Agenda Item 7

Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter Two 2019-20 (1 July to 30 September 2019)

For Police and Crime Panel meeting 19 December 2019

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Introduction by Commissioner Angus Macpherson

This document provides the performance information for quarter two 2019-20 against my Police and Crime Plan 2017-21.

Raising awareness of significant topics

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

a)   Have shown a significant change;

b)   Are of particular concern to me;

c)   Are an area of excellent work or progress; or

d)   Are prominent in the local or national media.

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

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

In early October the Home Office announced the Police Uplift Programme and the officer recruitment targets for every police force in England, in a drive to increase police by 20,000 over the next 3 years. This announcement was supported via an additional £750 million the government pledged to support up to 6,000 additional officers by the end of 2021.

The additional allocation for Wiltshire Police is 49 additional officers for year one (2020/21) and this is in addition to the additional 41 police officers being recruited for 2019/20, as a result of the police precept increase.

Despite the positive news regarding the Police Uplift Programme the announcement of the General Election on 12 December and the dissolution of Parliament has meant that, unlike in previous years, it will not be possible to announce a provisional settlement in December. This causes some consequential uncertainties around budget setting for the next financial year and I await the outcome of the settlement figure and the potential effect on the Uplift and the additional 49 police officers pledged. Post-election Ministers

will be required to make decisions on both the size of the settlement (including on reallocations and precept levels) and the timing of any provisional and the final settlement. Clearly I will provide further information on this to Panel at the next meeting.

Part of my role is to hold the Chief Constable to account and to this end, I have recently asked him to review the Community Policing Model. Ensuring that we have a policing model that meets the needs of the community it serves, is crucial. This is why, following recommendations from Chief Constable Kier Pritchard, and with my full support, Wiltshire Police are making some improvements to the Community Policing Team (CPT) model.

It is important to continually evaluate the model to ensure that it is effective and meets the demands of policing in the 21st Century. This is particularly important as we prepare the landscape for the additional wave of new officers coming into the Force, which includes the 41 officers currently in training and funded via the precept increase in 2019/20, as referred to above. These officers will join CPT in 2020 as student officers and complete their training in 2021.

As a result of the review the Chief Constable has advised me that a number of changes will be applied to CPT through a phased approach. In the New Year, you will see the CPT model move from seven to eight teams with the amalgamation of Swindon into one policing team, the division of the current Wiltshire North CPT into two teams and the Wiltshire West CPT division into two teams.

All CPTs will see the introduction of a dedicated neighbourhood team working alongside colleagues performing a response role. The neighbourhood team, led by a neighbourhood inspector will strengthen community policing, focusing directly on working within the community, offering greater contact with the public and a problem solving approach. The neighbourhood inspectors are now in post and will develop their teams over the coming months.

Improvements to the model include an uplift in the number of officers at PC, sergeant and inspector ranks working within CPT. Inspectors and sergeants from the new CPTs will make contact with partners from across their community to introduce themselves as soon as they are able to do so.

I trust Panel Members welcome the amendments to the CPT model as I and the Chief Constable seek to continually improve neighbourhood policing together with officer resource levels, given Panel's support for the 2019/20 precept increase.

Further information on the CPT changes are included in the report included in today's meeting agenda titled, Community Policing Team Resource Measures.
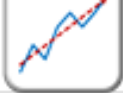
Finally I have received notification from HMICFRS that the next round of PEEL Inspections will start in 2020, with evidence gathered from the force throughout the year to support the continuous assessment process. This will still result in an annual judgement with a force report published annually. However HMICFRS are making changes to the PEEL 2020 reports, in consultation with stakeholders, to meet the requirements of the people and groups that need to be informed to improve policing. The reports will be delivered as quickly as practicable, without risking undermining standards.
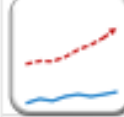
Both the Chief Constable and I, are determined to continue to provide an excellent service to our local communities in Wiltshire and Swindon and we are looking to complement the CPT model through the enhanced resources we'll have available.

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

Performance dashboard Key

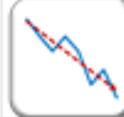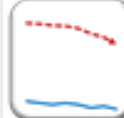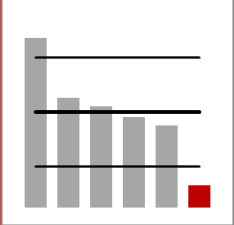| Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The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

Quarter Two Performance dashboard

Please refer to the Scorecard appended to this report – Appendix A.

1. Prevent crime and keep people safe

Crime volume	Q1: 10,952 - 43,523 rolling 12 months Q2: 11,856 - 44,340 rolling 12 months	

1. There were 11,856 crimes recorded during quarter two and 44,340 in the 12 months to September 2019.

2. This represents 1,258 more recorded crimes (2.9 per cent) compared to the previous 12 months.

3. The recorded crime rate per 1,000 population for Wiltshire in the year to June 2019 is 61.2 crimes. This is significantly below the most similar group (MSG) average of 73.0 crimes per 1,000 population as shown in the chart below:
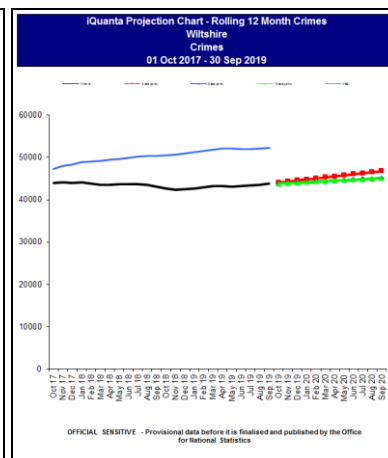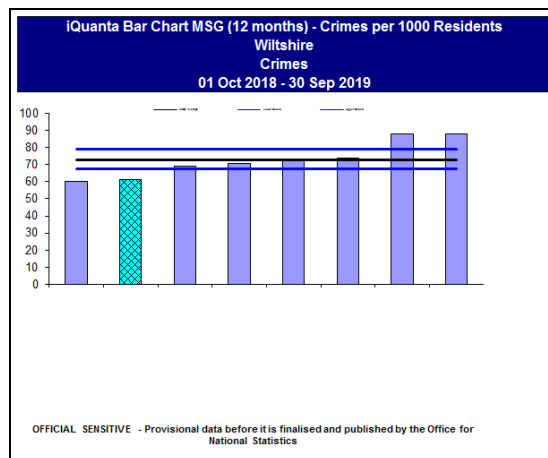
All crime up to September 2019 – most similar group (MSG) position

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

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[1] Crime in England and Wales: year ending June 2018 -
https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingjune2019

5. Police recorded crime has increased nationally by 6 per cent in the 12 months to June 2019 and 1 per cent regionally.

6. In the 12 months to June 2019, Wiltshire is one of only five forces to have reported reductions in their volumes of recorded crime.

7. Wiltshire are approximately 18 months ahead of the national trend as predicted within previous performance reports.

8. My press release on this publication can be accessed via my website[2]. I have included an extract below.

Residential burglaries and vehicle crime each dropped by 27 percent and 26 per cent respectively, while theft from a person dropped by nearly 16 per cent.

Angus Macpherson, Police and Crime Commissioner for Wiltshire and Swindon said: "In recent years Wiltshire Police has not performed as well as it should have in tackling burglary and I am pleased to see that the resources dedicated to tackling it are now seeing the results of their hard work.

"It is heartening to see that burglary and vehicle crime have dropped considerably and this is a result of me challenging the Chief Constable and his team on the improvement on burglary and vehicle crime numbers.

"This type of scrutiny is essential to ensure Wiltshire Police continues to deliver for the communities it serves."

Supt Sarah Robbins, Head of Geographical Crime said: "In 2016 we recognised that as a Force our performance in relation to burglary was not as I or the public would have expected. We made changes in our approach with the introduction of the Community Tasking Team which I am pleased is continuing to have a positive impact on burglary.

"Burglary is a horrendous crime which can be emotionally and financially damaging. It is the actions of a small number of individuals, which can have a huge impact on a town or area. We have identified the most prolific offenders across Wiltshire and Swindon with many of these now removed from our streets.

"Seeing this reduction in reported burglary is positive news but we cannot be complacent. We need to continue to work with local partners and the public to raise awareness of burglary, and encourage the public to take action to keep their homes and vehicles safe."

Despite the overall drop, recorded drug offences saw an increase of 21 per cent alongside a

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https://www.wiltshire-pcc.gov.uk/article/5129/Overall-crime-drops-in-Wiltshire-but-drug-offences-on-the-rise

28 per cent increase in possession of offensive weapons.

Angus added: "The increase in drug offences and offensive weapon possession is unsurprising, often these types of offences can be linked to county lines which continues to be a Force priority.

"This increase in the offences recorded is testament the ongoing proactive work to tackle the blight of these gangs who bring drugs into our county and target those most vulnerable.

"In fact just last week I joined officers in Swindon on county line operations that resulted in 62 people being arrested, I will continue to work with the Force to ensure that this momentum is not lost."

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

10. A full download of crime data by forces including year on year change can be accessed on the ONS website[3].

11. Wiltshire has the fourth lowest overall crime rate, sixth lowest violence against the person crime rate, and fifth lowest sexual offences rate.
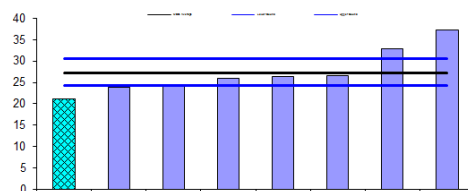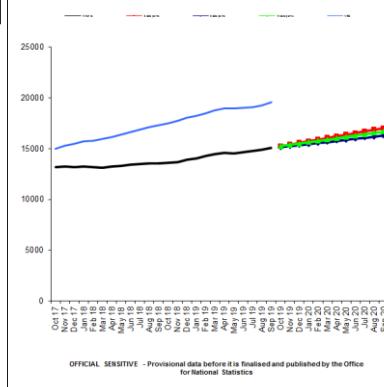
Violence against the person up to June 2019 – most similar group (MSG) position

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

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[3] ONS crime statistics to June 2019:
https://www.ons.gov.uk/file?uri=%2fpeoplepopulationandcommunity%2fcrimeandjustice%2fdatasets%2fpoliceforceareadatatables%2fyearendingjune2019/policeforceareatablesyearendingjune2019.xlsx
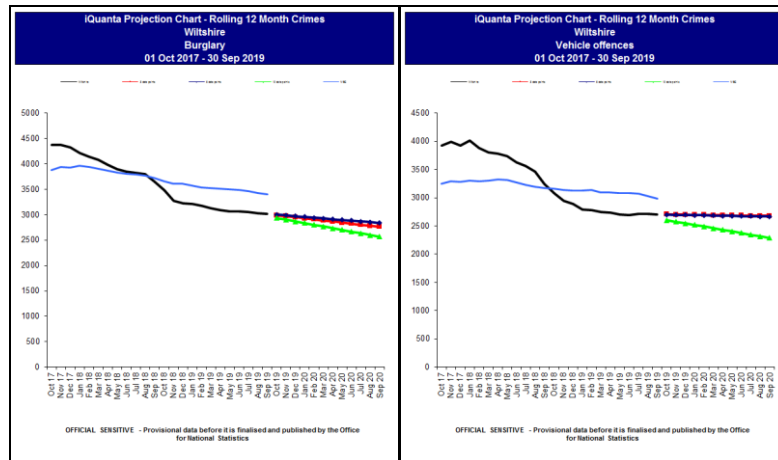
Burglary and vehicle offences – rolling 12 months

13. The trend in Wiltshire for the volume of possession of weapons offences greater than the national trend (+28 per cent versus national increase of 16 per cent).
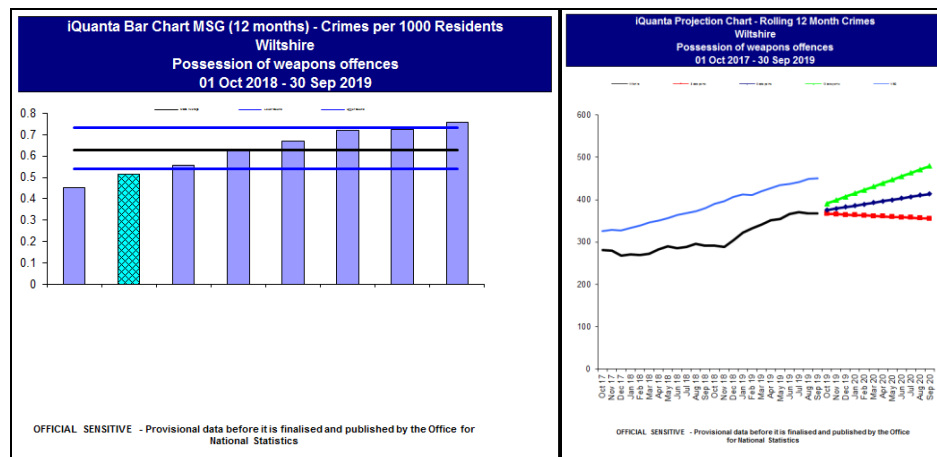
Possession of weapons offences – rolling 12 months

14. At the Force's vulnerability and operations board, the increase in possession of weapons was reviewed in detail. There have been operations running in Wiltshire and Swindon specifically focused on tackling knife crime.

