

# AGENDA

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**Meeting: WILTSHIRE POLICE AND CRIME PANEL**

**Place: Swindon Borough Council Offices, Euclid St, Swindon SN1 2JH**

**Date: Thursday 6 December 2018**

**Time: 10.00 am**

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## **Membership:**

Cllr Junab Ali - Swindon Borough Council  
Cllr Abdul Amin - Swindon Borough Council  
Maime Beasant – Co-opted Independent member  
Cllr Alan Bishop - Swindon Borough Council  
Cllr Richard Britton - Wiltshire Council  
Cllr Ross Henning - Wiltshire Council  
Cllr Peter Hutton - Wiltshire Council  
Cllr Brian Mathew - Wiltshire Council  
Anna Richardson – Co-opted Independent member  
Cllr Tom Rounds – Wiltshire Council  
Cllr Jonathon Seed – Wiltshire Council  
Cllr John Smale - Wiltshire Council  
Cllr Caryl Sydney-Smith – Swindon Borough Council

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**Substitutes:**

Cllr Peter Evans  
Cllr Sue Evans  
Cllr Tony Trotman  
Cllr Sarah Gibson  
Cllr Ruth Hopkinson  
Cllr Gordon King  
Cllr Jim Lynch

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# AGENDA

## Part I

Items to be considered when the meeting is open to the public

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 5 - 10*)

To confirm the minutes of the meeting held on Thursday 27 September 2018

3 **Declarations of interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

### Statements

If you wish to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Speakers are permitted to speak for up to 3 minutes on any agenda item. Please contact the officer named on the first page of the agenda for any further clarification.

### Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm 3 December**. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

- 6 **Report from the Commissioner regarding police funding following his meeting with the Home Office**
- 7 **Quarterly data (Q2)- Risk / Performance / Finance / Complaints (Pages 11 - 76)**
- 8 **Community Policing Team Resource Framework (Pages 77 - 88)**
- 9 **Exiting Tri-Force: An update from the Chief Executive**
- 10 **Member questions (Pages 89 - 90)**
- 11 **Forward Work Plan (Pages 91 - 92)**  
To note the forward work plan.
- 12 **Future meeting dates**  
To note the future meeting dates below:
- Thursday 17 January 2019 – City Hall, Salisbury
  - Thursday 7 February 2019 – Monkton Park, Chippenham
  - Thursday 28 March 2019 – Corn Exchange, Devizes
  - Thursday 6 June 2019 – County Hall, Trowbridge
  - Thursday 5 September 2019 – City Hall, Salisbury
  - Thursday 19 December 2019 - Swindon Borough Council Offices

## **Part II**

*Item(s) during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed*

**None**

## WILTSHIRE POLICE AND CRIME PANEL

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 27 SEPTEMBER 2018 AT KENNET ROOM - WILTSHIRE COUNCIL OFFICES, COUNTY HALL, TROWBRIDGE.**

#### **Present:**

Cllr Junab Ali, Cllr Abdul Amin, Mamie Beasant, Cllr Alan Bishop, Cllr Richard Britton, Cllr Sue Evans (Substitute), Cllr Ross Henning, Cllr Brian Mathew, Anna Richardson, Cllr Tom Rounds, Cllr Jonathon Seed, Cllr John Smale and Cllr Caryl Sydney-Smith

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Kieran Kilgallen – OPCC  
Clive Barker - OPPC  
Ryan Hartley – OPCC  
Prof Allan Johns – OPCC

Kevin Fielding – Wiltshire Council

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#### **57 Apologies for Absence**

Apologies were received from Cllr Peter Hutton (Cllr Sue Evan subbing)

#### **58 Minutes and matters arising**

##### **Decision:**

- **The minutes of the meetings held on the 14 June and 1 August 2018 were agreed as a correct record and signed by the Chairman.**

#### **59 Declarations of interest**

Anna Richardson declared an interest as she was a former Special Constable with an ongoing compensation claim against Wiltshire Police.

## 60 **Chairman's Announcements**

### Appointment of Co-opted Independent Members

Co-opted Independent Members of the Wiltshire Police and Crime Panel were appointed for a four year term, the term for the previous two co-opted members came to an end over the summer of 2018 and a fresh appointment process was undertaken.

### **Decision**

- **That the Police and Crime Panel agrees with the recruitment panel recommends that Anna Richardson and Mamie Beasant be appointed Independent Co-opted Members of the Panel for a 4 year term.**

It was noted that Wiltshire Police would be interviewing candidates for the post of Chief Constable. Interviews would take place on Monday 26 November. It was planned that the PCP would hold a Confirmation Hearing some five days later.

## 61 **Public Participation**

There was no public participation.

## 62 **PCC Annual Report**

The PCP were asked to approve the draft version of the PCC Annual Report 2017-18.

The report (contained in the agenda pack), outlined annual financial information and aspects of the Commissioner's statutory functions.

It identifies the highlights of the year, areas to improve, progress against his plan and future challenges and opportunities.

The Chairman advised that he felt the document was an attractive document to read – a step forward – and he was pleased to see that most of his suggestions on the draft had been adopted in this final version.

It was felt that the report should perhaps flag up some of the Force's successes, such as the benefits of the sales of property confiscated from criminals.

The report was noted and recommended for publication.

## 63 **Quarterly data (Q1)**

The Commissioner outlined a report setting out his quarterly performance data – Quarter One 2018-19 (1 April to 30 June 2018) contained in the agenda pack.

