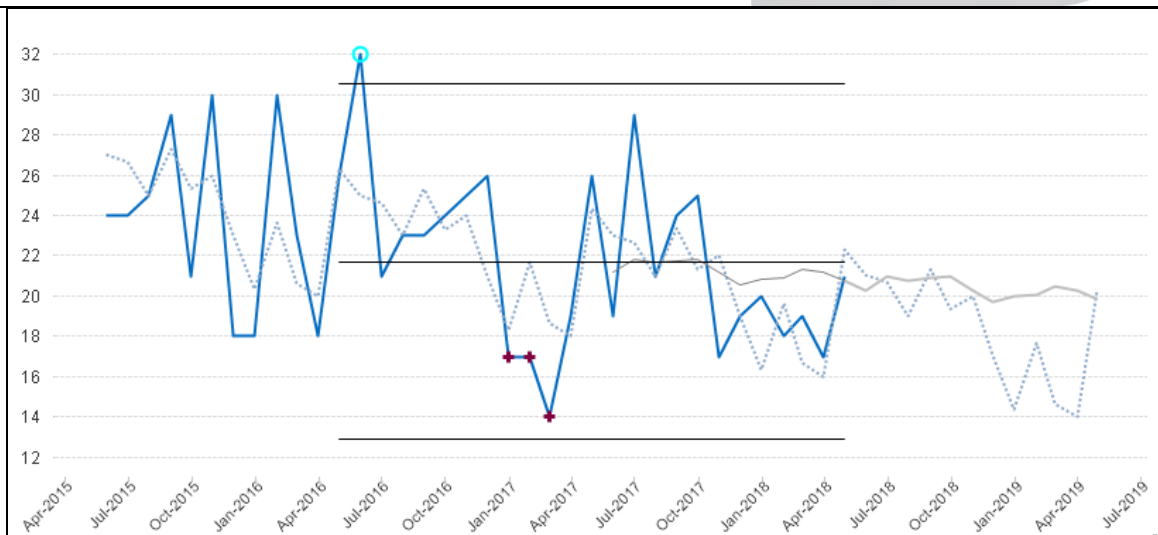
*CSEW Public Confidence – 12 months to June 2018*

Killed and seriously injured (KSI) - Collisions

249 collisions – 12 months to June 2018



- 55. 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*

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

57. The traffic department of the Force's Criminal Justice Department is responsible for the collation of data regarding killed and seriously injured people that are involved in collisions within Wiltshire. A strategic decision was taken to temporarily suspend this process due to the fact that the department had become overwhelmed due to resourcing challenges.

58. As a result, staff from within the department were realigned to more critical functions which aligned themselves to timelines, for instance the issuing of notice of intended prosecutions, which have to be served within 14 days otherwise no prosecution takes place.

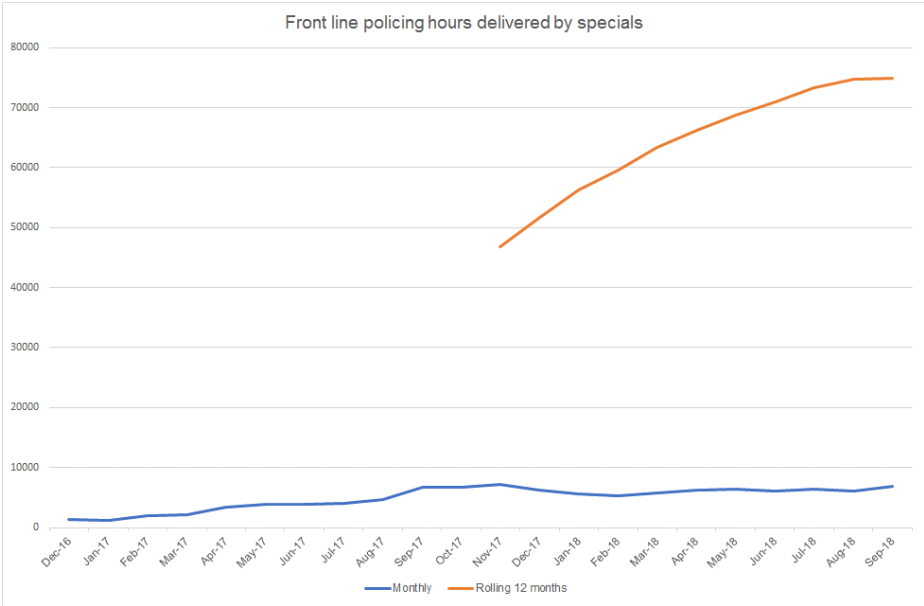
59. Therefore, there is no data available to report on for quarter two 2018-19.

Special Constables hours deployed	Q1: 18,712 hours deployed Q2: 19, 293 hours deployed	
-----------------------------------	---	---

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

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

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



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

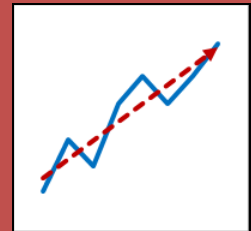
63. In the 12 months to September 2018, special constables have delivered a total of 74,924 policing hours.

64. As you will see later in the report, the demand on Wiltshire Police was at a record high in July 2018 and the contribution made by the special constabulary has been valued

and recognised by Assistant Chief Constable Gavin Williams.

Number of  
Volunteers in post

Q1: Total (incl N/A\*) – 168  
Q2: Total (incl N/A) - 174  
\*Non Police Personnel Vetting



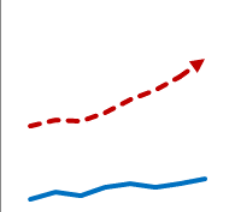
65. My office and the Force are committed to promoting volunteers across the organisation.
66. Volunteers use their diverse range of skills and experience to support Wiltshire Police in the achievement of its objectives.
67. Support volunteer roles within the Force are varied. Most roles offer support 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.
68. 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.
69. They are spread across many departments of which a breakdown is provided in the table below.

Volunteer Role	N/A	NPPV1	NPPV2	NPPV3	Total
Bobby Van			6		6
Cadet Core Leader			14		14
Call Quality Appraiser			3		3
Chaplain			11		11
HAD Member	60				60
Neighbourhood Watch Support			3		3
Office Support			9	2	11
On-Line Safety			8		8
Performance Management Coach			2		2
Police Information Point			3		3
Restorative Justice Facilitator			34		34
Rural Crime Support			1		1
Stop Search Scrutiny Panel		5			5
TBC			2		2
Vehicle Cleaning and Inventory			1		1
Volunteer Panel Member			1		1
Volunteer Recruitment Liaison			1		1
Watch Scheme Processor			5		5
WorkFit			3		3
<b>Grand Total</b>	<b>60</b>	<b>5</b>	<b>107</b>	<b>2</b>	<b>174</b>