15. The proactivity associated with these operations have led to an increase in the detecting and surrendering of knives in the last 12 months, as reflected in the increasing possession of weapons offences.

16. Wiltshire's knife crime volume is the 14th lowest in the country.

Crime recording compliance rate	Q1: 88.1 per cent Q2: 91.3 per cent	

17. 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.

18. 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.

19. 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.

20. 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.

21. The September 2019 audit of the work completed by the crime standards auditors identified that 91.3 per cent of crimes and incidents were compliant with national crime recording standards (NCRS).

22. There is no requirement to audit home office counting rules compliance (HOCR) and as such will no longer be reported on. This does not affect any outcomes that are measured by HMICFRS.

23. The overall crime recording compliance rate for September 2019 was assessed to be 91.3 per cent. This is the third audit sample completed using the new and consistent audit methodology. This audit has seen a consistent rise in the compliance percentages since its implementation.

24. Within this audit, the referrals from partner agencies into our Public Protection crime recording team audited at 98.7%, with Rape & Sexual and Domestic being 100%.

25. The general trend is one of improvement but the historical data points are not comparable.

26. Further comparisons will be possible as the methodology will remain consistent throughout 2019-20.

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

Cyber flagged + key word	Q1: 668 crimes – 2,999 rolling 12 months Q2: 726 crimes – 3,015 rolling 12 months	
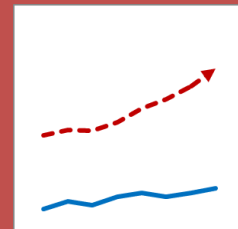
28. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

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

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

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

29. To calculate the overall volume of cybercrime, the Force extract crime records that contain a cyber flag or cyber related word/phrase in the summary field of the crime record within NICHE. The key word search is maintained and updated by the Forces Criminal Intelligence department in line with national trends.
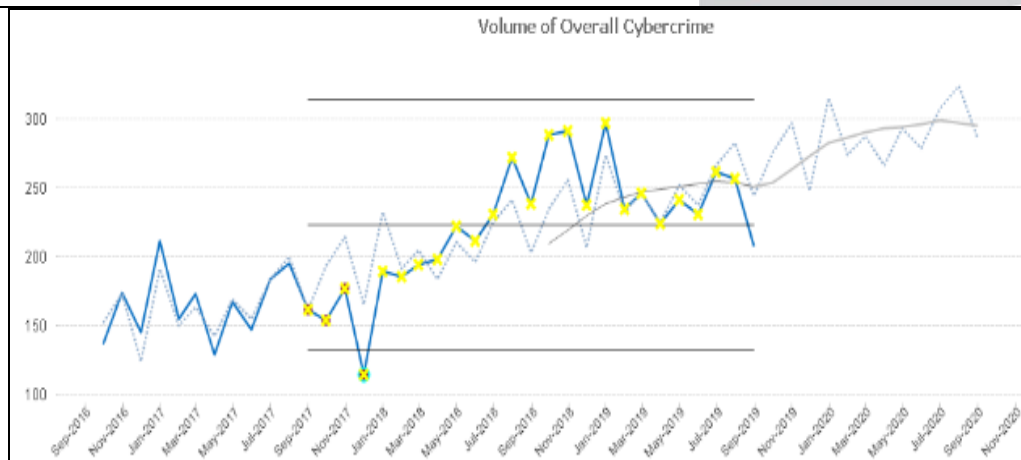
Cybercrime monthly and rolling 12 months volume up to September 2019

30. In Wiltshire during quarter two there were 726 cybercrimes recorded and 3,015 crimes reported in the 12 months to September 2019. This is a 26.4 per cent increase on the previous year.

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

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

[1] NCA Strategic Cyber Industry Group Cyber Crime Assessment 2016
http://www.nationalcrimeagency.gov.uk/publications/709-cyber-crime-assessment-2016/file
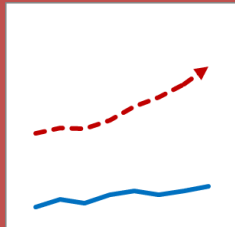
Hate crime	Q1: 163 hate crimes - 624 crimes rolling 12 months Q2: 178 hate crimes – 619 crimes rolling 12 months	

33. There were 619 hate crimes reported in the year to September 2019. This compares to 658 hate crimes in the year to June 2018 (a decrease of 39 crimes; 5.9 per cent).

Volume of Hate Crime
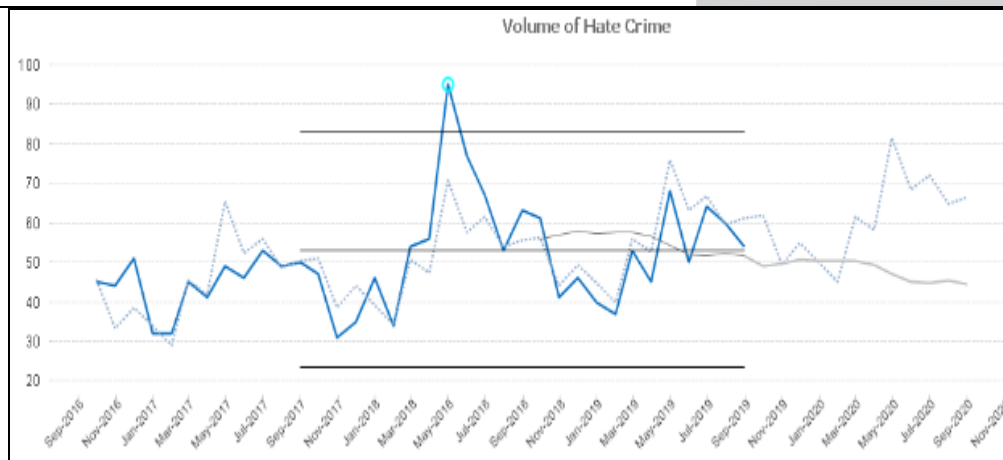
Hate crime to September 2019

34. The Home Office hate crime statistics release[4] shows a ten per cent increase nationally in the year to March 2019 and more than doubled since 2012/13.

35. The later increase is reflected in Wiltshire and was raised in the Swindon Advertiser[5].

36. The national release cites increased crime recording compliance, terrorism and the EU referendum as contributory factors.

37. I have oversight of this measure through the quarterly multi-agency hate crime meeting.

38. There are no exceptions or concerns with quarter two figures.

Positive Outcome ratio	16.5 per cent rolling 12 months to September 2019	

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[4] Home Office Hate Crime statistics release:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/839172/hate-crime-1819-hosb2419.pdf

[5] https://www.swindonadvertiser.co.uk/news/17971563.hate-crime-reports-wiltshire-double-5-years/

39. In the year to September 2019, 7,296 crimes have been detected (positive outcome) of which 5,611 were court disposals and 1,685 were out of court.

40. This represents a positive outcome ratio of 16.5 per cent and is above the most similar group average of 14.4 per cent and in line with peers.
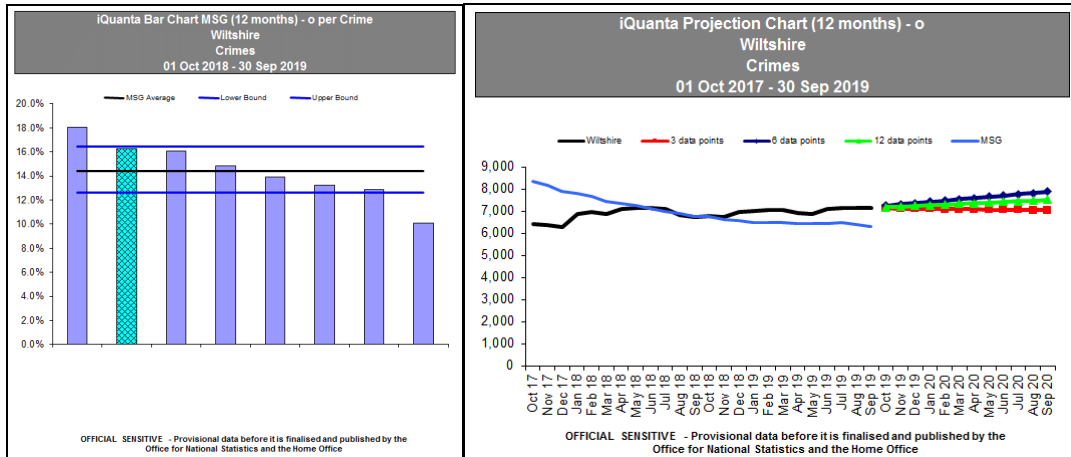
Positive outcome ratio up to September 2019 – most similar group (MSG) position

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

42. Wiltshire are bucking the national trend and are seeing a year on year increase in the volume of positive outcomes.
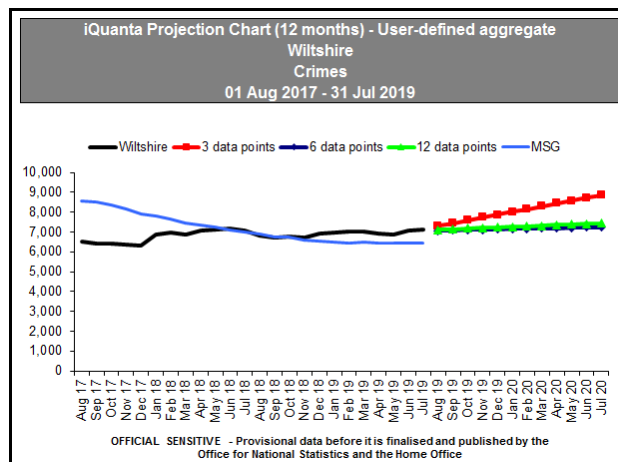
Positive outcome volume up to September 2019

43. The improved robbery trend has been sustained during quarter two.
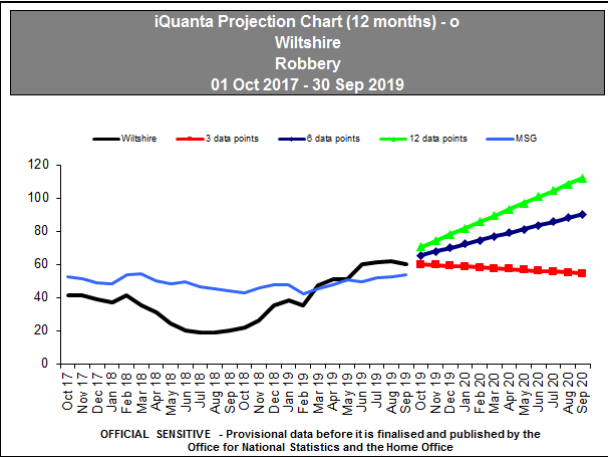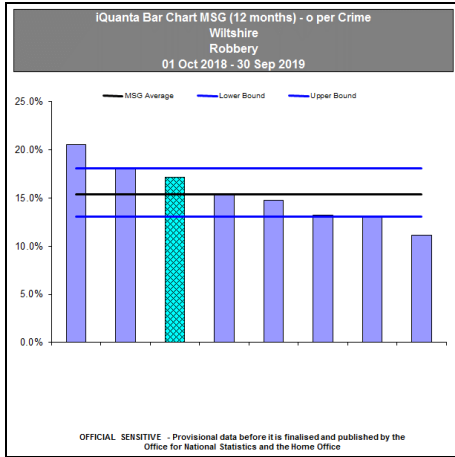
Robbery positive outcome ratio most similar group position and trend – 12 months to September 2019

44. The positive outcome ratio for sexual offences of 9.7 per cent is significantly above our peer average of 7.8 per cent.
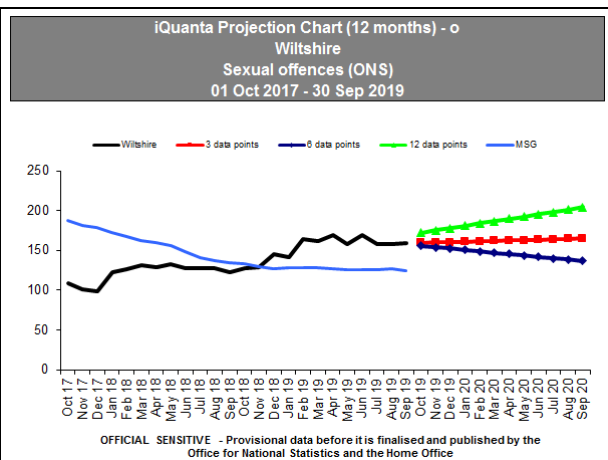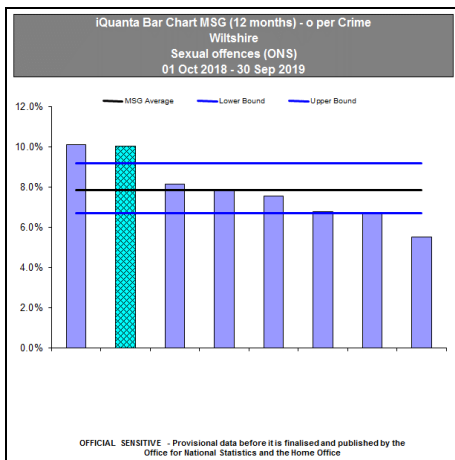
Sexual offences positive outcome ratio most similar group position and trend – 12 months to September 2019