Points made included:

- That there were 10,916 crimes recorded during quarter one and 43,646 in the 12 months to June 2018.
- This represented an increase of 1,112 recorded crimes (2.6 per cent) compared to the previous 12 months.
- The recorded crime rate per 1,000 population for Wiltshire in the year to June 2018 is 60.9 crimes. This was below the most similar group (MSG) average of 69.5 crimes per 1,000 population and was statistically lower than peers
- That Wiltshire had the 2nd lowest homicide rate and 3rd lowest most serious violence rate in the country.
- That Wiltshire was lower than average with respect to robbery, knife and gun crime, ranked 20th, 17th and 18th respectively.
- That the recent Salisbury and Amesbury incidents had cost Wiltshire Police some 10m, some funding would be received from Central Government to offset this. The commissioner was pursuing this matter.

Members asked if the Hate Crime spike referred to in the report was Brexit related and what were Wiltshire Police's plans for the possible loss of the European crime database after Brexit. The Commissioner advised that conversations were happening at operational level re these issues.

The Chairman advised that he found the section "General confidence in the Police" confusing. Kieran Kilgallen advised that more information would be provided by the OPPC to clarify this section.

The Chairman thanked the OPPC for the report.

## 64 **Deep dive into Priority 1**

Deep Dive section on Police and Crime Priorities - Priority 1 - Prevent Crime and keep people safe.

The Commissioner outlined the report, which was contained in the agenda pack.

Points made included:

- That the take up of Community Messaging had been slower than anticipated.
- That some 350 Special Constables was now the resourced level. The force would continue to recruit and replace as specials went on to become regular officers.

Cllr Jonathon Seed raised the question, as to why the Commissioner had attended only a small number of Wiltshire Council Area Boards. The Commissioner advised that a Deputy Commissioner had now been appointed to help with his workload and increase the OPCC presence at Area Boards etc.

Cllr Junab Ali made the point that he felt the Commissioner had made the effort to have a presence in Swindon and other areas.

The Chairman thanked the Commissioner for the report.

## 65 **Budget Monitoring report/PCC Risk Register/Complaints Report**

Budget Monitoring Report

- The report was noted.

PCC Risk Register

- After discussion the report was noted.

Complaints Report

- The report was noted.

It was felt that the report could be more readable and useful to panel members if it wasn't filled with redactions. The Chairman hoped that a way could be found to make future report more readable to the panel members.

The Community Policing Team Resource Framework report was noted.

The Chairman advised that this would be the subject of a detailed paper and discussion at the December meeting.



- The report was noted.

The Chairman thanked Clive Barker and Prof Allan Johns for their reports.

66 **Member questions**

The report was noted.

67 **Forward Work Plan**

The Forward Work Plan was noted.

68 **Future meeting dates**

- The next meeting of the Police and Crime Panel will be on 6 December 2018 – Civic Offices, Swindon

(Duration of meeting: 10.30 am - 1.00 pm)

The Officer who has produced these minutes is Kev Fielding, of Democratic Services, direct line 01249 706612 or e-mail [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

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

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

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



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## **Introduction by Commissioner Angus Macpherson**

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

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

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

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

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

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

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

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

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

#### **HMICFRS Inspections**

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

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

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

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

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

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

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

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







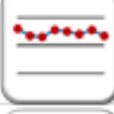
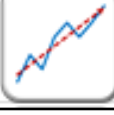
Both the Chief Constable and I are determined to continue to provide an excellent service to our local communities in Wiltshire and Swindon and we are looking to complement the CPT model through the enhanced resources we'll have available.

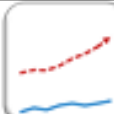

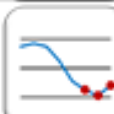
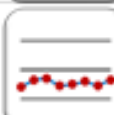
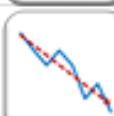





**Angus Macpherson**  
**Police and Crime Commissioner for Wiltshire and Swindon**  
**November 2018**


































## Performance dashboard Key

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Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last 8 months have all been above the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Increasing

	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have all been below the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Decreasing
	The Rolling 12-month trend, for the past 12 months, is significant and Decreasing
	Does not trend with Peers
	No data has been recorded for this measure for at least 12 months

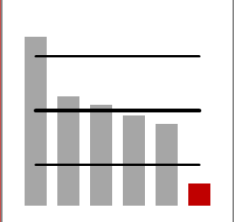
## Performance dashboard

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

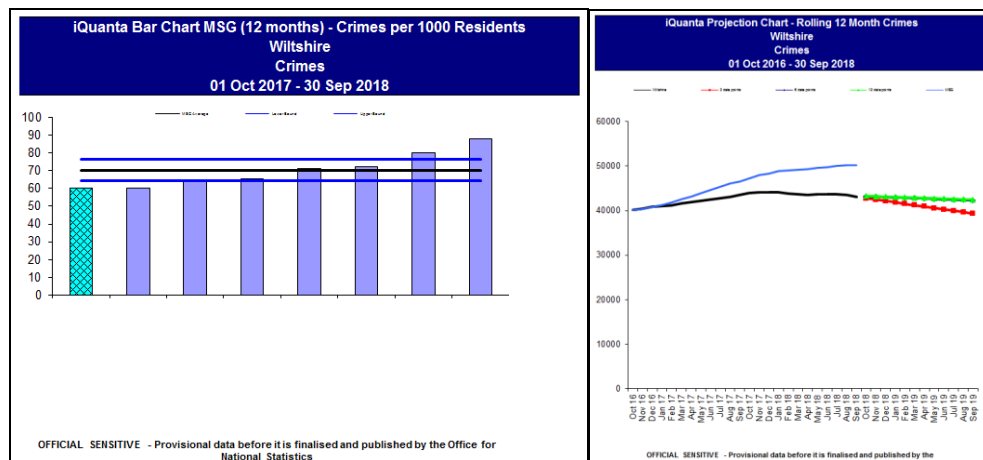
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## 1. Prevent crime and keep people safe