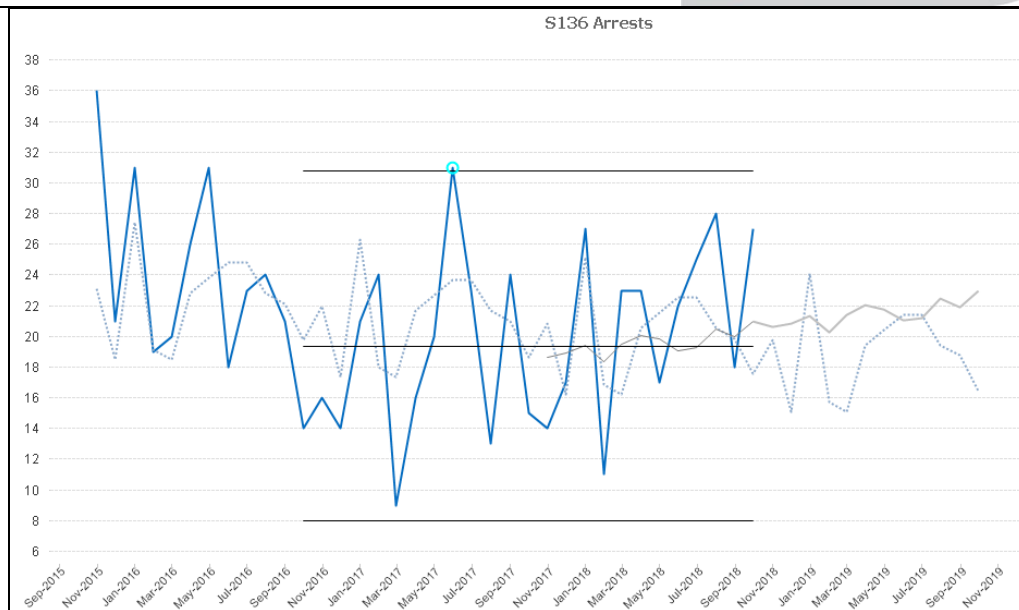
*Total number of volunteers in post in the Force, by role and level of vetting clearance*  
*\*HAD – Humane animal disposal*

- 70. During quarter two, volunteers supported the Women in Leadership event in Swindon.
- 71. There have been four new roles advertised supporting special property, tape libraries, Force disclosure and recruitment.
- 72. We hosted the South West Region Special Constabulary and Police Support Volunteer Awards 2018 and won 2 of the 4 categories, Police Support Volunteer Team of the Year (Restorative Justice Together) and the Arthur Ellis Award, for Special Constabulary Team of the year (Salisbury CPT).
- 73. We had 18 nominations for the Home Office Lord Ferrers Award and the Special Constabulary Unmanned Aviation Support Group won the National Technical Innovation Award.

## 2. Protect the most vulnerable in society

Section 136 arrests	Q1: 62 Q2: 71	
---------------------	------------------	--

- 74. 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.
- 75. 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.
- 76. 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.
- 77. Section 136 (S136) is part of the Mental Health Act (MHA). The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control.<sup>2</sup>
- 78. There were 71 S136 MHA arrests during quarter two.



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

79. The trend in S166 MHA arrests is on the increase.

80. An increase in the total number of detentions was predicted with new S136 legislation that was introduced in December 2017. This change enabled S136 powers to be used in more places, essentially anywhere other than a private dwelling compared to previously when it could only be used in a public place.

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

82. The entire increase in detentions year on year is accounted for by the fact that it is now possible to use S136 in police custody. On each occasion, the individual was arrested for a criminal offence and taken to police custody but subsequently detained S136 MHA in custody and then immediately conveyed to a health based place of safety.

83. The reason for using S136 is varied but will often be due to delays in convening a MHA assessment or finding a hospital bed. However, on occasion the power has been used too swiftly and without following processes/pathways in place.

84. The use of S136 in police custody is being closely monitored and reviewed with the assistance of the custody inspector to identify any training issues for staff, both police and health professionals e.g. LADS nurses and health care professionals.

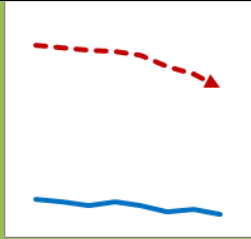
85. Another issue being explored regarding the use of S136 is the emerging trend of some health professionals placing greater reliance on the use of this power. This is a

significant piece of work involving both police and health managers to examine and analyse S136 data.

86. Finally, one of the most significant changes to the previous year is that during Q2 2018-19, police custody was not used as a place of safety at all, compared to a total of four occasions in Q2 2017-18. This is in part due to the new legislation but also due to the introduction of a new place of safety with dedicated staff.

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

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

<p>Number of missing individuals</p>	<p>Q1: 537 Individuals Q2: 517 individuals</p>	
--------------------------------------	--	---

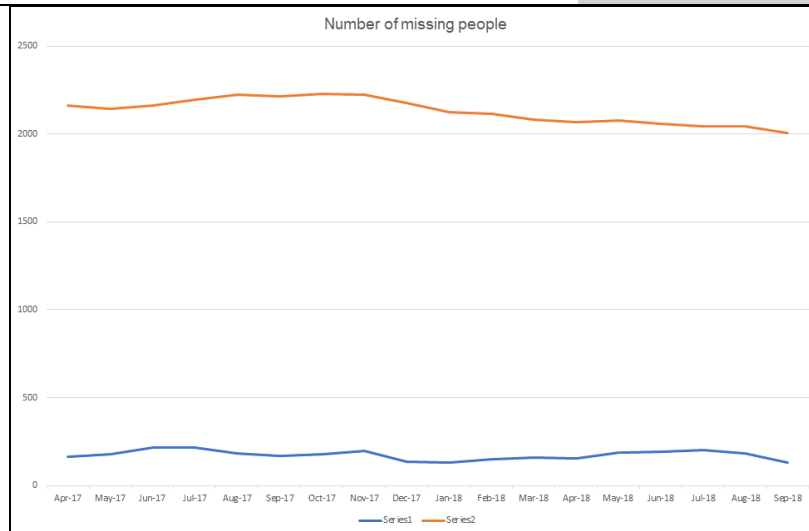
87. This measure represents the total number of **individuals** who have been reported as missing, not the total number of **incidents**.

88. 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.

89. In quarter two 2018-19, there were 517 people reported as missing. Of these, 276 were children and 241 were adults. Research shows that some people have been reported as missing on multiple occasions. For example, there were 744 incidents of adults and children being reported as missing.

90. Each episode where an individual goes missing would be listed as a separate incident.





*Discrete monthly volume and rolling 12-month trend of missing people*

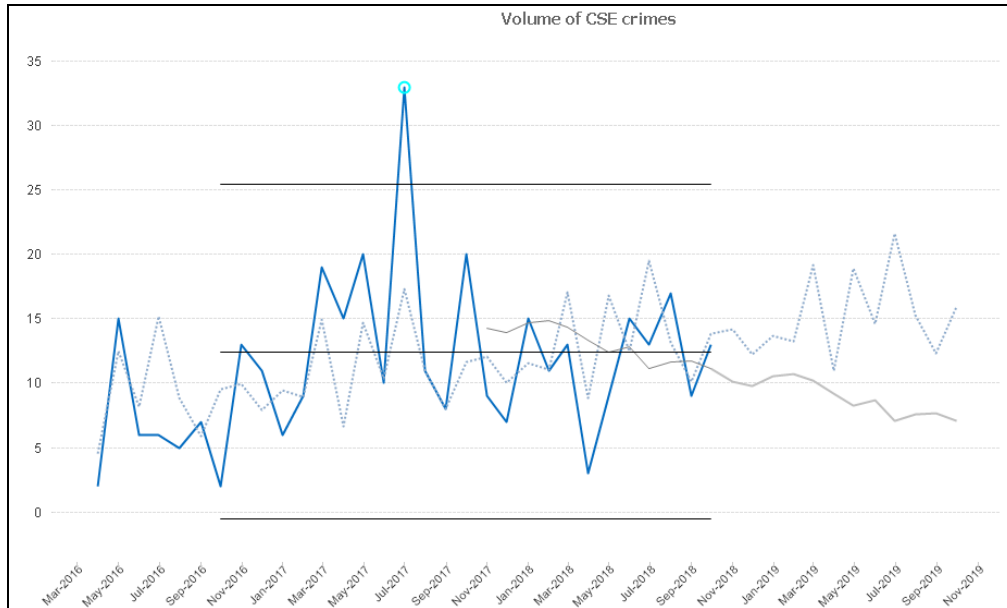
- 91. In August, there was a spike in the volume of missing incidents involving high risk missing adults. This was in part due to the prolonged summer period and six high risk missing people going repeatedly missing.
- 92. The Force has made good progress with the role out of the `Herbert protocol`, which can be read in more detail on this press release<sup>4</sup>, which forms part of the #BeyondtheBeat campaign.
- 93. The overall trend of individual missing people is reducing and the force is working to reduce the volume of repeat incidents, in partnership with other agencies and in particular, to reduce the vulnerability factors and those at risk of child sexual exploitation (CSE).