45. The majority of crime types are above average and robbery and sexual offences have seen good improvements.

46. Wiltshire are an outlier with regards to vehicle offences and residential burglary.
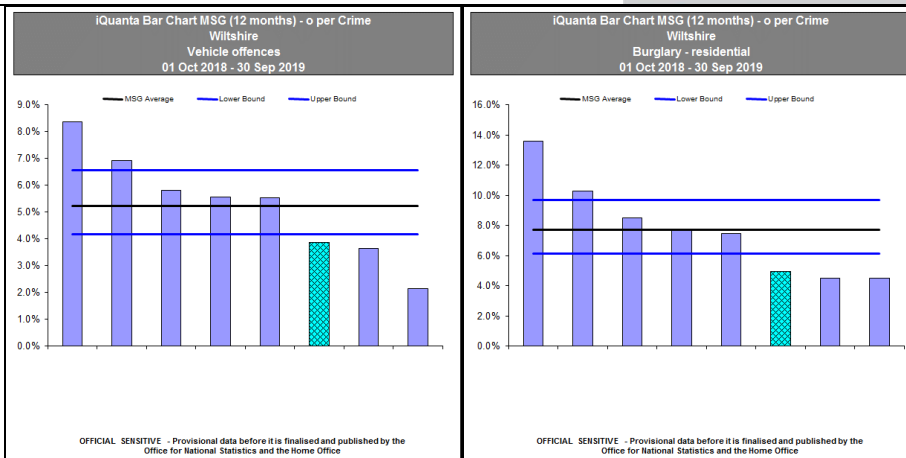
Vehicle offences and residential burglary positive outcome ratio most similar group position – 12 months to September 2019

47. There has been significant focus on outcomes through the vulnerability and Force operations board co-chaired by the assistant chief constables.

48. There have been healthy and challenging conversations about what good and improved performance looks like, the need to be victim focused, embedding the investigative standards improvement plan into community policing teams and also the role with which south west forensics have to play.

49. An action has been set for a paper to be produced explaining the burglary outcome rate and reasons for this.

50. The chief constable is holding ACC Mark Cooper to account through the strategic performance board for the improvement in performance.

Anti Social Behaviour Volume	Q1:4,424 incidents – 16,848 rolling 12 months Q2:4,764 incidents – 16,792 rolling 12 months	

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

52. There were a total of 16,792 ASB incidents reported in the 12 months to September 2019 which equates to 2.6 per cent more than the 16,369 incidents recorded in the 12 months to September 2018.

53. This is mainly due to the low levels of ASB recorded during quarter four of 2017-18.
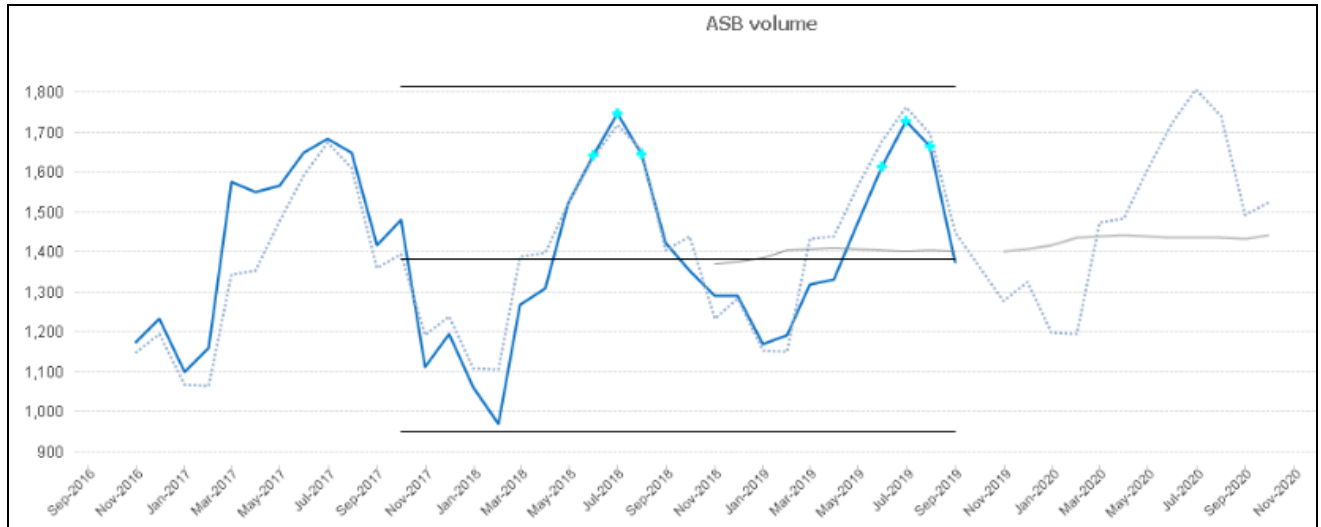
ASB to September 2019
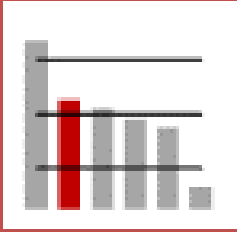
54. The long term reduction in the volume of recorded ASB correlates with the increased recording of crime as show within the chart below.

ASB and crime volume trend comparison – z score

55. 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

Overall confidence with the police in this area	77.7 per cent (±3.5 per cent) 12 months to June 2019	

56. 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.

57. 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.

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

59. The survey asks members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.

60. The CSEW data for the 12 months to June 2019 shows 77.7 per cent (±3.5 per cent) of respondents have confidence in Wiltshire Police.

61. Wiltshire has seen a reduction of 6.6 percentage points in the last 12 months, which is reflective of the national trend in public confidence with policing. This means that Wiltshire remain inline with peers and above average.

62. The nature of the survey conducted by Kantar means there is no detailed data available at community level to help us understand the reasons for decline or opportunities for improvement.

63. This is a gap that we are addressing with the work ongoing to commission new surveys for both victims and public perception and confidence.

iQuanta Bar Chart MSG
Wiltshire
Confidence
Year ending 30 Jun 2019

— MSG Average   - - - MSG Average Confidence Interval

Data is strictly for internal management information only.

iQuanta Trend Chart
Wiltshire
Confidence
01 Dec 2016 - 30 Jun 2019

Interviews year ending. Data is strictly for internal management
information only.
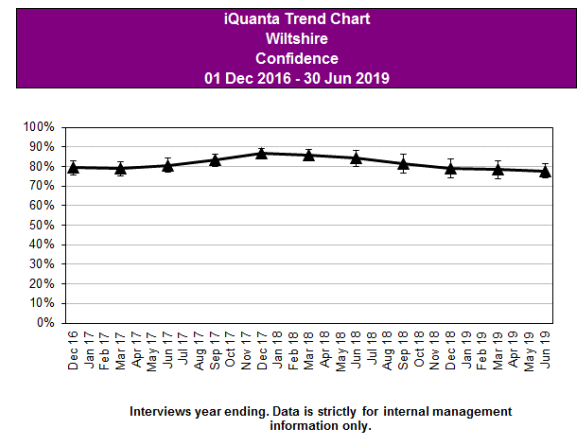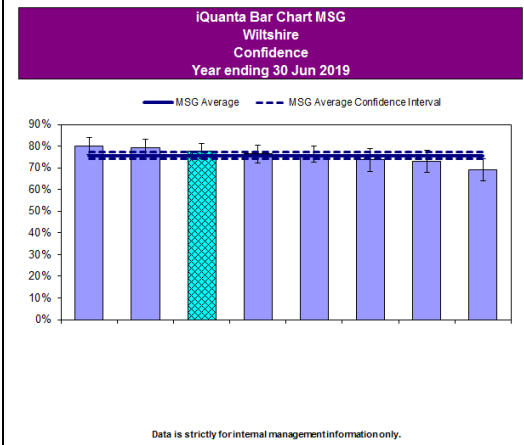
CSEW Public Confidence – 12 months to June 2019

Killed and seriously injured (KSI) - Collisions	273 collisons – 12 months to June 2019	
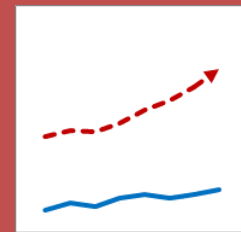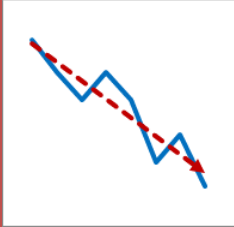
64. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI).
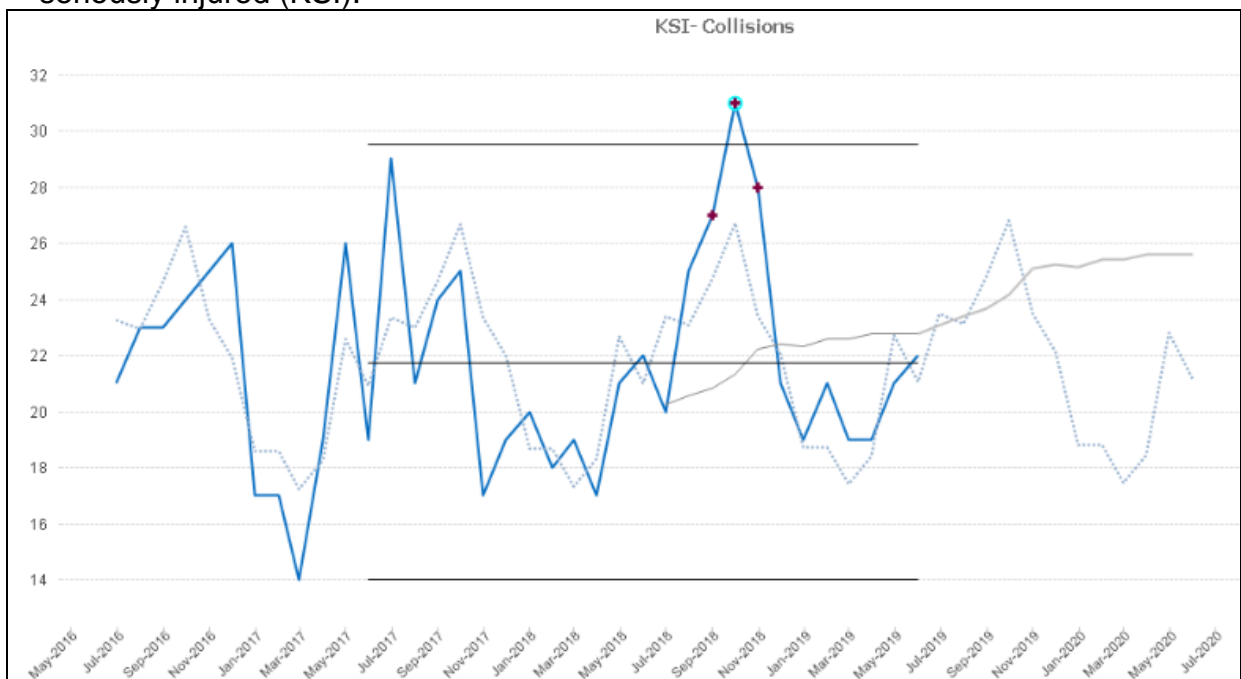
KSI- Collisions

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

66. 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.

67. There was road safety week[6] 18 – 24 November.

68. A road safety report is being presented to me at my monitoring board in December.

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

70. My office will be represented at this board.

Special Constables hours deployed	Q1: 16,469 hours deployed Q2: 15,205 hours deployed	

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

72. As such, I have provided the funding for a recruitment website www.wiltshirepolicespecials.co.uk which has been designed and launched to provide the link between the marketing strategy and the on-line selection process.