Crime volume	Q1. 10,916 - 43,646 rolling 12 months Q2. 11,123 – 43,070 rolling 12 months	
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1. There were 11,123 crimes recorded during quarter two and 43,070 in the 12 months to September 2018.
2. This represents a reduction of 536 recorded crimes (1.2 per cent) compared to the previous 12 months.
3. The recorded crime rate per 1,000 population for Wiltshire in the year to September 2018 is 60.1 crimes. This is below the most similar group (MSG) average of 70.1 crimes per 1,000 population and is statistically lower than peers, as shown in the chart below:



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

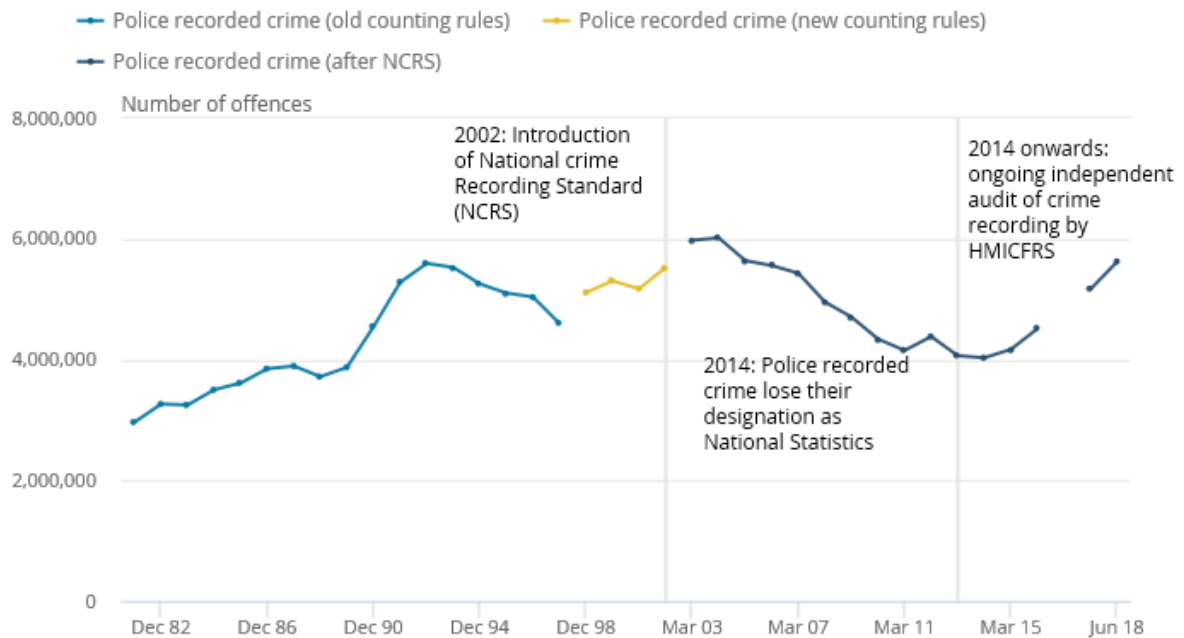
4. The latest national crime statistics publication<sup>1</sup> cites that for many crime types, police recorded crime statistics do not provide a reliable measure of levels or trends of crime. This is particularly in relation to the improvements to crime recording practices being adopted up and down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

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

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

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

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



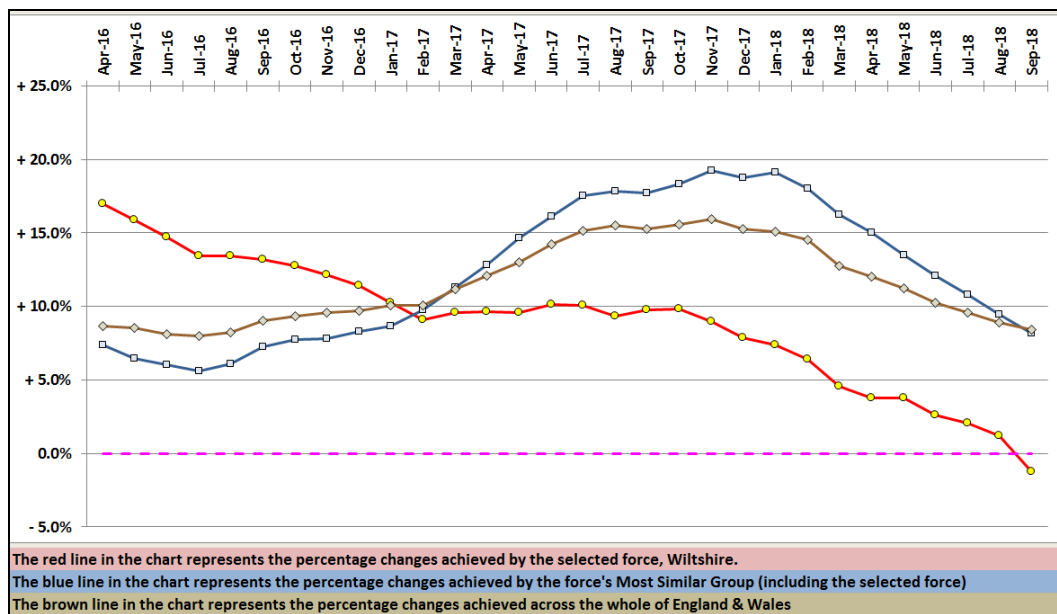
**Source: Police recorded crime, Home Office**