Volume of Child Sexual Exploitation (CSE) crimes	Q1: 27 crimes Q2: 39 crimes	
--	--------------------------------	---

- 94. Since April 2016, the trend of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of 11 crimes tagged with a CSE marker per month. Although the figures are low, the impact on the victim and others affected is very high and is

<sup>4</sup> <https://www.wiltshire.police.uk/article/3296/Early-intervention-when-vulnerable-people-go-missing-Swindon-pilot-scheme>

consistently prioritised within the Force.



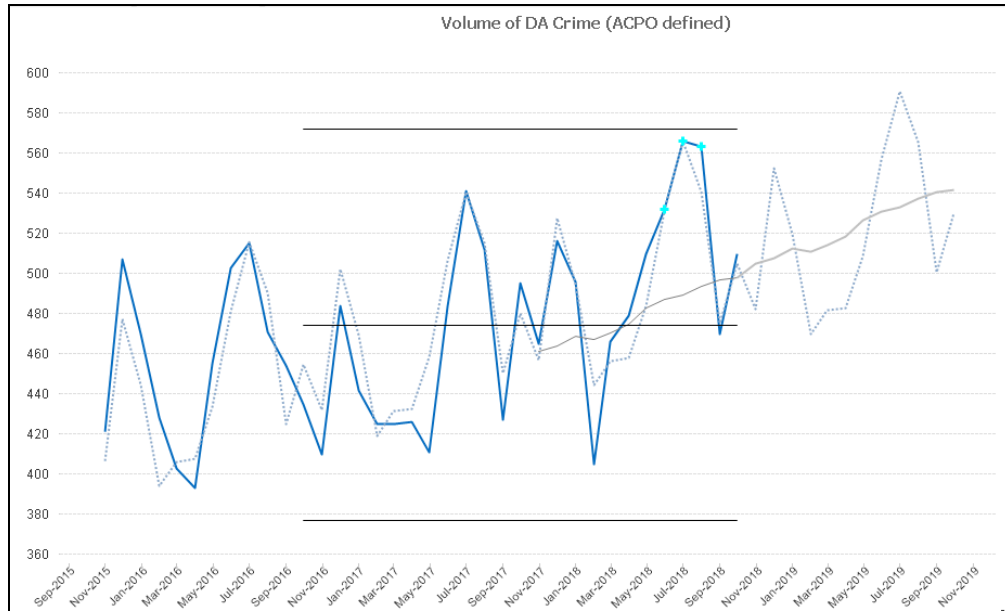
*The discrete monthly volume and rolling 12 month trend crimes tagged with a CSE marker*

- 95. 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.
- 96. 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.
- 97. In quarter two there were 39 crimes tagged with a CSE marker. In the 12 month period to September 2018 there were a total of 141 crimes, this compares to 157 crimes in the previous 12 month period. The reported level of CSE crime shows no exception in quarter two and the overall trend is stable.

<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,525 crimes; 5,848 rolling 12 months Q2: 1,599 crimes; 5,963 rolling 12 months</p>	
---	--	---

- 98. The trend for the volume of domestic abuse (DA) crime shows a gradual increase over time.

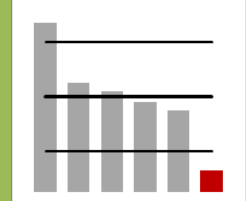
99. There were 5,963 DA crimes reported in the 12 months to September 2018. This compares to 5,422 in the year to September 2017 which is an increase of ten per cent (541 DA crimes).



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

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

101. A detailed intelligence profile is in the process of being developed which will better inform senior leaders of the current trends in domestic abuse within Wiltshire, which will better inform the Force’s response.

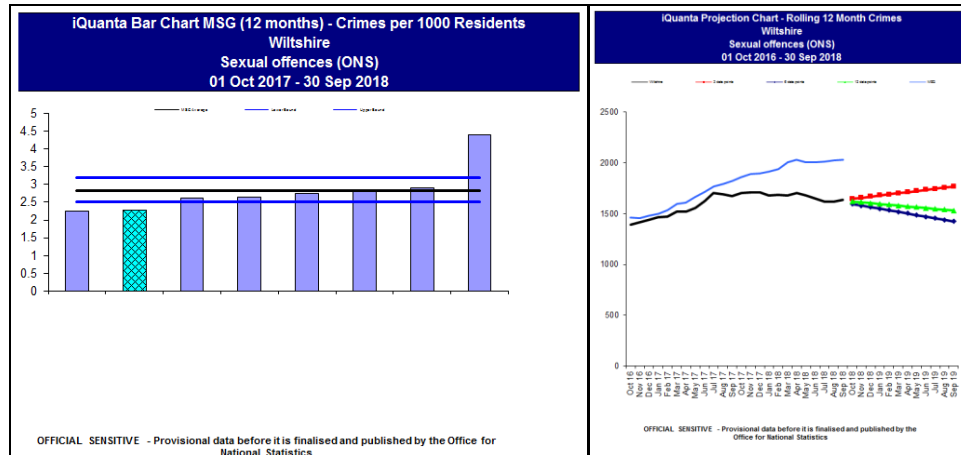
<p>Volume of sexual offences (recent/ non-recent)</p>	<p>Q1: 439 crimes – 1,650 rolling 12 months Q2: 432 crimes – 1,702 rolling 12 months</p>	
---	--	---

102. Nationally, the volume of recorded sexual offences continues to increase (14.1 per cent), with 38 of the 43 forces recording more offences in the 12 months to September 2018.

103. Wiltshire recorded 432 sexual offences during quarter two and 1,702 in the 12 months to September. This equates to an increase of 185 crimes (12.2 per cent) on the previous 12

months.

104. Wiltshire has the 10th lowest rate of sexual offences per 1,000 population in the country and significantly lower than its peer group average.



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

105. There was a local spike in sexual offences between July and August in Swindon town centre. Five cases referenced the suspicion that drinks may have been spiked.

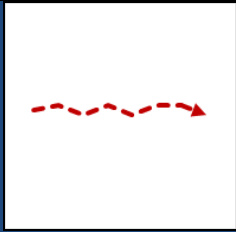
106. These cases were reviewed by a Detective Inspector and Detective Sergeant and concluded that there was not a series of drug related sexual offences. There were seasonal factors involved, such as very hot weather, pay day and victims stating they had consumed more alcohol than usual.

107. This was reviewed from a partnership perspective and Detective Superintendent Jeremy Carter was satisfied with the partnership approach to public safety and licensing.