73. This measure shows the total amount of hours that the special constabulary were deployed for during each month.

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[6] http://www.roadsafetyweek.org.uk/

Hours Delivered by Specials: One-Month Low
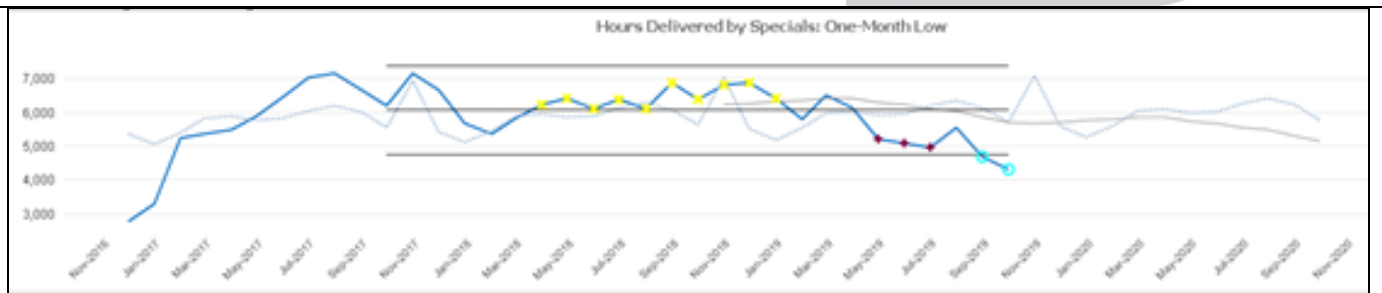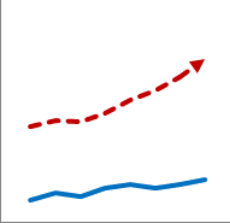
The discrete monthly and rolling 12 months total hours that special constables were deployed

74. With the uplift in police resources, it is inevitable that a number of new police recruits will come from our serving special constables. A rough estimate predicts this could be as many as 30 per cent of our specials joining as regular officers in the next two years.

75. A continuous improvement review of Special Constabulary has been completed and the Chief Constable's executive leadership team (ELT) are reviewing the findings and recommendations in December.

76. A more detailed update on the findings and next steps will be provided in the quarter three performance report.

2. Protect the most vulnerable in society

Section 136 arrests	Q1: 70 Q2: 74	

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. [2]

78. There were 74 S136 MHA arrests during quarter two and 285 in the 12 months to September 2019.
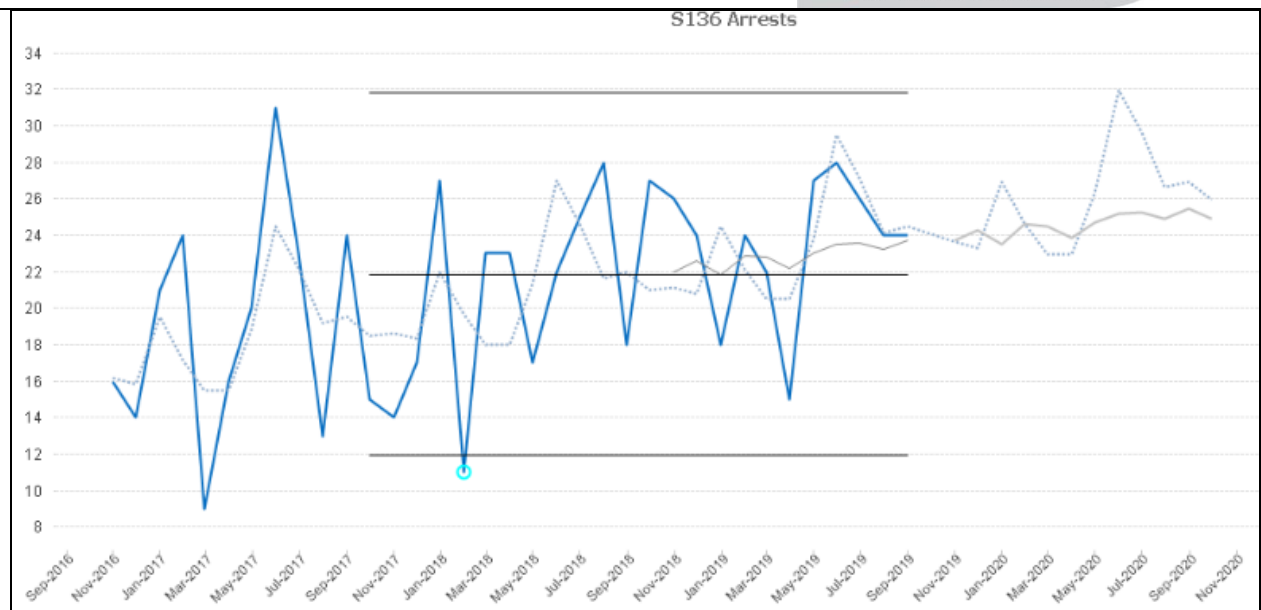
Discrete monthly volume and rolling 12-month trend of section 136 arrests

79. The volume of S136 MHA arrests has increased by 18.8 per cent (45 arrests) in the 12 months to September 2019.

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. There is appropriate scrutiny in place to ensure that those arrested are taken to a place of safety.

[2] Rethink Mental Illness 2017
https://www.rethink.org/living-with-mental-illness/police-courts-prison/section-136-police-taking-you-to-a-place-of-safety-from-a-public-place

| Volume of Child Sexual Exploitation (CSE) crimes | Q1: 33 crimes
Q2: 35 crimes | | |

83. In quarter two there were 35 crimes tagged with a CSE marker. In the 12 month period to September 2019 there were a total of 146 crimes, five fewer than the previous year.
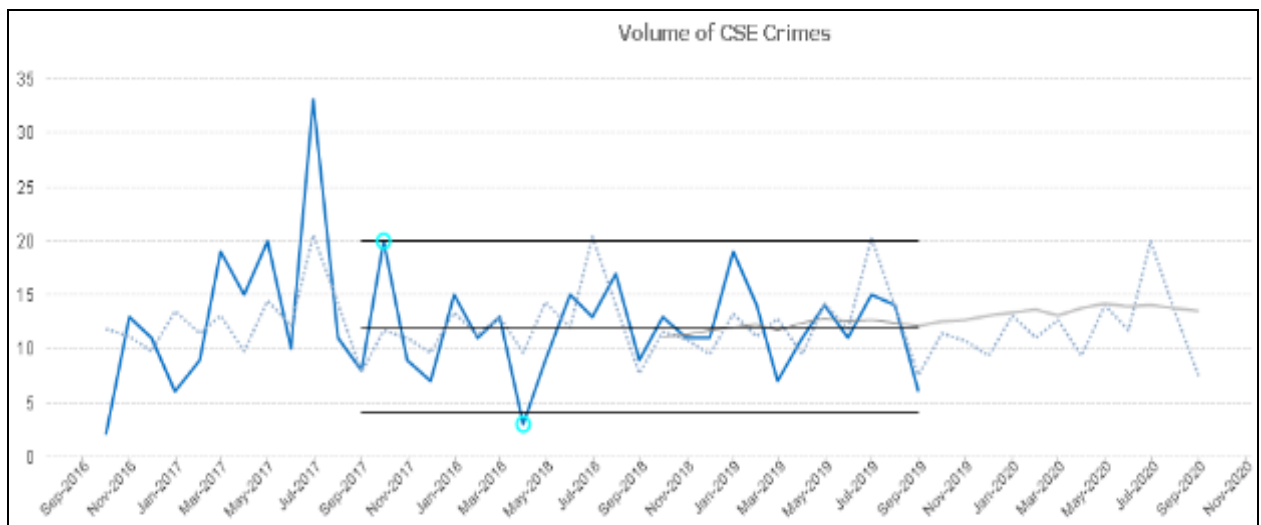
The discrete monthly volume and rolling 12 month trend crimes tagged with a CSE marker

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

85. The Force has a plan in place with 19 strands of activity (including partners) to manage and prevent the threat posed by child sexual abuse and exploitation to children within Wiltshire and Swindon.

| Volume of DA Crimes

(ACPO defined) | Q1: 1,594 crimes; 6,516 rolling 12 months
Q2: 1,735 crimes; 6,610 rolling 12 months | | |

86. There were 6,610 DA crimes reported in the 12 months to September 2019. This compares to 5,989 in the year to September 2018 which is an increase of 10.4 per cent

(621 DA crimes).

Volume of DA Crime (ACPO defined)
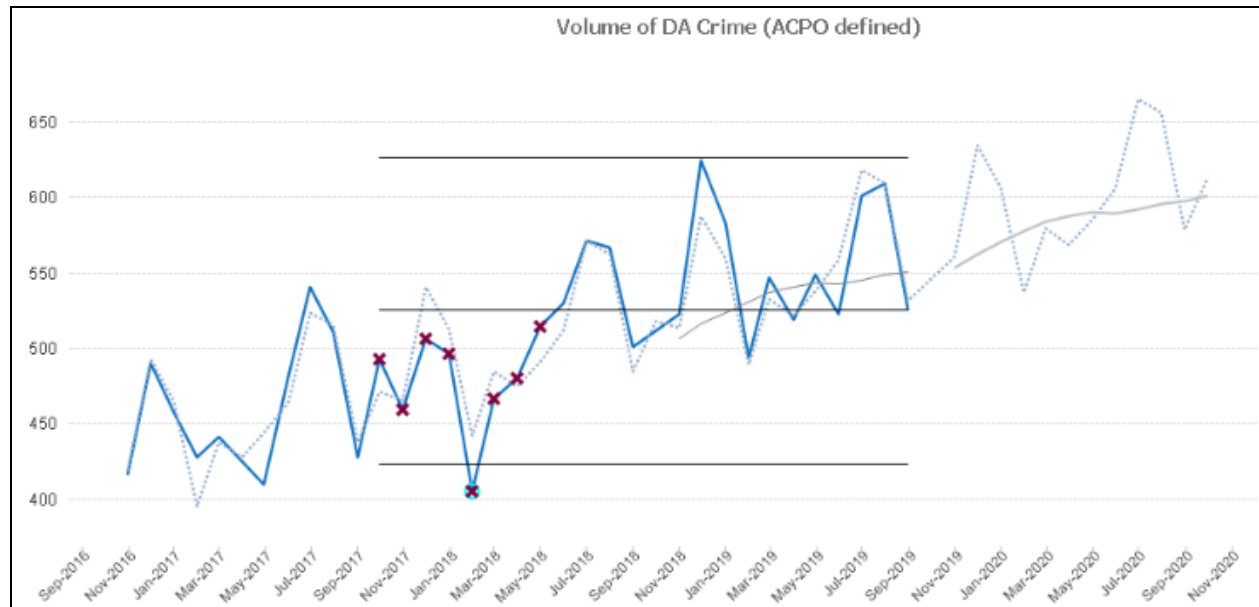
Discrete monthly volume and rolling 12 month trend of DA crimes

87. An analysis of domestic abuse was presented to the Force in September. The main findings and recommendations from this report were;

    i.   The 12 per cent increase in DA crime volume has predominantly occurred within Wiltshire. All locations within Wiltshire have seen increases except for Tidworth and Marlborough.

    ii.   Crime recording compliance and changes to Home Office Counting rules for Stalking and Harassment offences have had an impact on the recorded crime level.

    iii.   Overall there is not one single explanation for the increase. This finding mirrors that of other recent DA publications, demonstrating the complexity of this area.

    iv.   It is recommended that, if deemed necessary, this desktop analysis be extended to include methods such as focus groups to further understand the impact of public confidence.

    v.   It is also recommended that the Force adopts the DA Recency, Frequency, Gravity matrix to help further identify victims that can be referred into the Multi-Agency Risk Assessment Conference (MARAC).
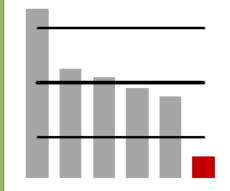
88. A comprehensive plan has been developed by Detective Inspector Simon Childe, the

Force tactical lead for domestic abuse.

89. This plan includes a review of the DA policy, a review of the MARAC procedure, a communications campaign and an internal training needs assessment.

90. The plan also includes awareness raising within CPT's with respect to positive action, joint Police/CPS best practice and roll out of College of Policing's vulnerability training.

91. It is reassuring to see the level of scrutiny and focus being provided in this area.

Volume of sexual offences	Q1: 380 crimes – 1,601 rolling 12 months Q2: 425 crimes – 1,599 rolling 12 months	

92. Wiltshire recorded 425 sexual offences during quarter two and 1,599 in the 12 months to September.

93. This represents a 6.1 per cent reduction on 1,703 crimes recorded during the previous 12 months.

94. Wiltshire's rate of sexual offences per 1,000 population is significantly lower than its peer group average.
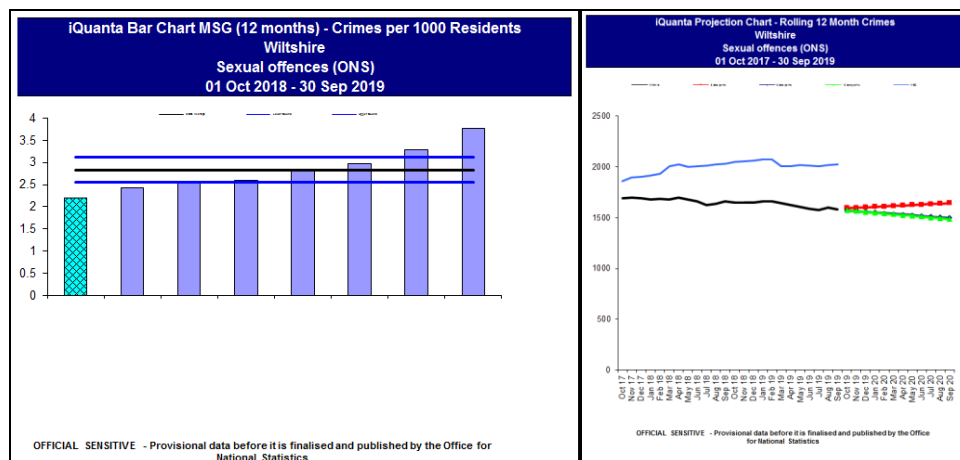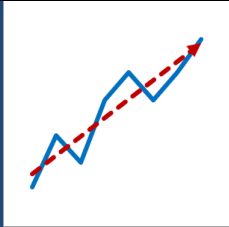
Sexual offences up to September 2019 – most similar group (MSG) position

95. The overall volume of sexual offences is showing a decreasing trend. The focus

remains on improving outcomes for victims which is covered in more detail under the conviction rate measure in priority three.