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

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

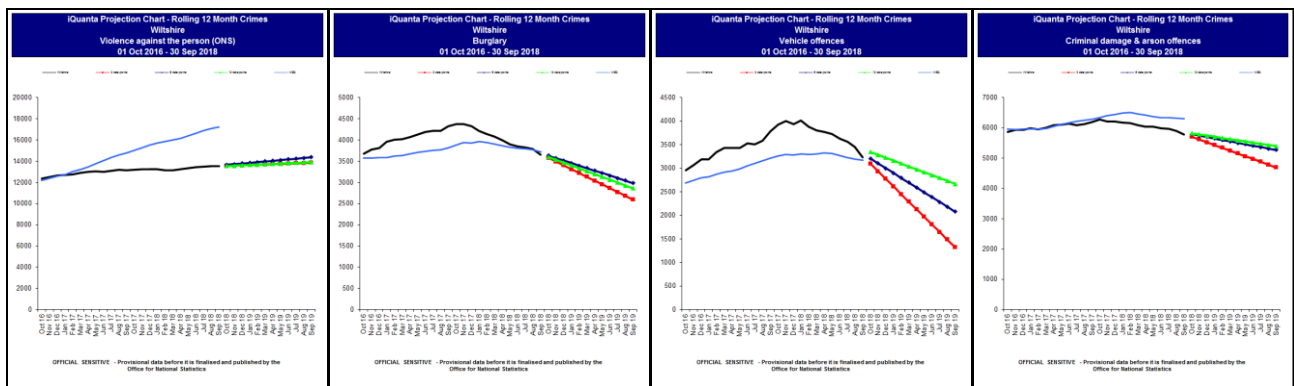
*Regional and peer group recorded crime volume*

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



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

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



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

<p>Crime recording compliance rate</p>	<p>Q1: 89.1 per cent Q2: 93.8 per cent</p>	
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- 12. Wiltshire Police and the Office of the Police and Crime Commissioner (OPCC) are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.
- 13. By recording crimes correctly, victims receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local communities; PCCs, forces and their partners can fully understand the extent of demands made on them and Government policy can be developed to reduce crime.
- 14. Increasing the focus on recording crimes properly does result in an increase in the recorded crime levels, and this is seen across the country and has been previously reported. In this context, increasing crime levels due to improved crime compliance is

a good thing.

15. To achieve this, a Crime and Incident Validation Unit (C&IVU) was created with the sole purpose of reviewing all crimes and specific incident categories which may risk inaccurate recording to enable compliance with national standards, swift correction of any errors identified and timely feedback to staff. The nature of these audits vary between each report to ensure as many high risk recording categories are monitored. Consequently, this measure will not be directly comparable for each quarter.
16. The audit during September reviewed 613 crimes and incident records and 93.8 per cent were compliant with national crime recording standards (NCRS) and Home Office counting rules (HOCR).
17. This is an improvement on previous audits but is still below the internal desired standard. This continues to be an area of focus and investment.

<p>Cyber flagged + key word</p>	<p>Q1: 615 crimes – 2,167 rolling 12 months Q2: 725 crimes – 2,364 rolling 12 months</p>	
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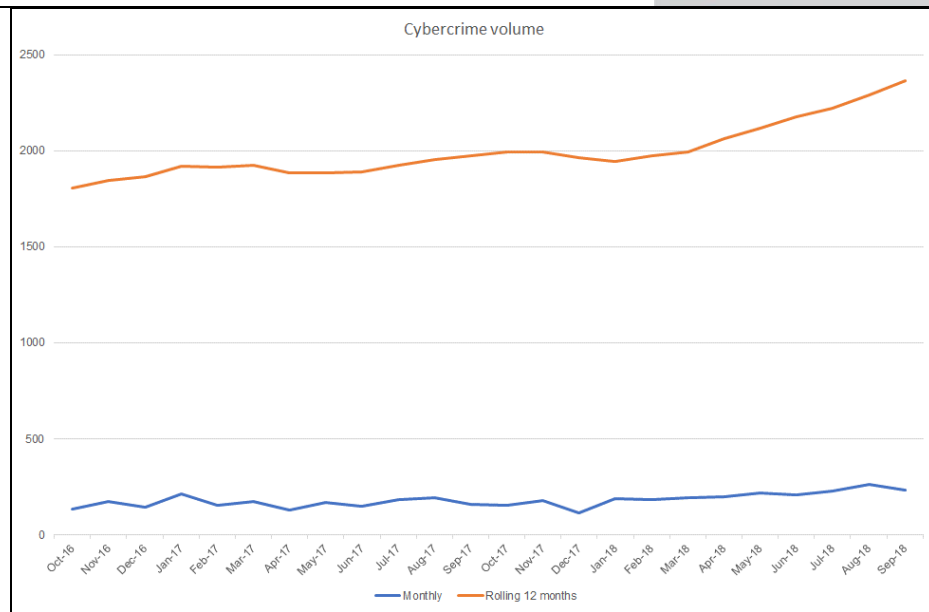
18. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