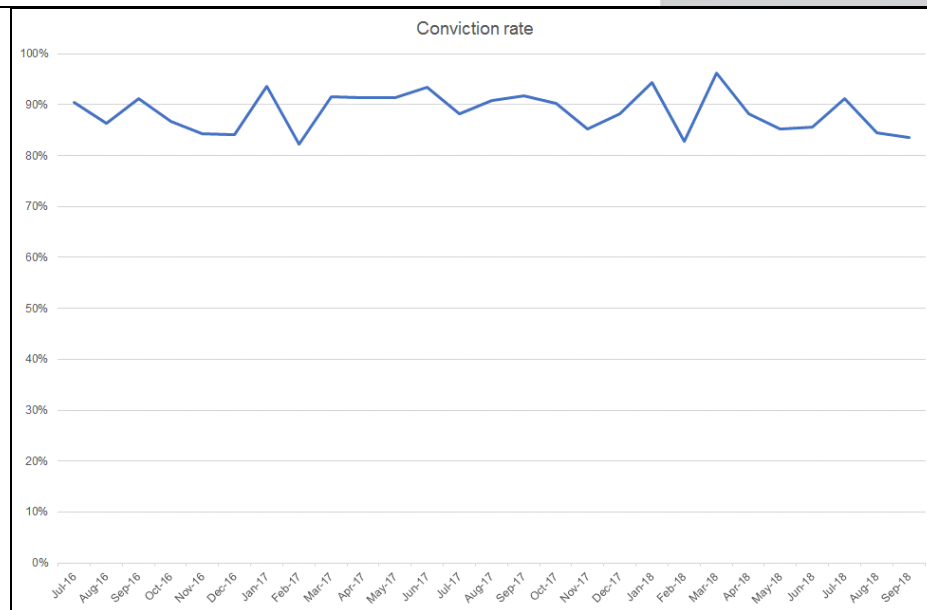
### 3. Put victims, witnesses and communities at the heart of everything we do



- 108. I commission a survey of victims of crime (based on previous Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.
- 109. The victim satisfaction rate was 74 per cent ( $\pm 2.7$  per cent) in the 12 months to September 2018. This is a reduction of three percentage points compared to the 12 months to September 2017. This is not a statistically significant reduction and therefore the trend current is stable.
- 110. The Wiltshire Criminal Justice Board have stated an intension to review this area of work as an mechanism to understand victim satisfaction along the journey is vital to improving services and understanding gaps. It will also be impacted by the compliance requirements for the Victims Code of Practice (VCOP) and the anticipated Victims Law. This embeds service standards such as being kept informed and updated, satisfaction with response, supported to cope and recover, ofer of restorative justice, and support in court.
- 111. Work is currently underway to scope the existing mechanisms for victim feedback within the Force and OPCC. This will ensure the new approach supports VCOP compliance and also is providing infomation that can be used by WCJB members to address gaps and improve services.

Conviction rates	Q1: 86 per cent Q2: 86 per cent	
------------------	------------------------------------	---

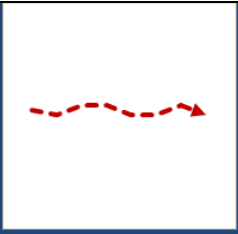
- 112. The long-term trend for the perceptage of convictions in Wiltshire courts is relatively stable.



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

113. There were 4,336 convictions recorded in the year to September 2018 and 1,105 during quarter two.

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

<p>Restorative Justice (RJ)</p> <p>Level 1</p>	<p>Q1: 117</p> <p>Q2: 94</p>	
--	------------------------------	---

115. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)<sup>3</sup> 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.”*

116. In quarter two, a further 51 officers have been trained to deliver RJ level one.

Currently, there are 489 police officers, and staff including; PCSOs, local crime investigators (LCIs) and specials in the Force who can deliver RJ level 1.

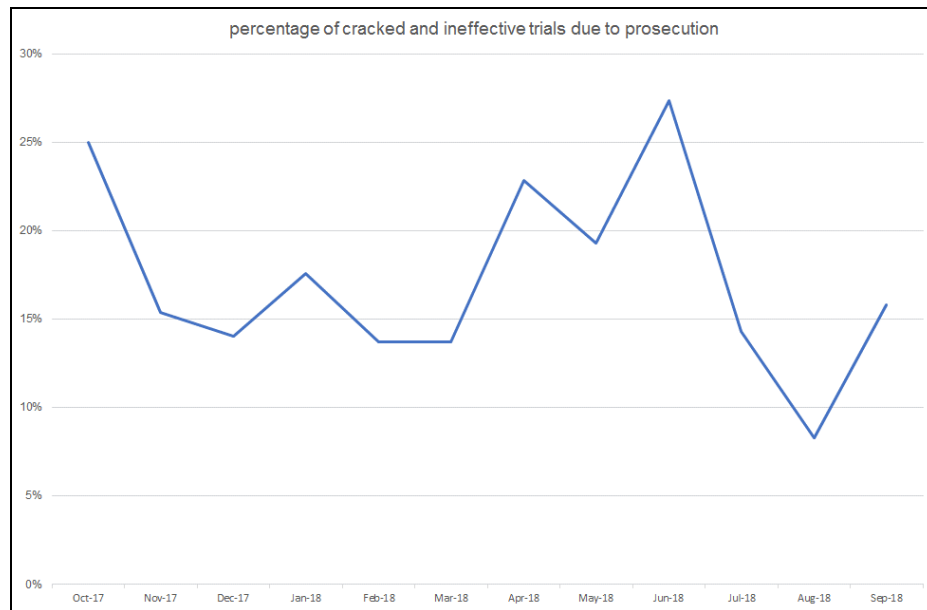
117. During quarter two, 94 community resolutions were issued that included RJ level one and a total of 412 in the 12 months to September 2018.

<sup>3</sup> 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: 22 per cent Q2: 12.5 per cent	
--	--------------------------------------	---

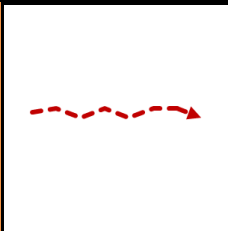
118. There were 328 trials listed during quarter two, of which 101 were cracked or ineffective and 41 of these were due to prosecution reasons.



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

119. This measure forms part of the Wiltshire Criminal Justice Board (WCJB) performance framework. While there are always opportunities to improve the justice system, there is nothing exceptional about this measure.

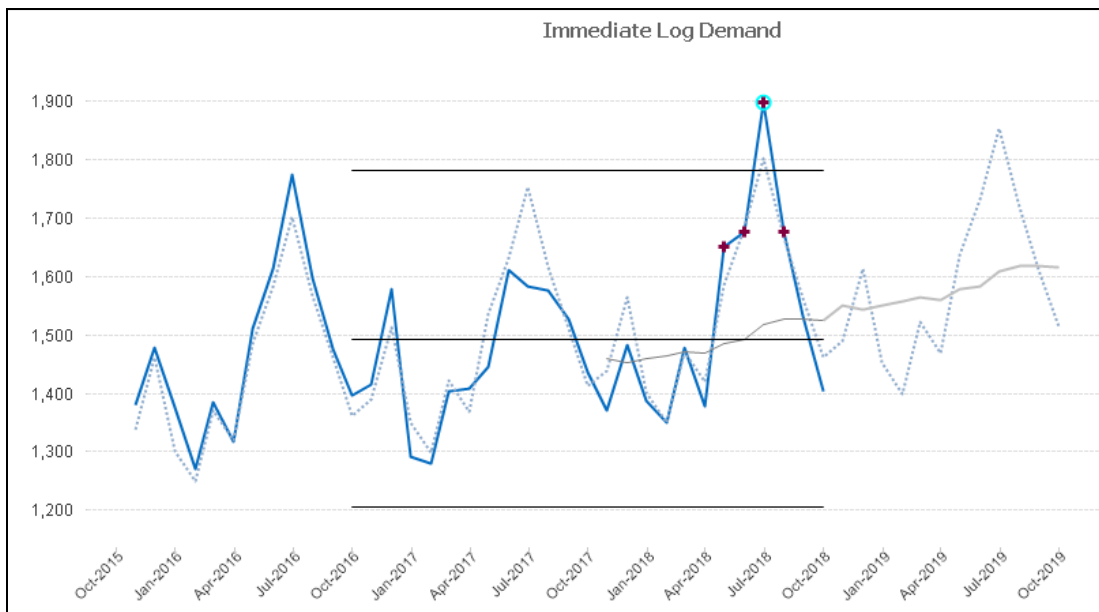
#### 4. Secure a quality police service that is trusted and efficient

Response time (average)	<b>Immediate</b> Q1: 10 minutes 23 seconds Q2: 10 minutes 36 seconds	<b>Priority</b> Q1: 52 minutes 21 seconds Q2: 55 minutes 56 seconds	
-------------------------	--	---	---

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

121. The Force attended 5,106 emergency incidents during quarter two and 18,315 in the 12 months to September 2018.

122. The chart below show that the volume of emergency incidents attended by Wiltshire Police during July was the highest on record.