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

Satisfaction of victims with the whole experience	76.9 per cent (12 months to September 2019)	

This section of report looks at victim satisfaction levels over the last 12 months using data available up to September 2019. It identifies the drivers of dissatisfaction with service as well as other factors that may have had impact on increasing in satisfaction.

Whilst victim satisfaction can be reported at force level and at crime group level for the 4 crime groups surveyed (Hate Crime, Vehicle Crime, Dwelling Burglary and Violent Crime), it has not been possible to break this down to specific locations or crime types as the number of surveys completed is too small to provide an acceptable level of statistical significance, and therefore we would not be able to rely on the results being an accurate indication of performance in a specific location or for a specific crime type.

96. **Overall Victim Satisfaction**

Overall Satisfaction
rolling 12 months

All Groups (excl. Hate Crime)*   Dwelling Burglary**   Vehicle Crime   Violent Crime
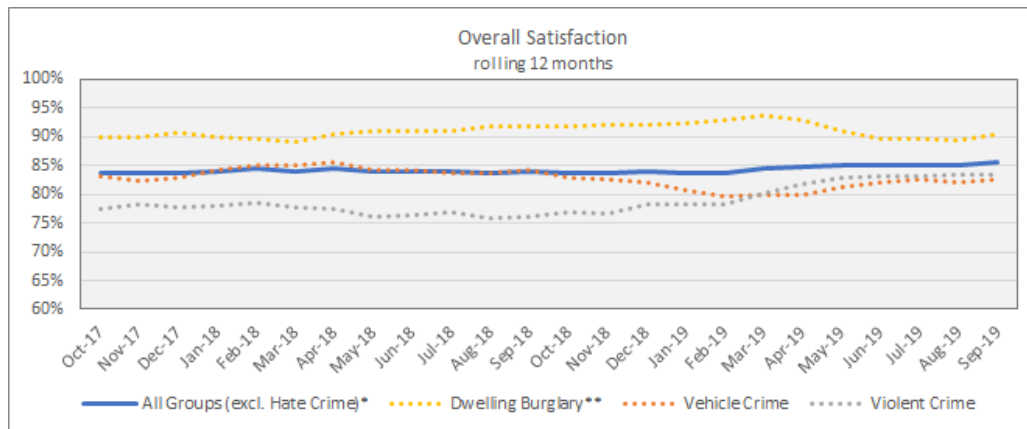
97. Overall satisfaction levels have demonstrated an improvement in the last 12 months.

Factors that will have influenced trends over the last 12 to 24 months include:

- **Implementation of Burglary Improvement Programme** - The Burglary Improvement programme was implemented in November 2017 and subsequently saw a 30.94% (4382 to 3026) decrease in volumes of burglary reported over a 24 months.

- **Non- attendance at vehicle crimes -** as a matter of course, officers or CSI are not dispatched to incidents of vehicle crime which continues to impact overall satisfaction within victims of this crime group.

- **Improvement in average call answer rates in 999, 101 and CRIB -**

	Sep-17	Sep-18	Sep-19
101 call - avg wait to answer	00:00:12	00:00:07	00:00:06
999 call - avg wait to answer	00:00:05	00:00:04	00:00:04
CRIB call - avg wait to answer	00:03:49	00:01:42	00:01:20

98. There has been a significant improvement in average call answer rates since September 2017, particularly CRIB average wait to answer which has declined from 3 minutes 49 seconds to 1 minute 20 seconds. This decreasing trend in average wait to answer significantly correlates with increased satisfaction overall (R=0.74) and satisfaction with ease of contact.

99. **Indicator change September 2017 – September 2019**

	Overall satisfaction	Ease of contact	Time to arrive	Actions taken	Investigation	Keeping informed	Treatment
Sep-17	77.2%	91.2%	83.5%	67.8%	69.6%	70.6%	90.9%
Sep-18	73.8%	90.1%	81.1%	66.7%	61.8%	65.2%	87.3%
Sep-19	76.9%	94.4%	84.7%	68.2%	64.3%	64.8%	90.4%
Change (PP)	-0.3	3.2	1.2	0.4	-5.3	-5.8	-0.5

Over 2 years all indicators remain stable or demonstrate an increasing trend with the exception of satisfaction with being kept informed and satisfaction with investigation.

Satisfaction with being kept informed	64.8 per cent (12 months to August 2019)	12 Month decline now demonstrating new norm below the 12 month average

Satisfaction with being kept informed rolling 12 months

Legend: All Groups (excl. Hate Crime)*; Vehicle Crime; Violent Crime; Dwelling Burglary**
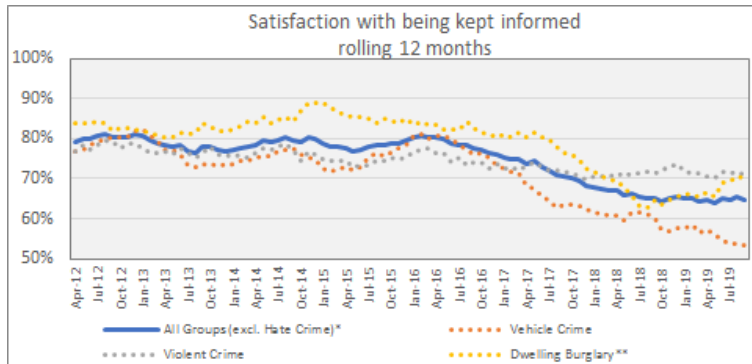
100. Overall satisfaction with being kept informed has seen a decline of 5.8pp over a 2-year period. This decline is driven by victims of vehicle crime who demonstrate a 10.3pp decline in satisfaction with being kept informed.

67.6% (+/- 10.52) of respondents stated they were not informed what the Police would do. In line with this, further analysis of verbatim comments of respondents who reported being dissatisfied identified the following themes:

- **Poor Action/No Follow**

  o *"The police never followed it up and that was the end of it. I have heard nothing from the police to say what has happened."*

- **Lack of Communication**

  o *"I haven't been kept informed of the progress of what happened so I don't know what's going on with the incident."*

Satisfaction with treatment/investigation	90.4 per cent (12 months to August 2019)	Demonstrating increasing trend after period of decline

Satisfaction with Investigation rolling 12 months
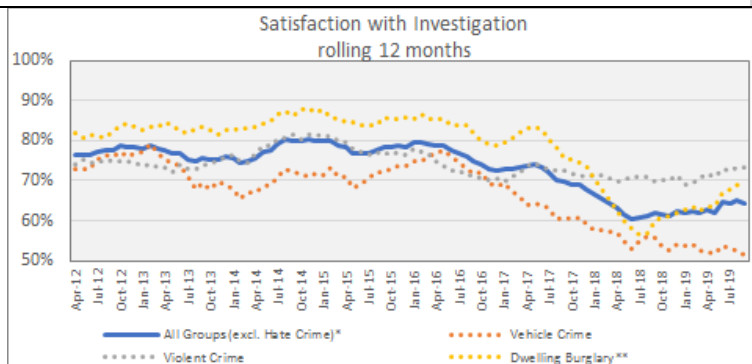
101.   Satisfaction with Investigation has seen a decline of 5.3PP over 2 years. This again is driven by victims of vehicle crime where there has been a decline of 9.2PP over a 2 year period. This significantly correlates with decline in being kept informed (r=0.86).

In line with findings of verbatim comments of respondents dissatisfied with being kept informed, verbatim comments of victims of vehicle crimes who were dissatisfied with the investigation of their report fell into the following strongly emerging themes:

- **Lack of communication –** that they were not clearly communicated what they could expect next or any follow up given after they had reported the incident:

  o *"The police never followed it up and that was the end of it. I have heard nothing from the police to say what has happened."*

- **No/poor action –** this referred to the dissatisfaction of victims that the Police did not sufficiently investigate their crime.

  o "They didn't send anyone out when the van had been stolen; they didn't send anyone out to find any evidence."

Conviction rate	89 per cent (12 months to August 2019)	

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

103. There were 4,993 defendents prosecuted in the year to August 2019 of which 89 per cent of people (4,437) were convicted.

104. The overall conviction rate has remained consistently high for some time.
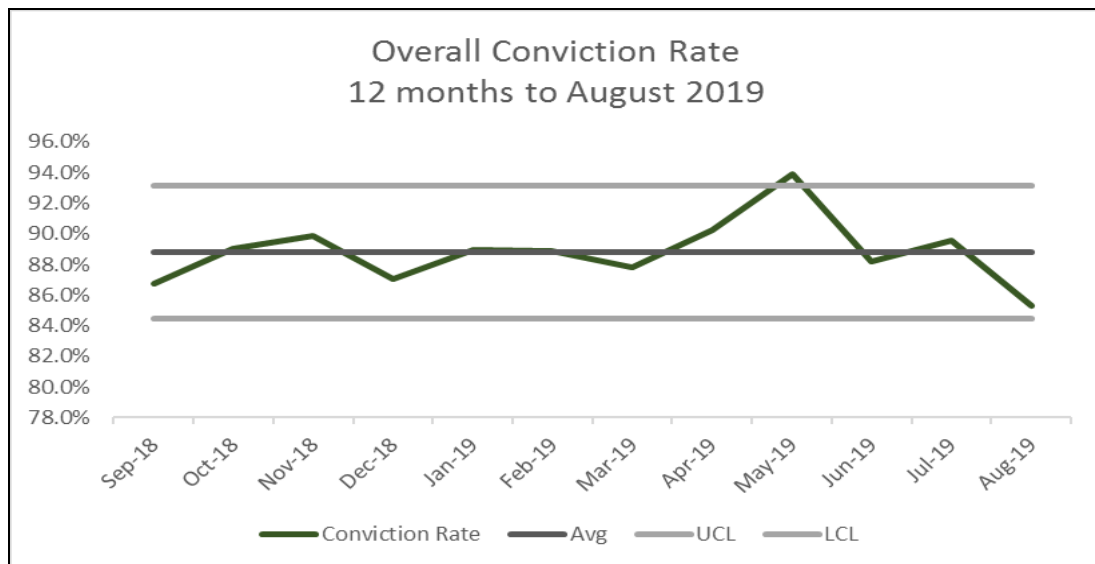
Conviction rate by month

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

106. At the meeting on 6 November, the Chief Constable raised concerns regarding the number of rape cases being submitted to the Crown Prosecution Service (CPS). The Chief Crown Prosecutor for Wessex welcomed independent oversight to look at police case files. The Hampshire OPCC have taken on this role.

107. On 13 November, an article[7] was published on the BBC website highlighting the `hidden rape conviction target` which is likely to have had an impact on the culture, decision making and performance.

108. The board considered what more opportunities could be done to support victims.

109. The Sexual Assualt Referal Centre (SARC) partnership board has been reinvigorated to ensure there is future planning.