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

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

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

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

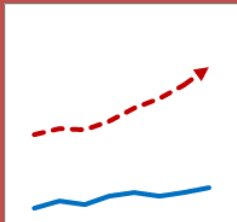


*Cybercrime monthly volume up to September 2018*

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

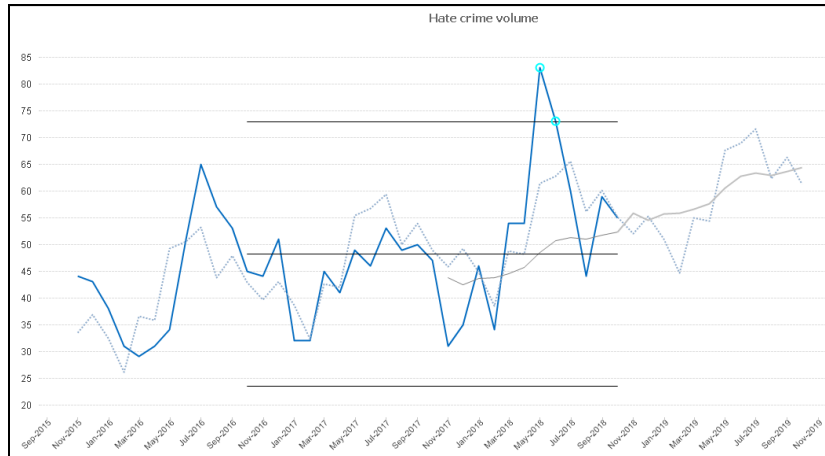
21. The Force has developed a 21 point plan to improve its cyber capabilities. The first area of risk being addressed is inaccurate and missing data. There has been a push to train and educate staff, particularly those within the crime and communication centre and sergeants and this has resulted in improved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

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

<p>Hate crime</p>	<p>Q1: 210 hate crimes - 609 crimes rolling 12 months          Q2: 163 hate crimes – 620 crimes rolling 12 months</p>	
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22. The overall volume of hate crime reported has remained relatively stable for the last two years. There were 620 hate crimes reported in the year to September 2018. This compares to 537 hate crimes in the year to September 2017 (an increase of 83

crimes; 15.5 per cent).



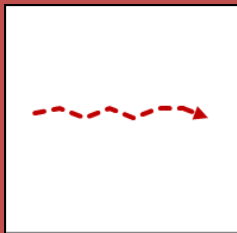
*Hate crime to September 2018*

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

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

31. Analysis of this crime type is considered in fortnightly tasking meetings chaired by superintendents where the Force's key local threats, harm and risk are discussed alongside key events covered by the media.

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

<p>Positive Outcome ratio*</p>	<p>13.9 per cent rolling 12 months* *Correct as of 14/11/18</p>	
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\*Note that this measure now represents a ratio rather than a rate, to bring it more in line with the Home Office methodology for reporting outcomes.

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

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

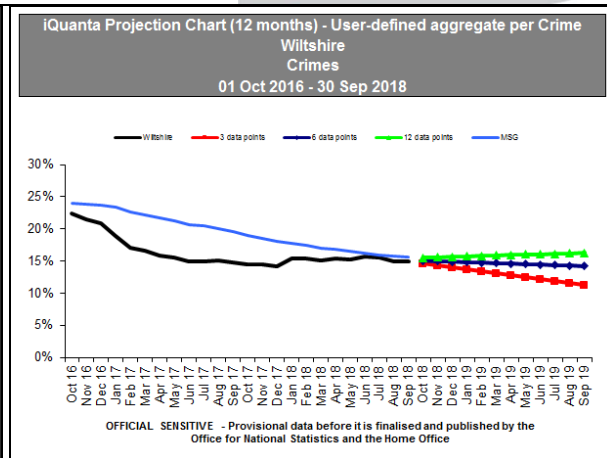
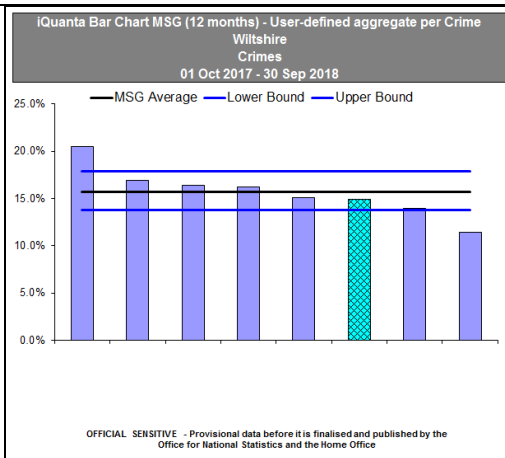
35. The methodology for the outcome ratio is to understand the current investigation status of the crimes recorded within the given time period. This factors in the current status of the investigation (under investigation or finalised) and the timeliness with which investigations are completed, as well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

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

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

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





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

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

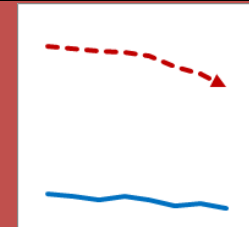
Home Office Crime Group	Positive Outcome Ratio	Under Investigation	Undetected	Cancelled
Drug Offences	68%	23%	5%	3%
Possession Of Weapons	45%	23%	26%	6%
Miscellaneous Crimes Against Society	23%	27%	33%	17%
Theft	17%	8%	74%	0%
Public Order Offences	17%	16%	65%	1%
Violence Against The Person	13%	16%	66%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

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

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

Anti Social Behaviour Volume

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



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

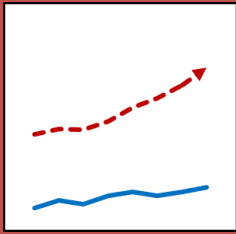
46. There were a total of 16,405 ASB incidents reported in the 12 months to September 2018 which equates to a five per cent decrease on the 17,215 incidents recorded in the 12 months to September 2017.