*Immediate response demand by month*

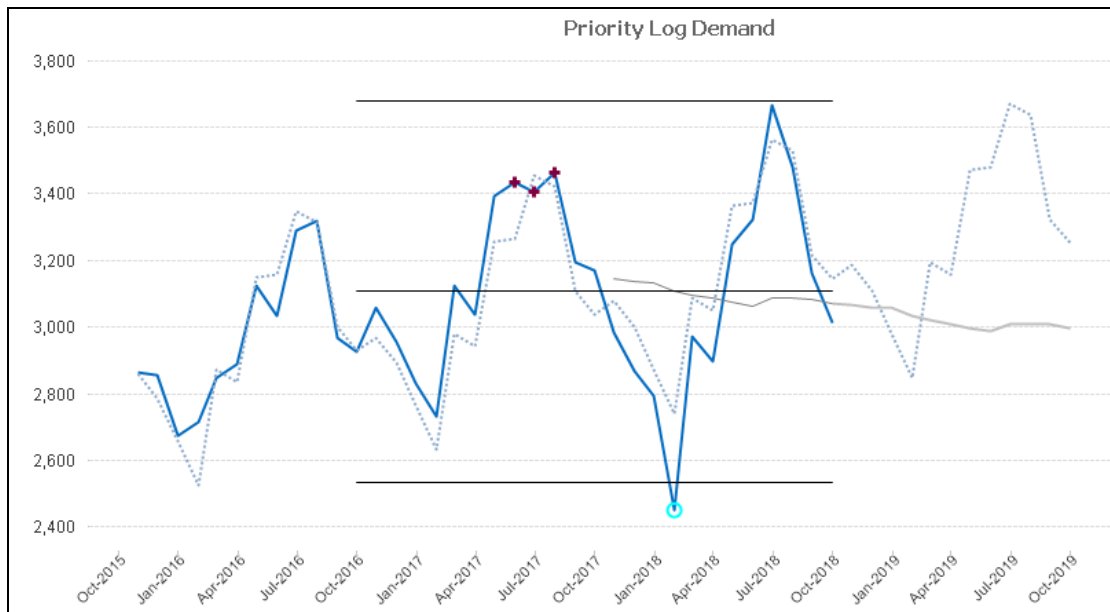
123. Despite this exceptionally high demand, the average time taken to attend an emergency incident was ten minutes and 21 seconds in July and ten minutes and 36 seconds for quarter two. This represents consistent and reliable delivery of being there for the public at their time of need.

124. The Force attended 10,308 priority incidents during quarter two for which an



estimated time of arrival of within one hour is given.

125. As the chart below shows, July was also the highest priority demand month on record.



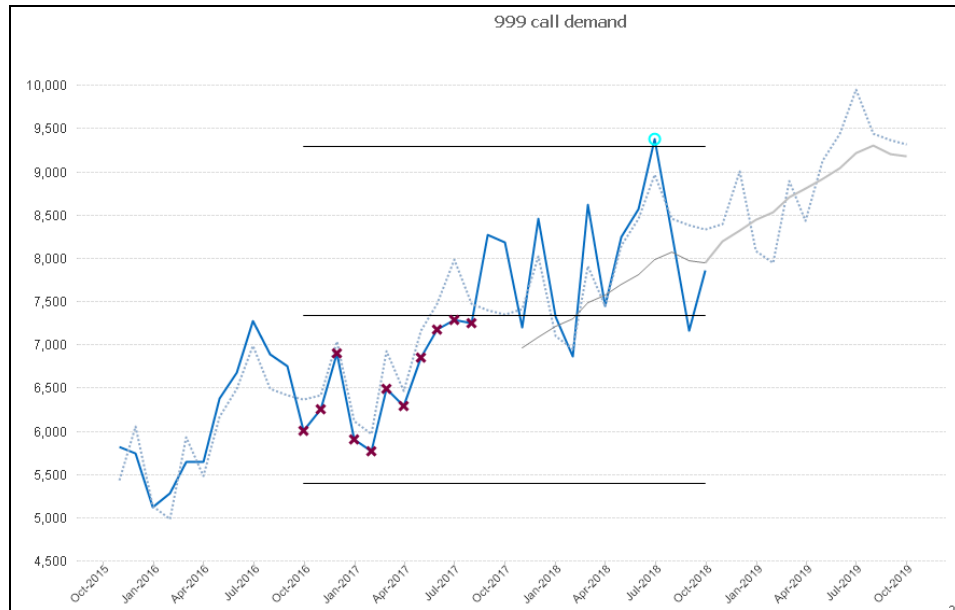
Priority response demand by month

126. The average time taken to attend a priority incident during July marginally increased to 57 minutes and four seconds and was 55 minutes and 56 seconds for the whole of quarter two. This is considered consistent and stable.

127. In the 12 months to September 2018, 37,011 priority incidents were attended at an average arrival time of 52 minutes 38 seconds.

<p>Average time to answer 999 calls</p>	<p>Q1: 4 seconds Q2: 3 seconds</p>		
---	--	--	--

128. During quarter two, 24,825 999 calls were received and answered within an average of three seconds. This is exceptional performance given that in July, Wiltshire Police received the highest volume of 999 calls on record.



*Volume of 999 calls answered*

129. This increase appears to be as a result of a genuine increase in emergency demand given the high volume of resulting incidents which were attended. The types of incidents which significantly higher were violence, nuisance anti social behaviour, concerns for safety and criminal damage, all of which increase under seasonal conditions.

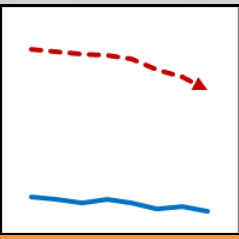
130. During the summer 2018, there was the exceptional weather, the FIFA World Cup and also other local events.

131. In the year to September 2018, the Force received 95,745 999 calls which is a 18.9 per cent increase on the year to June 2017, where 80,493 999 calls were received.