Percentage of trials that are cracked and ineffective due to prosecution reasons	Q1: 21 per cent Q2: 16.9 per cent	
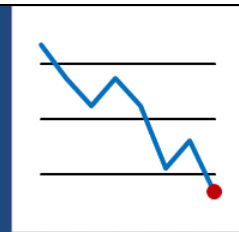
110. There were 255 trials listed during quarter two, of which 133 were cracked or ineffective and 43 of these were due to prosecution reasons.
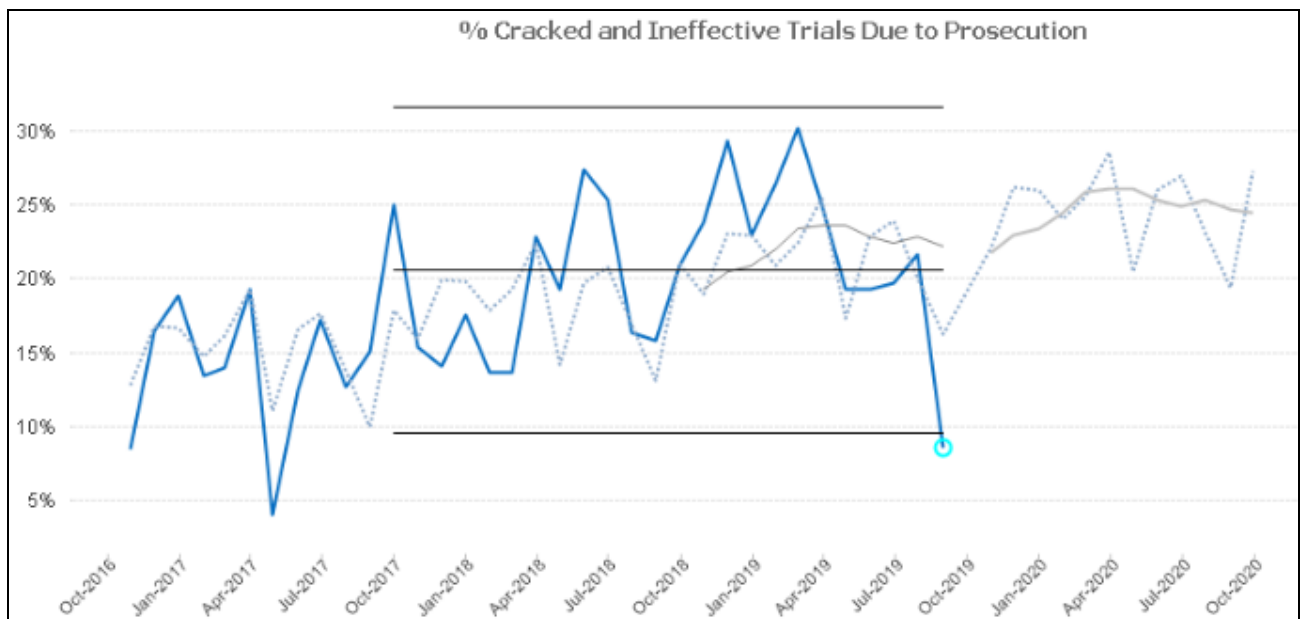
Monthly percentage of cracked and ineffective trials including due to prosecution reasons

111. This measure forms part of the Wiltshire Criminal Justice Board (WCJB)

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[7] https://www.bbc.co.uk/news/uk-50406598 - *"Hidden rape conviction target revealed"*

performance framework.

112. The proportion of cracked and ineffective trials due to prosecution has not continued to be as high as quarter four 2018-19 but remains above the monthly average from 2017-18.

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

List of cracked and ineffective trial reasons due to prosecution

113. At the WCJB on 6 November the Deputy Chief Crown Prosecutor provided an update on behalf of the quality assurance delivery group (QADG) who are overseeing the performance improvements in this area.

114. There were 86 cases in the 12 months to July ended by the prosecution on the day due to witness non-attendance or withdrawal. This has led to a push to improve the adjournment of cases by written notification of discontinuance and also the requests for adjournments in advance of the trial date.

115. All three police forces in the Wessex region are working to improve contact with victims and witnesses in an attempt to ensure that witnesses do attend court. It must be noted that in nearly all cases where a witness does not attend, there has been no indication beforehand that they were not going to attend.

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

Response time (average)	Immediate Q1:10 minutes 26 seconds Q2: 12 minutes 47 seconds	Priority Q1: 53 minutes 26 seconds Q2: 57 minutes 50 seconds	

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

117. The Force attended 5,029 emergency incidents during quarter two and 17,918 in the 12 months to September 2019.

118. The chart below demonstrates that immediate response incidents have been attended on average within 12 minutes and 47 seconds during quarter two.
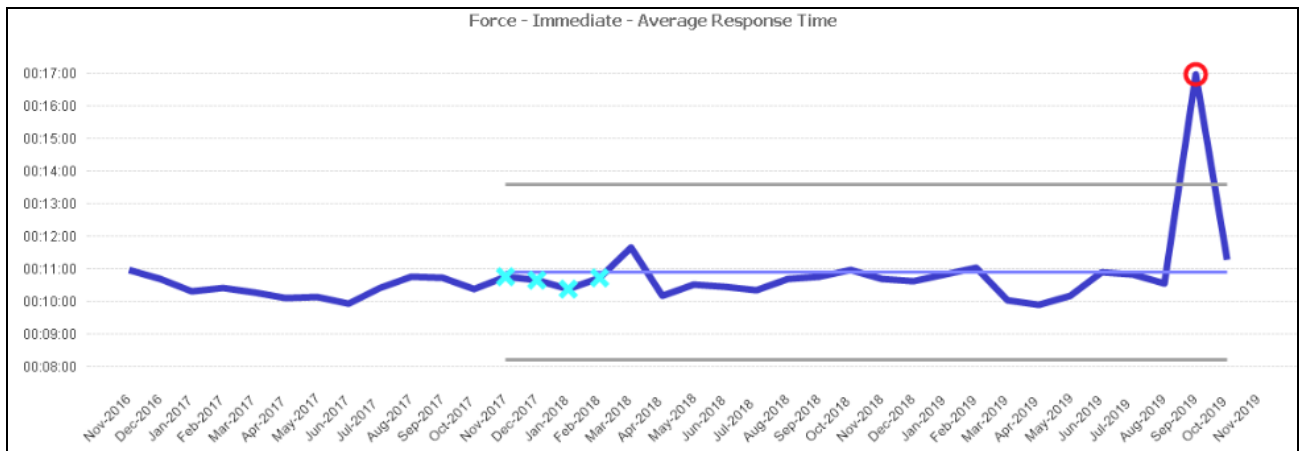
Average immediate response time by month

119. The average of 12 minutes and 47 seconds is affected by the seemingly high response time in September. This reflects data quality issues which were caused by an IST outage in our Crime and Communications Centre (CCC) between 14th and 17th September.

120. This outage has impacted all of the response and call handling performance measures within this report. Service delivery was maintained during this time and it

is the back record converting of paper records which is affecting the numbers.

121. The chart above demonstrates Wiltshire's sustained ability to respond quickly to emergency incidents.

122. The Force attended 9,379 priority incidents during quarter two for which an estimated time of arrival of within one hour is given.
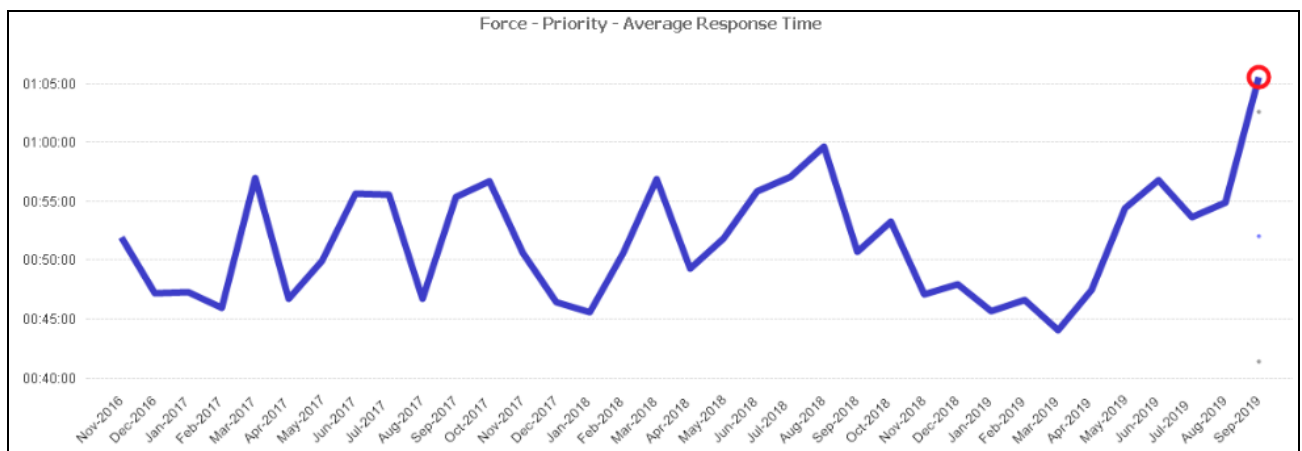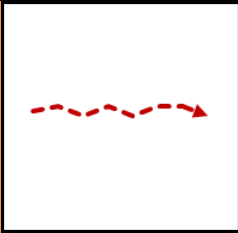
Average priority response time by month

123. The average time taken to attend a priority incident during quarter two was 57 minutes and 50 seconds.

124. In the 12 months to September 2019, 36,329 priority incidents were attended at an average arrival time of 51 minutes 41 seconds.

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

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

126. During quarter two, 27,163 999 calls were received and answered within an average of five seconds.

127. This consistent and reliable delivery is against the backdrop of an increasing trend in 999 demand. There were 92,676 999 calls received in the 12 months to September 2019.
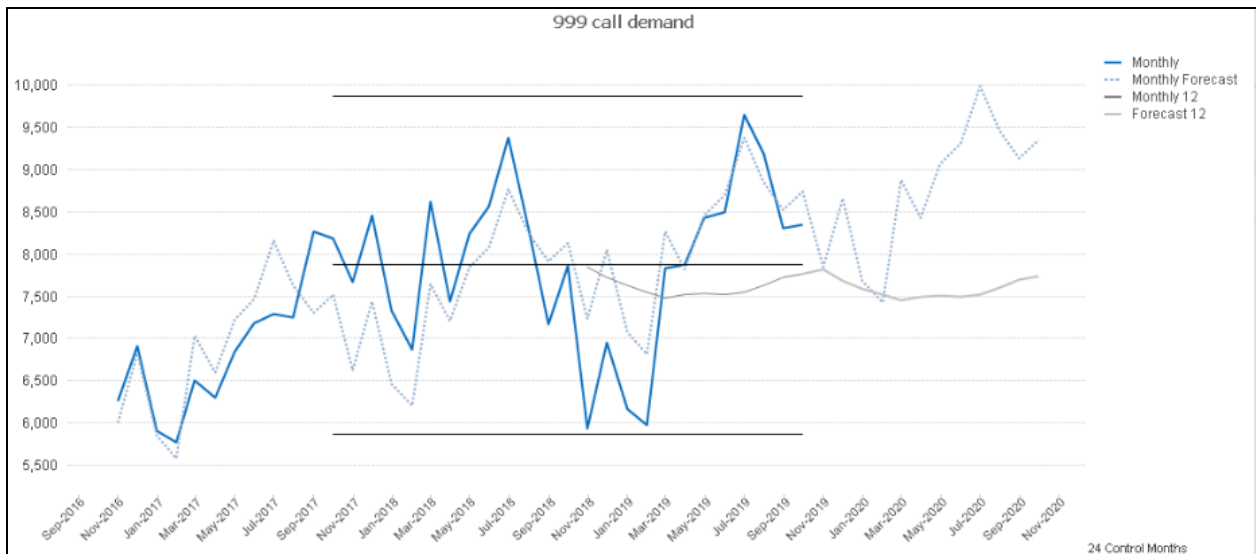
Volume of 999 calls answered

128. Despite this increasing trend, there are no concerns about Wiltshire Police's capability to answer emergency calls quickly.

| Average time to answer Crime and Incident Bureau (CRIB) calls | Q1: 1 minute 4 seconds
Q2: 1 minute 45 seconds | | | |

129. A total of 40,524 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter two.

130. The length of time it takes to answer a CRIB call has significantly decreased compared to the previous years. The trend is below expected forecasts and to the

lowest levels experienced in many years.

Average Delay to Answer
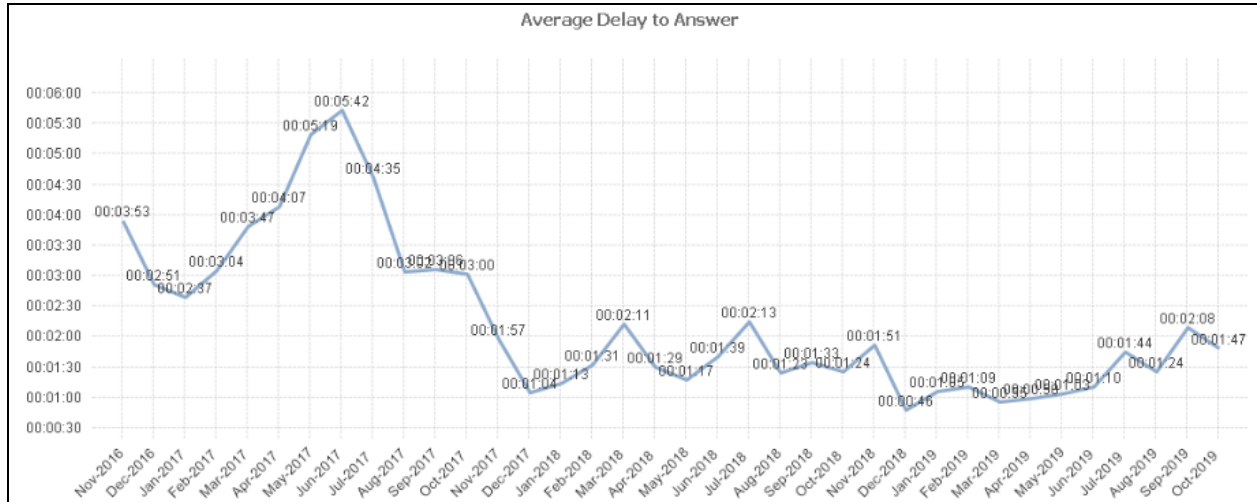
Average CRIB call answer time

131. This performance improvement is being sustained and is reflected in the improvement in the satisfaction of victims with how easy it was to contact us.

| Crime and Incident Bureau (CrIB) abandonment rate | Q1: 3.4 per cent
Q2: 5.7 per cent | | |

132. 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.