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



*ASB and crime volume trend comparison – z score*

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

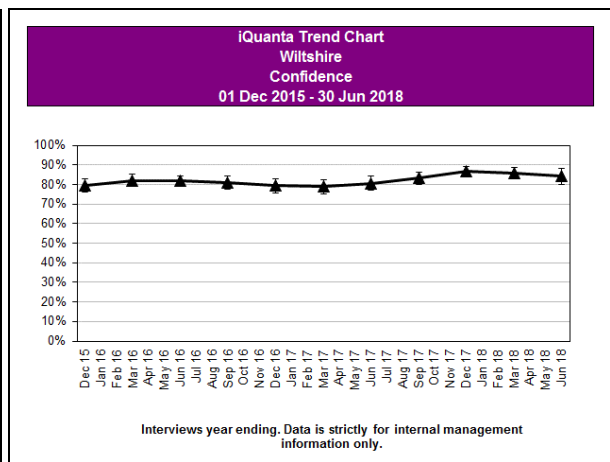
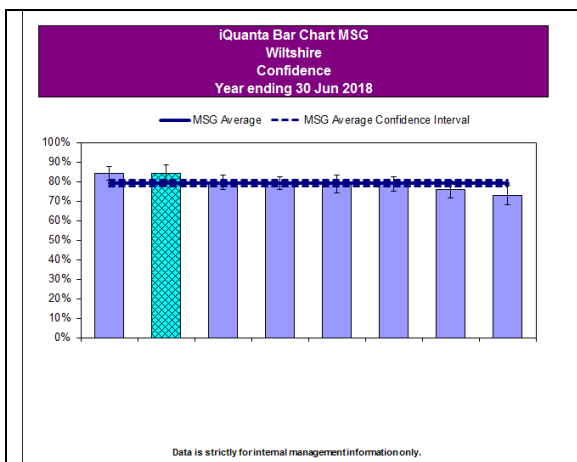
Overall confidence with the police in this area	84.3 per cent (±4.1 per cent) 12 months to June 2018	
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49. This measure is usually informed by the Public Opinion survey which I commissioned twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.

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

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

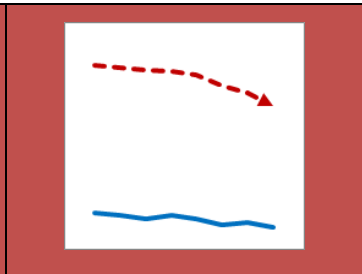
- 52. The survey asks members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.
- 53. The CSEW data for the 12 months to June shows 84.3 per cent ( $\pm 4.1$  per cent) of respondents have confidence in Wiltshire Police.
- 54. This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



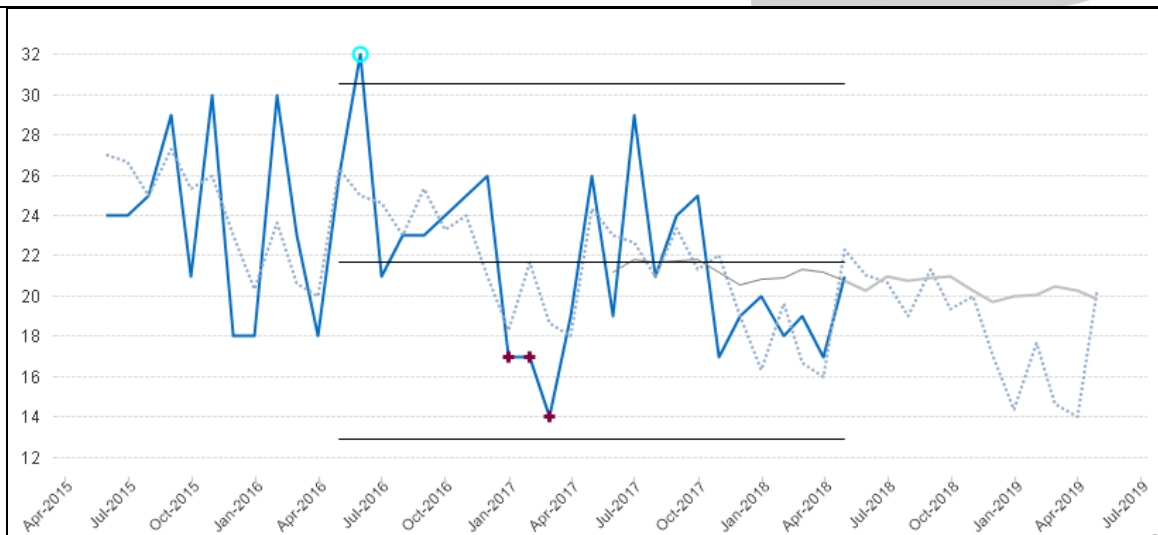
*CSEW Public Confidence – 12 months to June 2018*

Killed and seriously injured (KSI) - Collisions

249 collisions – 12 months to June 2018



- 55. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI). This is monitored by the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.



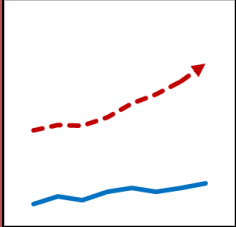
*The discrete monthly volume and rolling 12 month trend of KSI collisions*

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

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

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

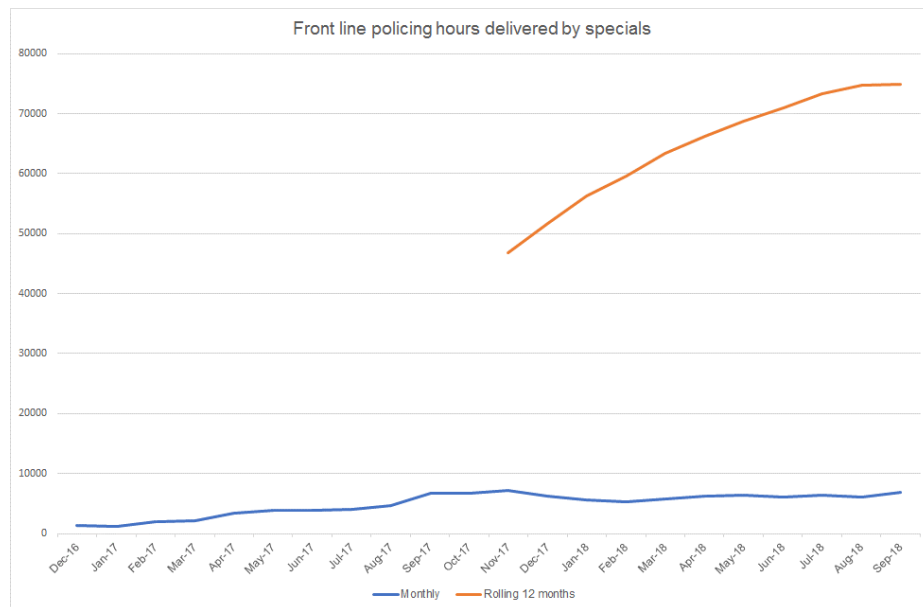
59. Therefore, there is no data available to report on for quarter two 2018-19.