132. This means on average, Wiltshire receive approximately 42 extra 999 calls every day.

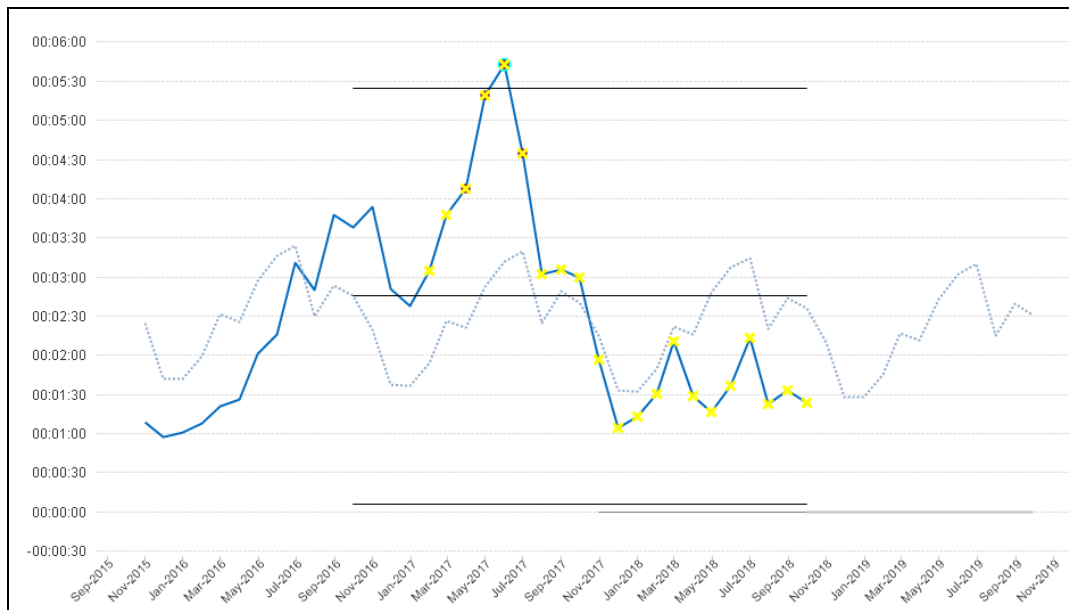
133. This increase is in line with research which shows that 999 calls are increasing across England.

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

<p>Average time to answer Crime and Incident Bureau (CRIB) calls</p>	<p>Q1: 1 minute 28 seconds Q2: 1 minute 43 seconds</p>	
--	--	---

135. A total of 41,570 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter two.

136. The length of time it takes to answer a CRIB call has significantly decreased compared to the previous year. The trend is well below expected forecasts and to similar levels experienced in 2015.

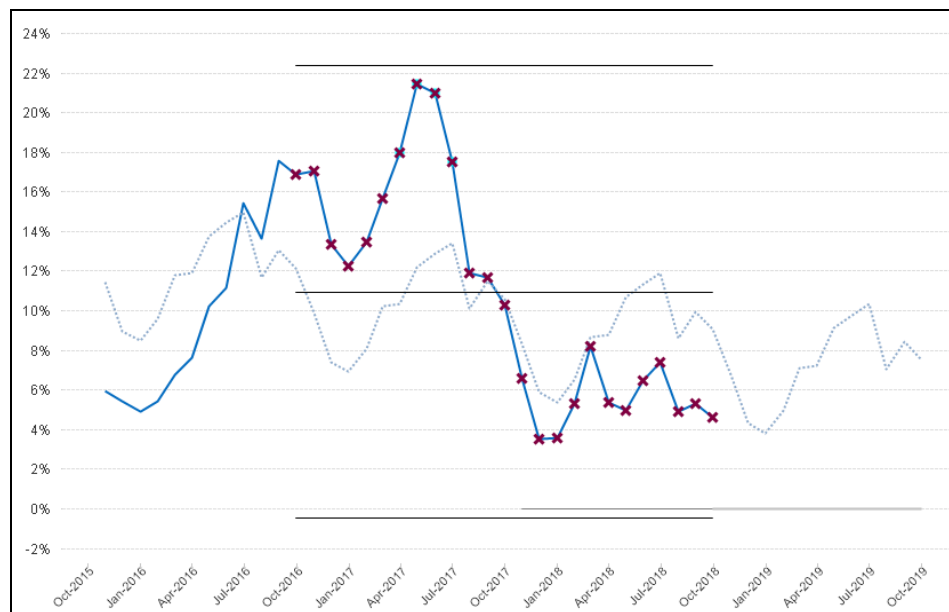


*Average CRIB call answer time*

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

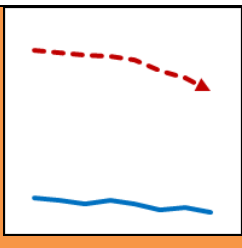
<p>Crime and Incident Bureau (CrIB) abandonment rate</p>	<p>Q1: 5.6 per cent Q2: 5.9 per cent</p>	
--	--	---

- 138. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon their call before it is answered.
- 139. The abandonment rate has significantly reduced and performs below expected forecasts.
- 140. The abandonment rate for quarter two 2018-19 was 5.9 per cent. This is significantly lower than the 20.2 per cent for the same quarter in 2017. This is reflective of the improvements made under the Crime and Communications Centre Improvement Programme (CCCIP) and the resourcing which is now better aligned to demand.

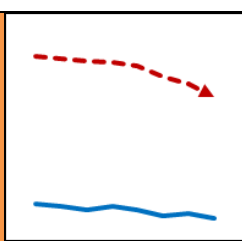


*Percentage of CRIB calls abandoned*

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

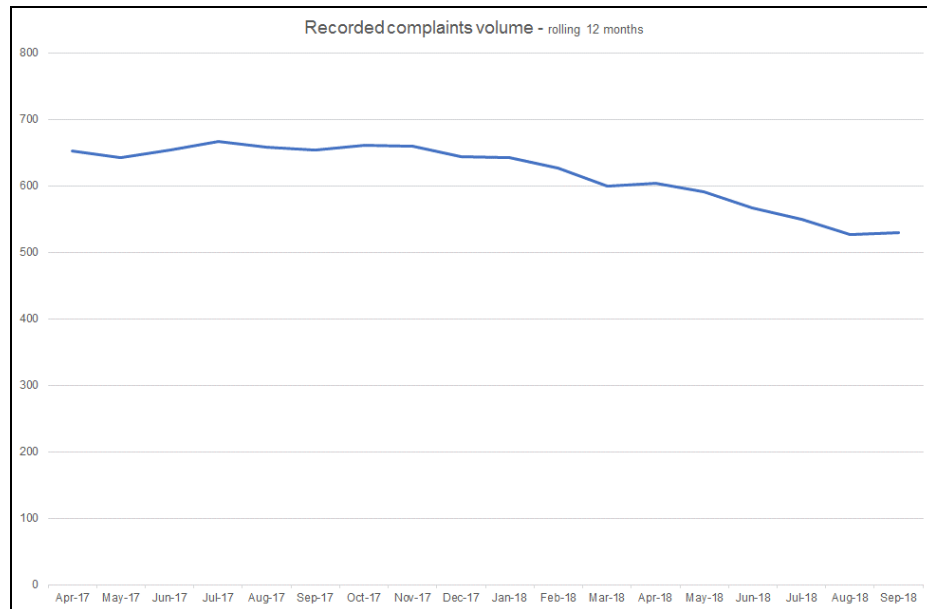
Quality of full files (error rate)	Q1: 1.5 per cent Q2: 0 per cent			
---------------------------------------	------------------------------------	--	---	--

- 142. This measure relates to an internal assessment of the quality of full files which the Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded not guilty at the first hearing. Consequently, the defendant will be put forward for a trial and a full file will need to be produced to proceed with the judicial process.
- 143. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.
- 144. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments. Updates are provided to managers on a fortnightly basis to ensure feedback is delivered quickly.
- 145. There were 173 full files sent to the CPS in quarter two, of which zero had an unsatisfactory grading.
- 146. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.

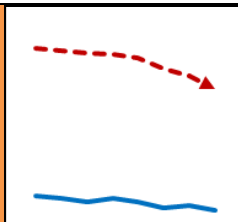
Volume of complaints	Q1: 122 Q2: 131			
----------------------	--------------------	--	--	--

- 147. There were 131 complaints recorded during quarter two and 529 in the 12 months to September 2018.