133. The abandonment rate for quarter two 2019-20 was 5.7 per cent and 4.3 per cent for the year to September 2019.

134. 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.

135. This means that the improved performance has been consistent for two years and is

reflective of the improvements made under the Crime and Communications Centre Improvement Programme (CCCIP) and more specifically the resourcing which is better aligned to demand.
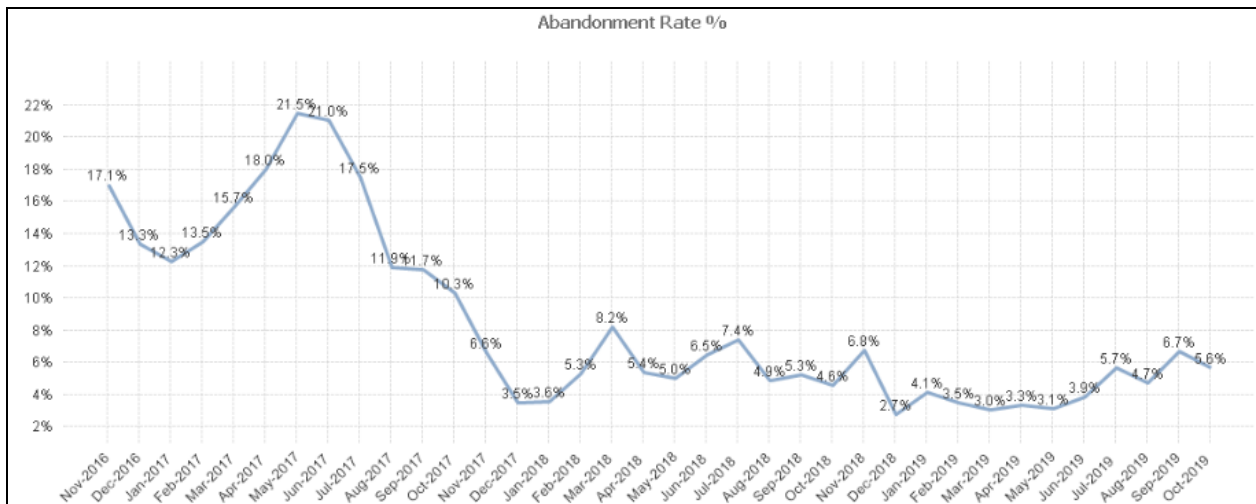
Percentage of CRIB calls abandoned

136. The priority focus for this programme of work is the delivery of the early resolution unit (ERU) which is due to go live on 1st December. Assistance Chief Constable Mark Cooper believes that this will reduce demand on the frontline.

137. There will be ongoing performance monitoring and an evaluation to evidence the difference the unit is making to the frontline.

138. The programme is overseen by Superintendent Gavin Williams and is governed through Strategic Change and Performance Boards.

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

Quality of full files (error rate)	Q1: 2.5 per cent Q2: 0.5 per cent		

140. 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.
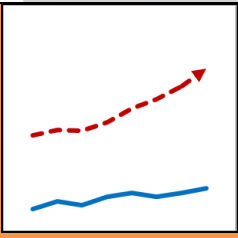
141. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

142. 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.

143. There were 185 full files sent to the CPS in quarter two, of which there were only one file with an unsatisfactory grading.

144. Each error has a case file reference which enables learning and continuous improvement.

145. 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: 180 Q2: 200			

146. There were 200 complaints recorded during quarter two and 739 in the 12 months to September 2019.

147. This represents an 39.7 per cent increase on the previous year where 529 complaints were recorded.

148. The peaks and troughs in recent months, shown in the chart below, are more associated with the capacity of the standards department in recording the complaints that have been received. The spikes relate to times where the unit has improved capacity and have been able to deal with today's business as well as clear the backlog.
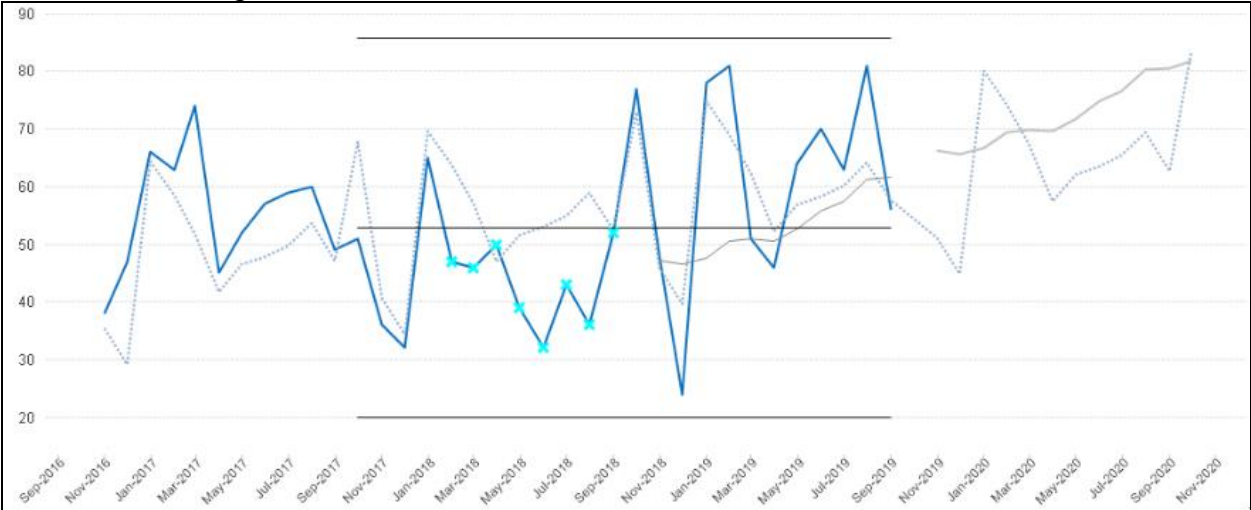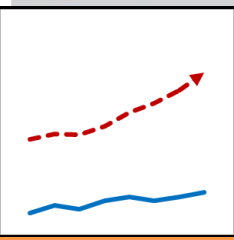
Recorded complaint volume by month

149. This measure is reported at the Force's Strategic People Board (SPB) chaired by the Deputy Chief Constable.

150. All high end complaints and conduct issues go through a Superintendent who has not seen any links, trends or concerns but has commissioned analysis for further assurance.

Percentage of complaints recorded within 10 days	Q1: 93 per cent Q2: 90 per cent		
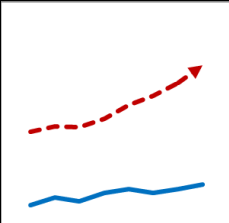
151. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

152. The percentage of complaints recorded within ten days has sustained the improvements made during 2019. The figures for quarter two show we recorded 90 per cent of complaints within ten days.
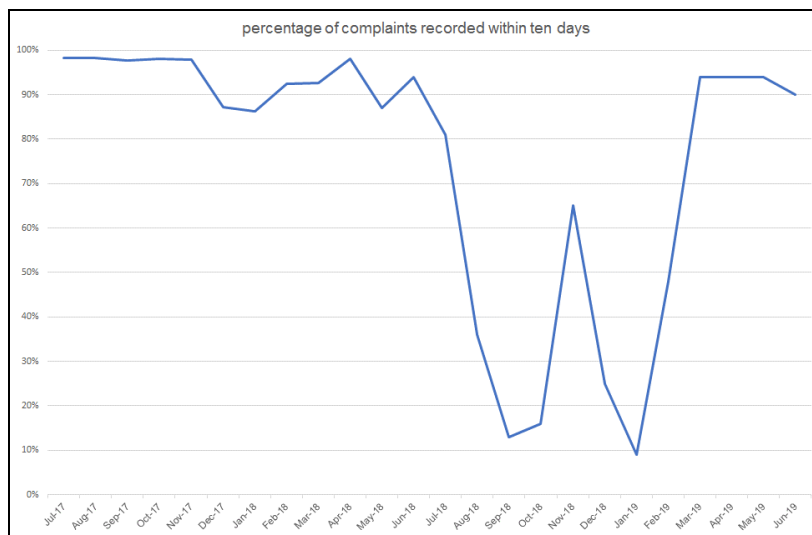
Percentage of complaints recorded within ten days

153. The average number of days it took Wiltshire Police to record a complaint throughout quarter two was 7 days. This is a significant improvement on the average of 15 days it took to record a complaint during quarter four of 2018-19.

Percentage of complaint appeals upheld	Q1: 33 per cent (6 appeals completed and 3 upheld) Q2: 20 per cent (10 appeals completed and 2 upheld)	

154. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

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

156. For quarter two, 10 appeals were completed and two were upheld.

157. Of the 26 appeals completed in the 12 months to September 2019, 6 were upheld. This represents 23 per cent of appeals and 0.8 per cent of the total number of complaints received.

Number of actual days lost per person	Year to September 2019 14.8 actual days lost per person	

158. There were on average 14.8 days lost per person in the 12 months to September 2019.

Sickness days lost per person

159. The Force recognised that the levels of sickness has been high and the Director of People and Change has set up a sickness improvement group.

160. The sickness improvement group will focus on delivering the sickness improvement plan which contains 19 actions.

161. The purpose of this meeting is to focus on a number of key areas which will support an improvement in sickness absence management.

162. A communication strategy, toolkits, education, support and development will be the main focus of the group. The group meet monthly and reports to the Strategic People Board chaired by the Deputy Chief Constable.

163. The analysis identified that police officer sickness has increased by 16 per cent in the 12 months to September 2019 and police staff sickness has increased by 21 per cent (based on working days lost).

iQuanta Bar Chart National - Police officers
Wiltshire
Year Ending 31 Mar 2019
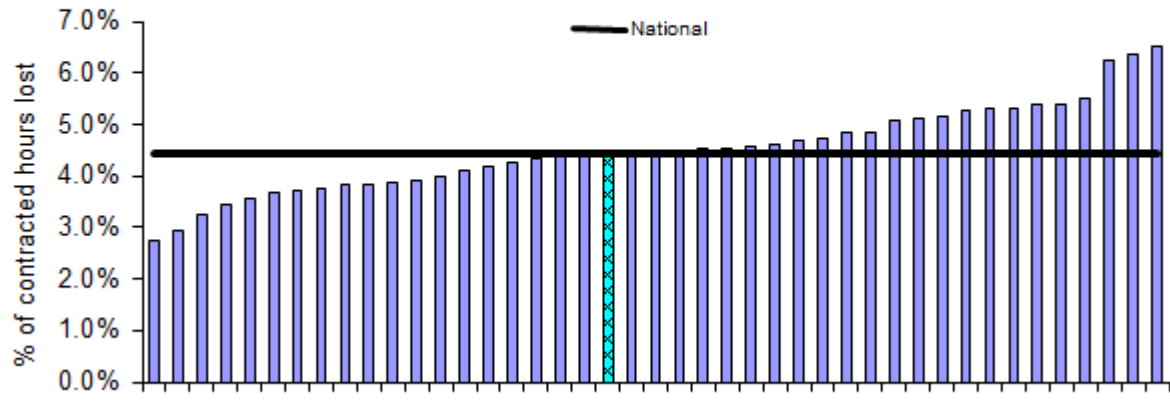
Police officer – national sickness comparison

iQuanta Bar Chart National - All police staff (excl. police officers)
Wiltshire
Year Ending 31 Mar 2019
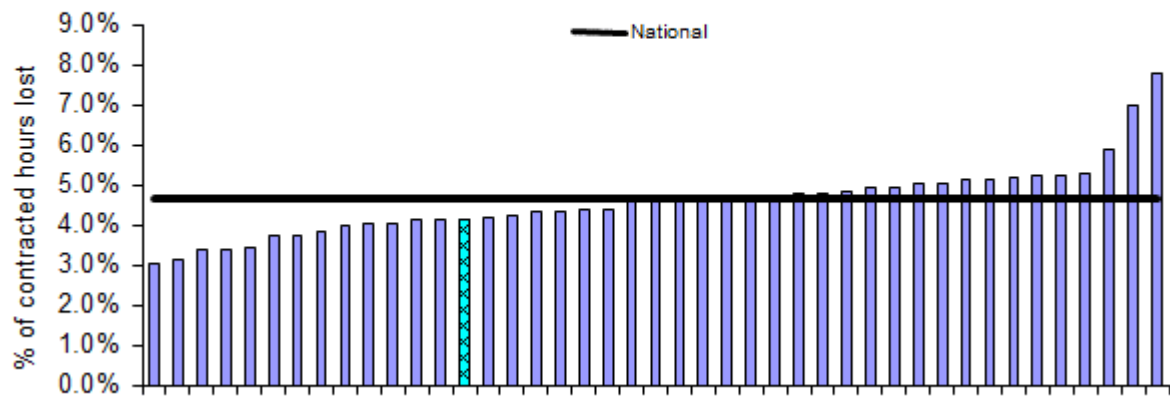
Police officer – national sickness comparison

164. The two charts above show that while we are experiencing increases within sickness levels, our overall position nationally is not an outlier.