Special Constables hours deployed	Q1: 18,712 hours deployed Q2: 19, 293 hours deployed	
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60. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.

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

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




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

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

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

and recognised by Assistant Chief Constable Gavin Williams.

<p>Number of Volunteers in post</p>	<p>Q1: Total (incl N/A*) – 168 Q2: Total (incl N/A) - 174 *Non Police Personnel Vetting</p>	
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65. My office and the Force are committed to promoting volunteers across the organisation.

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

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

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

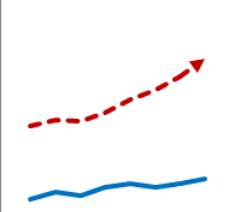
69. They are spread across many departments of which a breakdown is provided in the table below.

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

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

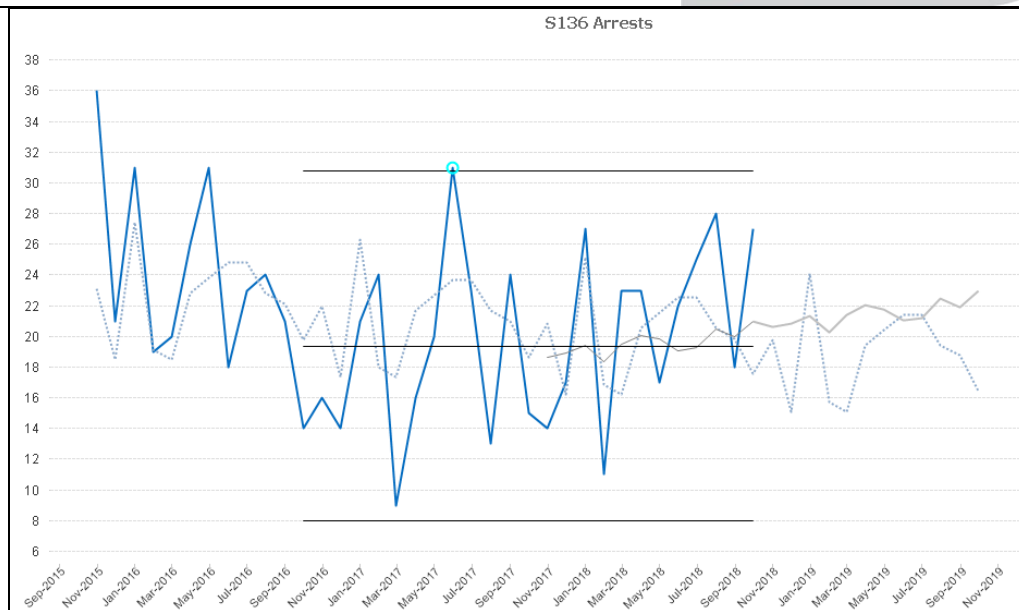
- 70. During quarter two, volunteers supported the Women in Leadership event in Swindon.
- 71. There have been four new roles advertised supporting special property, tape libraries, Force disclosure and recruitment.
- 72. We hosted the South West Region Special Constabulary and Police Support Volunteer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

## 2. Protect the most vulnerable in society

Section 136 arrests	Q1: 62 Q2: 71	
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- 74. It is acknowledged that the nature of vulnerability is wide ranging. There are many measures which are used to understand how effective the Force is at protecting the most vulnerable people in society.
- 75. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB) on which my office is represented.
- 76. The VDB is chaired by an Assistant Chief Constable (ACC) and exists to provide the appropriate governance arrangements and oversight of 19 strands of vulnerability.
- 77. Section 136 (S136) is part of the Mental Health Act (MHA). The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control.<sup>2</sup>
- 78. There were 71 S136 MHA arrests during quarter two.





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

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

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

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

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

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

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

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

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

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

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

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

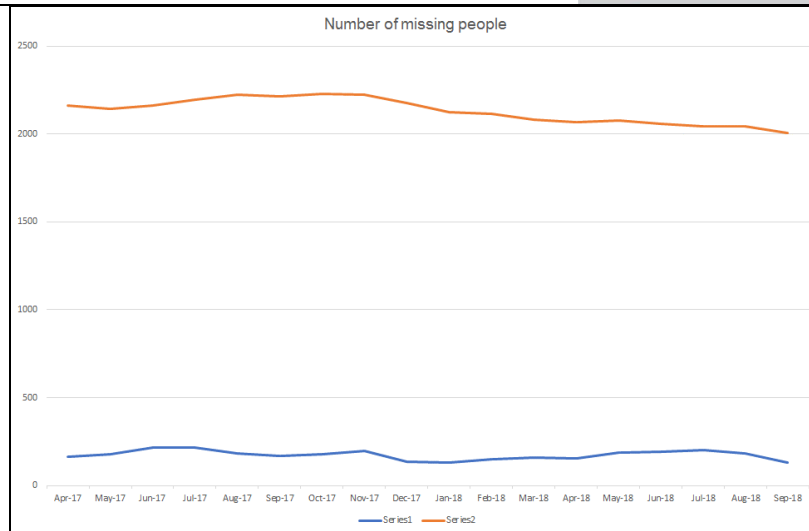
<p>Number of missing individuals</p>	<p>Q1: 537 Individuals Q2: 517 individuals</p>	
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87. This measure represents the total number of **individuals** who have been reported as missing, not the total number of **incidents**.