148. This represents a 19.1 per cent reduction on the previous year where 654 complaints were recorded.



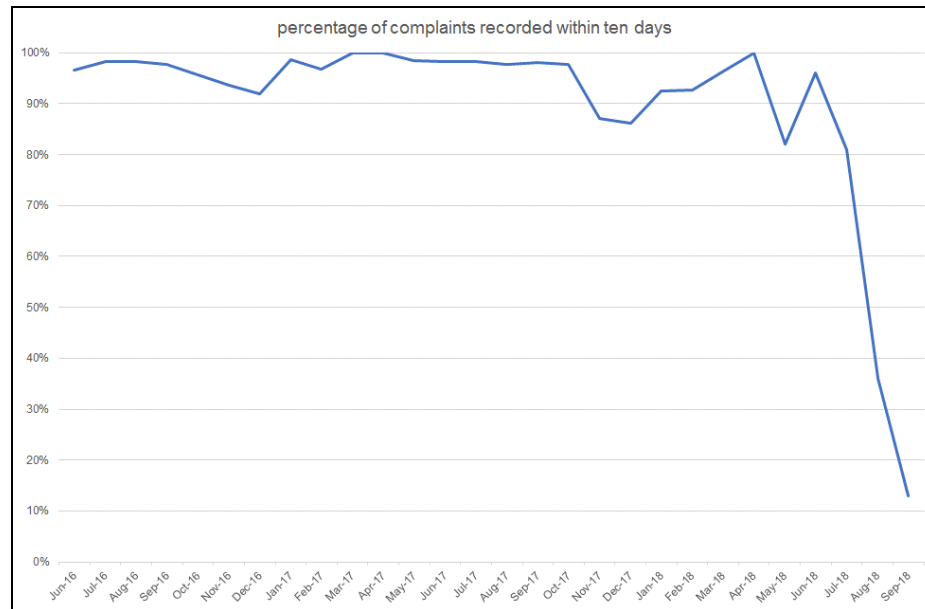
*Recorded complaint volume rolling 12 months*

<p>Percentage of complaints recorded within 10 days</p>	<p>Q1: 93 per cent Q2: 48 per cent</p>		
---	--	---	--

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


150. The percentage of complaints recorded within ten days has significantly reduced during quarter two.

151. The proportion of complaints recorded within ten days fell as low as 13 per cent in September.

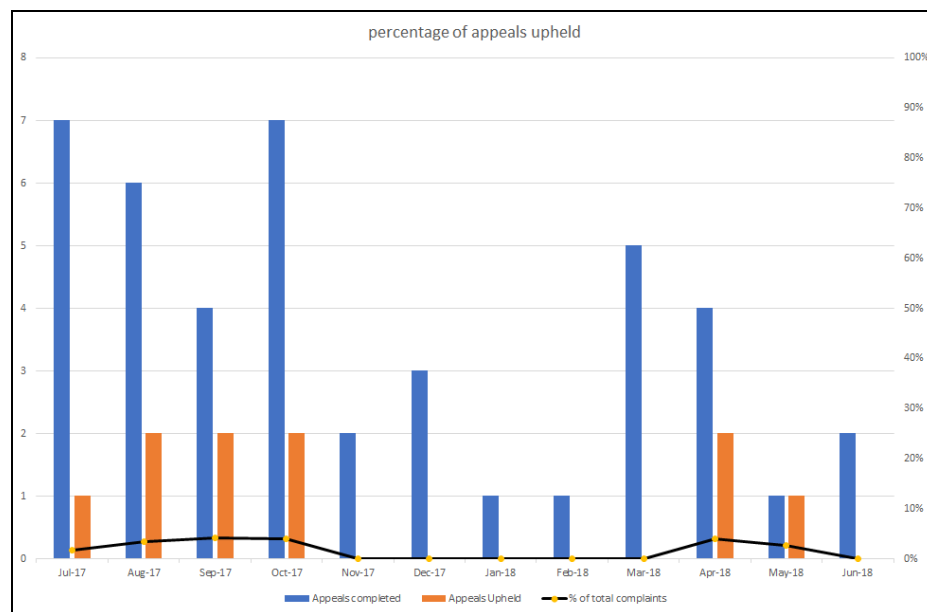


*Percentage of complaints recorded within ten days*

- 152. The average number of days it took Wiltshire Police to record a complaint throughout quarter two was 12 days.
- 153. The reduction in performance is as a result of resourcing challenges. The current position will improve as there are two new members of staff in post; however a return to the previous levels of performance is not to be expected in the short term while they learn and develop within their new roles.
- 154. The standards team are now under the direction and control of Superintendent Steve Cox which was a recommendation the Force has acted upon from the HMICFRS' Force Management Statement (FMS) process.
- 155. The Standards Delivery Manager is focusing on making performance improvements within the department and its processes.

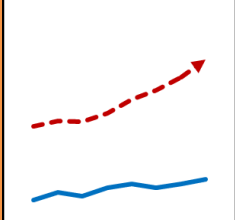
Percentage of complaint appeals upheld	Q1: 43 per cent (7 appeals completed and 3 upheld) Q2: 50 per cent (4 appeals and 2 upheld)	
--	--	---

- 156. 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.
- 157. If the proportion is consistently high, it would indicate that the outcomes from our complaint processes are not effective.
- 158. For quarter two, four appeals were completed and two were upheld.
- 159. Of the 30 appeals completed in the 12 months to September 2018, 7 were upheld. This represents 23 per cent of appeals and 1.3 per cent of the total number of complaints received.



*Force appeals completed and upheld*



<p>Number of actual days lost per person</p>	<p>Year to September 2018 15.6 actual days lost per person</p>	
<p>160. The current position for sickness data is not one hundred per cent accurate and therefore this section comes with a degree of caution. Internal information suggests that on average there were 15.6 days lost per person in the 12 months to September 2018.</p> <p>161. Through dip sampling we have established that there are often sickness records still open for people who have since returned to work. The Force is working hard to establish an accurate and reliable version of this data through improved systems and processes.</p> <p>162. This current picture is therefore highly likely to be overinflated.</p> <p>163. However, the Force has access to management information with which it can tactically and operationally manage the levels of sickness and the welfare of its people.</p> <p>164. The Force has been placed under great strain this year with Operations Fairline and Fortis (Salisbury incidents) and the exceptional summer demand. It would therefore be expected that sickness would increase. The Strategic People Board are continuing to understand and manage the medium to long term effects of these events.</p>		

## Service Delivery Plan Priority 2 Deep Dive Summary

### 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 Use the “Single View” system to share information between services to protect victims of crime and to protect vulnerable people**

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

The objective of the programme is to tackle the existing soloed approach to citizen data for the Council, Health Service and Police which inhibits effective delivery of a fully efficient and effective service, by sharing of specific data using information technology, where permitted and adding value.

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.

Earlier in the year key stakeholders meet to discuss future ambitions for sharing information and how Single View can support these goals and on 31<sup>st</sup> October a new Information Sharing Agreement was signed. Moving forward the single view programme will support the Families and Children's Transformation (FACT) Programme. The FACT programme is a partnership of agencies working together to achieve whole-system change – in order to significantly improve the chances of all our children living safely, healthily and happily in their own families and communities.

## **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 has been created in Force namely the Digital Investigations and Intelligence Unit (DIIU). The unit based at Devizes HQ deals with all aspects of cyber dependent crime and high end cyber enabled crime. It is 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 provides 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. This plan 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 team has been working with colleagues from Swindon and Wiltshire councils

addressing key security threats and arranging cyber safety training. In addition the team has developed a program with Swindon University Technical College to offer existing cyber security students a volunteering role in the DIU, to ensure the brightest and best future talent is linked with the organisation. The long term plan is to produce an apprenticeship scheme to commence in September 2020 to further maintain links with such students.