165. I expect that the sickness improvement group will start to generate improvements in this area. I will be receiving updates from the Force on a regular basis through my monitoring board.

Deep Dive Element of Performance Report

Service Delivery Plan 2019 – Quarter 2 Report

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

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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.

This Single View currently hosts direct sharing of information with four product cases live:

- Social Care into General Practitioner surgeries

- Avon and Wiltshire Mental Health Partnership [AWP] access to Firearms Licensing

- Police Access to Council Addresses

- Dorset & Wiltshire Fire and Rescue[DWFRS] Adult Care report

Since May 2017, the objective of the programme has been to tackle the existing siloed 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.

AWP have been using the 'Fire Arms Licensing' product case which provides information from Wiltshire Police National Firearms Licensing Management System (NFLMS) allowing AWP staff to query whether a patient referred to this service is a firearms holder. The product has been invaluable in assisting professionals when making safeguarding decisions.

Police access to Council held addresses on a 24/7, enables search warrants to be issued and has supported quicker address location of violent offenders. However, in the past twelve months there has been no progress in the development of this programme. We currently share little to no information via Single View with the Council but this moving forward should change via the digital programme currently underway at the Council. The information sharing between Social Care and GP Surgeries will develop into the Viewing platform locally, encompassing Wiltshire, Bath and East Somerset.

We are exploring Liquid Logic which is a programme that develops software solutions for local authority social care services in England and offers a solution that provides case management and record keeping services. At the moment we are not sure what potential the system has in terms of information sharing across agencies. It appears to be more of a work-flow but we should have more information as time goes by.

Single View should continue as a voice and as a connector of information and a champion for Police and Fire and Rescue to persuade and encourage information sharing, when appropriate etc.

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

Cybercrime, or computer-oriented crime, is a crime that involves a computer and the internet. Unfortunately Cyber-crime is a progressive and evolving threat and as such we continue to actively work with partners to protect our community from this threat.

A relatively new Wiltshire Police dedicated cyber team, namely the Digital Investigations and Intelligence Unit (DIIU at Devizes HQ deals with all aspects of cyber dependent crime and high end cyber enabled crime. Its main objective is

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 repeat victims, 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 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.

DIIU remain a key member of the Local Resilience Forum who have prepared a number of strategies and plans. DIIU ensure representation on exercises run by the LRF, and are working with the Business Continuity Officer to run some exercises internally.

The team has a close relationship with the South West Regional Organised Crime Unit [ROCU] Protect team and presently have combined events and a developing matrix system to ensure the correct Protect interventions at all levels. Communications to all police officers and staff are being prepared and will be sent out in the next month, in relation to online security. The ROCU and DIIU Protect Officers will soon be undertaking an exercise to provide cybersecurity inputs to all staff working within the NHS in the area.

Partnerships have been developed with local community groups, educational establishments and local authorities to provide cybercrime prevention inputs to all school head teachers & business managers in Swindon and Wiltshire. The Bobby Van Trust 'stay safe online visits' scheme integrated into council safeguarding teams such that appropriate referrals are now successfully completed.

All Action Fraud referrals for cyber dependent crime victims receive cyber Protect advice. There is currently ongoing work to establish similar processes for ensuring support is provided to vulnerable victims of cyber enabled crimes that are referred via Action Fraud.

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 or 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 been attending strategic meetings, giving a clear 'wrap around' for the Wiltshire council boundaries area. There is potential training for Dorset & Wiltshire Fire and Rescue Services [DWFRS] from the Mental Health Triage team on how to deal with persons with mental health issues and possible access to triage service when

attending calls which transpire to be a mental health issues rather than an actual fire – this has been explored but at this time there is no capacity within Mental Health Triage Team to assist. This will be looked at again in the near future.

The tactical delivery group led by Jenn Salter (Wiltshire council) which includes police from the relevant community policing team (Salisbury), continue focus 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's collaboration with DWFRS is still in existence and continues to explore a number of projects including Police Fire Community Support Officers [PFCSOs], fire assistance for missing person searching and tying in to the wider South West Emergency Services Collaboration Programme (SWESC). For the purpose of governance the Police and Fire programme board monitors each program's work. PFCSOs press on with regularly monthly meetings with all parties involved in order to discuss the progression of the role. The full review took place in October 2019.

  In regards to Missing persons, there is currently a hold on the progress by DWFRS. However work in the background is still ongoing, like interactive JESIP training sessions which took place in October to ascertain whether this would be a good way of training Sergeants around JESIP principles and working closer with DWFRS.

A meeting in September was held to explore whether warning markers on premises can be shared across DWFRS and Wilts Police

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 analyze 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 on 1st April 2019 the FIM review moved to implementation phase.

The progress of the implementation was monitored through the FIM governance board. In order to inform a full review of the implementation at the 6 month mark in October 2019, a costs, risks and benefits matrix was developed and two champions from within CID and PPD were identified to collate all issues that are raised by staff. The review of the FIM implementation phase will be undertaken by a Continuous Improvement Officer, supported by the Business Intelligence team. The staff engagement phase for the review commenced in September 2019 which included the review's Terms of Reference.

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. The contract for this analyst has been extended for a further 12 months and Wiltshire Police continues to assist both councils with appropriate support and data.

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.

A meeting between Crime Prevention, Troubled Families leads for Swindon and Wiltshire LAs and the National Troubled Families Team took place in March 2019. A regular 6 weekly progress schedule has been diarised to focus on;

1. Data sharing – unblocking Info sharing, data bases and dashboards

2. Proactive analysis to identify families

3. Understanding future family service models in Wiltshire and Swindon

4. Understanding how Police resources/offer fits into this

5. Progress joint training opportunities for Trauma informed activity and ACES

A third Community Engagement Demand Management role (CEDM) has been funded for two years through West of England Academic Health Science Network

(WEAHSN). Both of the county roles have been making good progress in early intervention, mental wellbeing and demand reduction, and working well with agencies identifying high intensity users and having an impact.

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

Services that protect and support victims of domestic abuse have been commissioned in partnership for both Wiltshire and Swindon. The services consists of four intertwined strands and, as such, deliver:

1.   Victim focussed support addressing domestic abuse
2.   Support for children and young people living with the impacts of domestic abuse
3.   Work to address perpetrator behaviour, as part of a whole family approach
4.   Provision of safe, flexible accommodation accessible to all in need who are fleeing domestic abuse

The service provider in Swindon is Swindon Women's Aid and in Wiltshire it is Splitz. Both organisations provide accommodation-based and community-based services.

Across both areas, referral pathways are embedded and understood with a range of key partners and services are placed at the centre of local statutory arrangements to enable access and timely support for victims.

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**

Gemstone is 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 via the Wiltshire Intelligence Unit 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.

In Wiltshire the corresponding partnership meeting is the Vulnerable Adolescent Contextual Safeguarding Panel. This is a combined panel, retaining some of original functions of the Wiltshire Risk Management Group (WRMG) and Multi Agency Child Sexual Exploitation (MASCE) meeting, whilst adopting a more strategic focus. This built county-wide intelligence which informs contextual safeguarding interventions for individual and groups of young people. The VACS Panel meeting does not replace or supersede any current policy or procedure in relation to safeguarding, and should reflect current safeguarding procedures, Wiltshire Children Safeguarding Board (WCSB) Child Protection Procedures. The Panel is co-chaired by a Service Manager from Family and Children Services and the Detective Inspector, PPD Wiltshire Police tactical lead for CSE and Missing. The purpose of the panel is to ask; 'Are all the agencies involved in the case working together to do all they can to safeguard and protect the child; what more can be done?'; 'Through our understanding of the individual factors in this case have we developed robust contextual safeguarding interventions?'; and 'what do we need to develop or consider strategically with our knowledge of this case?' All cases referred to the VACS Panel are used to inform proactive analysis in identifying vulnerable adolescents. The WSCB Criminal Exploitation, Pathways & Risk Analyst will map and analyse risk to children and young people discussed in the VACS Panel and from other sources of information (Missing Data, Agency information, Police Intel, etc.) to identify themes and patterns of risk to inform partnership working to reduce risk.

Detective Supt Smith chairs both the Swindon and Wiltshire Local Safeguarding Child Board (LSCB) Child exploitation and missing sub-group (as of this date), 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. With re-structuring that has taken place as part of the Force Investigative Model (FIM) review the Adult Sexual Exploitation (ASE) Team has now moved under the CID command, where

the new Detective Inspector tactical lead now sits. Their immediate supervisor will be the Detective Sergeant who is currently the tactical lead for all matters relating to Rape and Serious Sexual Offences (RASSO) business, where there is some natural connectivity. This will ensure enhanced partnership working and that their work has congnisance of the latest developments in the investigation of sexual offences, recognising the unique vulnerabilities of the sex worker community. The dedicated staff within the ASE team will also be working more closely with staff working in the Modern Slavery arena – where again there is some clear crossover, both in terms of partnership working and our operational response.

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.

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 is continuing to be co-commissioned between the OPCC and Wiltshire and Swindon CCGs. The OPCC and Wiltshire police have been involved with working with the College of Policing to develop a national evaluation framework that can be used by all Force areas to conduct evaluations of their triage services. Once this framework has been published the OPCC, Wiltshire Police and CCGs will evaluate the service. The OPCC meet bi-monthly with the CCGs and AWP (service provider) to monitor the service contract and KPIs. The OPCC also meets with the Triage Manager and the Force's mental health lead every month. The service provides a performance spreadsheet to all commissioners as part of the reporting mechanism. At present the service is not running 24/7 due to staffing issues, however recruitment by AWP is underway and there are only a handful of shifts within the triage that are not covered.

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

The Police, Banes and North Somerset, Wiltshire and Swindon CCG (BSW) and Mental Health Trust (Avon and Wiltshire Partnership) are currently working together to look at how crisis services (this could include s136 teams, Communications Centre Triage Service, NHS 111 and other services) could be enabled to be more resilient, especially in terms of staffing. This work will continue through Quarter 3 and Quarter 4.

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

The alcohol and substance misuse contract service continues to be commissioned by Wiltshire Council, Swindon Borough Council and the OPCC. The OPCC attends quarterly contract monitoring meetings and engages with both the service and local

authority commissioners outside of those meetings if needed. The service is in its second year of contract with the focus on an improvement on positive outcomes. The service's Performance Action Plan is having a positive impact with trends now showing a positive direction of travel across most cohorts. Wiltshire has improved its quartile standing with Swindon now also showing positive upward movement, particularly in the Opiate cohort. Internal discharge reporting shows that the improved performance is currently being sustained. In quarter 2 the service has also received positive external recognition during the quarter with PHE commending the service for achieving improvements in Alcohol numbers in treatment in Swindon, Recovery Street Film Festival recognising our Peer Mentor-produced submission and overall service user satisfaction increasing to 83% following the half-yearly service user feedback exercise.

The summer months resulted in high levels of engagement with the local community via a number of planned events as well as Public Health campaigns in-hub and via Social media.

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.

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 2018/19, there were 2,579 missing persons incidents, of which 1,464 were age 13-17 and 172 were under the age of 13.

In the past year, the Force have 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. Their initial training has now been completed and they are actively working alongside Community Policing Teams and the Missing Team.

The joint partnership working, as well as the MPOSS officers, is allowing for more bespoke, targeted work to address repeat missing persons and as such, the last quarter of 2018/19 has seen a reduction in the number of reported repeat missing persons.

Wiltshire is one of a few forces working with the National Crime Agency and Missing People to take part in a new Child Rescue Alert (CRA) pilot. The 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.

The Forces' #Beyondthebeat media campaign provided an opportunity to inform the public on the demand that missing persons have on the police, and to highlight the partner agencies and charities that are also involved, such as the Special Constabulary and Wilshire 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 Person Policy has been revised, updated and shared with Swindon Local Authority as they develop their own Missing Persons policies. An Action Sheet for use by frontline officers has been developed and released for use, and work is ongoing to improve consistency with how information is recorded into a Missing Person investigation, and also with regards to how the information is shared via PPD1 for missing children.