National funding has been secured for an additional sergeant, who will be responsible for devising standard operating procedures in relation to cyber dependent crime within the organisation. Some of the learning from this exercise will generate cyber security advice that will be given to the organisation, and can also be shared with partners such as the health service and local authorities. In addition, a table-top exercise in relation to a cyber-attack will be prepared by the DIU, and run with senior officers within the force, currently planned for the Summer of 2019.

### **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 was 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. A partial change option was accepted and after formal consultation of the proposed changes has been finalised it is anticipated that

the newly restructured CID and PPD teams will go live in April 2019.

## **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 Crime Prevention Department within Wiltshire Police has the strategic ownership for Troubled Families. In addition the force employs and manages a full time data analyst, funded by the two local authorities, 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 has a total of 4878 nominals made of 1311 families in Wiltshire and 5200 individuals made up of 1588 families in Swindon.

Wiltshire Police works closely with a range of partners in an integrated approach to families with complex needs, many of whom will come into the Troubled Families cohort. Swindon Community Police Team now has two officers deployed in Early Intervention with children and young people, who liaise closely with the Troubled Families and Early Help teams in the Borough. In Wiltshire one officer has been deployed in the north CPT hub area, liaising with Wiltshire Council.

In November 2018 the Crime Prevention Department held an inaugural meeting for a Force wide Early Intervention Co-ordination Board. The aims are to ensure improved co-ordination and oversight of work delivered by Wiltshire Police, alongside partners that contribute to better outcomes for families.

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

The domestic abuse service in Wiltshire is provided by Splitz Support Services in partnership with Green Square and Salisbury Women’s Refuge. The service, known as the Phoenix project also supports victims of Sexual Abuse across Swindon and Wiltshire.

The project covers working with victims at all levels of risk, families where DA is impacting on dependent children and perpetrators who need support to change behaviour. Refuge places are available. The project started on 1st April 2018 and runs for 3 years with options to extend for a further 2 years. This commissioning work is done in partnership with Wiltshire Council and performance monitoring meetings are held quarterly.

The domestic abuse service in Swindon is provided by Swindon Women’s Aid. The service known as Swindon Domestic Abuse Support service works with victims at all levels of risk. The service also works in partnership with 6 GP surgeries to identify and support victims and has a presence in GWH to work with victims identified by health partners. Refuge places are available. The service started on 1st April 2017 and runs for 3 years with the option to extend for a further 2 years. This commissioning work is done in partnerships with Swindon Borough Council and performance monitoring meetings are held quarterly.

#### **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 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 continued to improve the reduction of administration of S136s. Police officer feedback continues to be positive, detailing that the MHCTR has saved officers time when attending call-outs for those suffering with mental health issues, and that the expertise and support from the MHCTR is valued. 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.

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

This work is completed since the investment in one place of safety at Green Lane Devises.

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

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 has been running since April 2018 and is being delivered by Turning Point. The OPCC attended mobilisation meetings and continues to engage with contract monitoring and performance review meetings and regular strategy meetings with both local authorities. Turning Point has now completed their recruitment process for their criminal justice posts and a new rota has been put in place for the four criminal justice team workers to attend custody suites and courts.

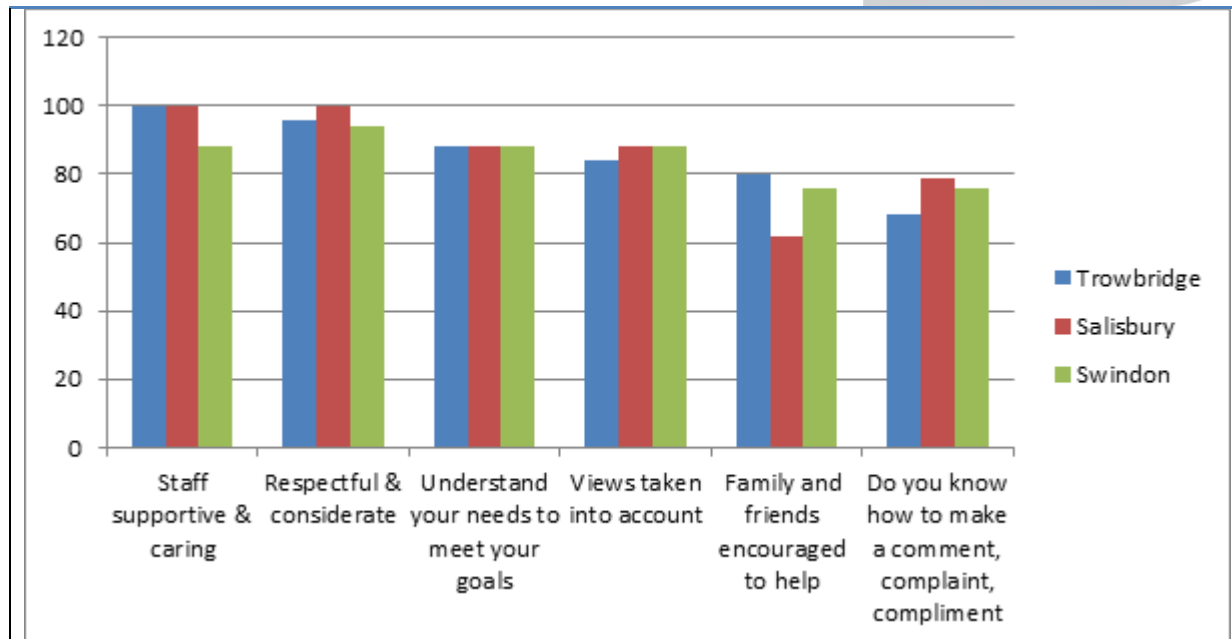
Vacancies within the Engagement and Prevention (Outreach) team have been filled enabling the service to provide an enhanced level of service to Criminal Justice, Older Adults, Military Veterans and service users with Housing needs. Nelson Trust Women’s Recovery Workers are now embedded within the service and carrying caseloads of vulnerable female clients. Numbers in treatment have continued to increase since service launch with an increase of c. 100 clients in the Swindon locality alone.

Well-being cloud referrals have increased in volume with 176 referrals having been received via this channel from service launch in April, to end of October. The referrals have been received from a range of sources i.e. clients, family, partner agencies and 65 of these clients are now in structured treatment.

The table below shows how many service users are in treatment in the performance report dated 5<sup>th</sup> November 2018. Further information on completion rates will be provided in February 2019.

	Under 20	20-29	30-39	40-49
Swindon	1	115	297	291
Wiltshire	12	166	329	332
Total	13	281	626	623

The chart below shows the service user feedback so far.



## **2.11 Working with local authorities to ensure that people who go missing are protected, kept safe and preventing further incidents**

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.

Recent media attention has provided an opportunity to update the public on the demand missing persons have on the Police and highlight the partner agencies and charities involved, such as the Special Constabulary, Wiltshire Search and Rescue. This also generated interest from the BBC and a short film was put out on Country File Diaries, again highlighting the demand the work of partners.

The Missing persons team works alongside Local Authority and is embedded within Op Gemstone teams (Op. Opal for Swindon and Op. Emerald for County). The team is led by the Public Protection Detective Inspector as well as a team of specialised coordinators. In the first six month period of 2018 Wiltshire 1456 missing reports of which 927 were children.

The Force have recently employed and trained two Missing Persons Operational

Support Staff (MPOSS). Their role is to reduce the demand presented by frequent missing persons and to reduce the risk present to them when missing. To achieve this they are working with the top ten frequently missing persons and developing plans to reduce demand and risk.

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 16 week pilot concluded on 12th August 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. The pilot is in the process of being independently evaluated by the University of Portsmouth which will assist in shaping the next steps. After the independent evaluation is completed UK policing will be consulted as to the direction to take CRA both as a national model and if appropriate on a more local level.