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

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

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



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

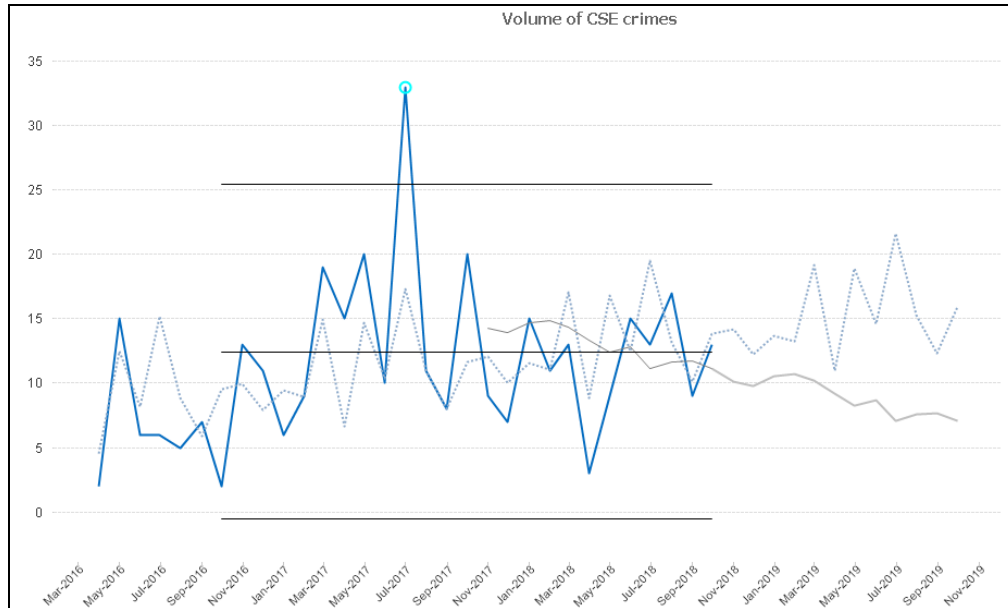
- 91. In August, there was a spike in the volume of missing incidents involving high risk missing adults. This was in part due to the prolonged summer period and six high risk missing people going repeatedly missing.
- 92. The Force has made good progress with the role out of the `Herbert protocol`,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

Volume of Child Sexual Exploitation (CSE) crimes	Q1: 27 crimes Q2: 39 crimes	
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- 94. Since April 2016, the trend of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of 11 crimes tagged with a CSE marker per month. Although the figures are low, the impact on the victim and others affected is very high and is

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

consistently prioritised within the Force.



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

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

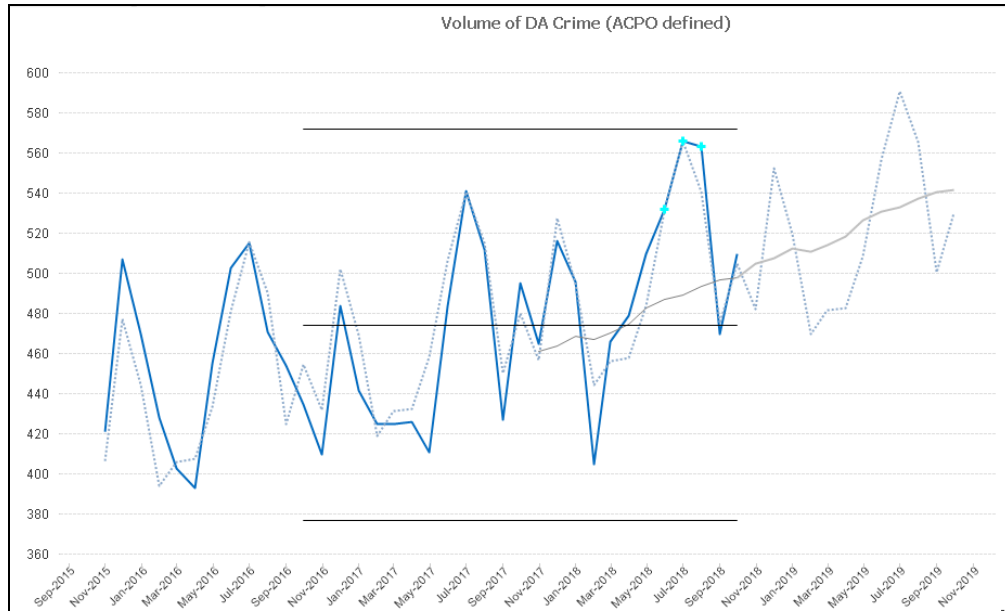
96. National research suggests that the gradual increase of CSE tagged crimes is because of staff getting better at recognising and identifying the threat, harm and risk of CSE and tagging the appropriate crimes as such.

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

<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,525 crimes; 5,848 rolling 12 months Q2: 1,599 crimes; 5,963 rolling 12 months</p>	
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98. The trend for the volume of domestic abuse (DA) crime shows a gradual increase over time.

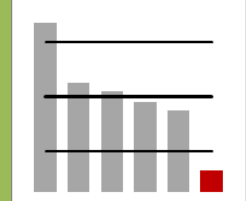
99. There were 5,963 DA crimes reported in the 12 months to September 2018. This compares to 5,422 in the year to September 2017 which is an increase of ten per cent (541 DA crimes).



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

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

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

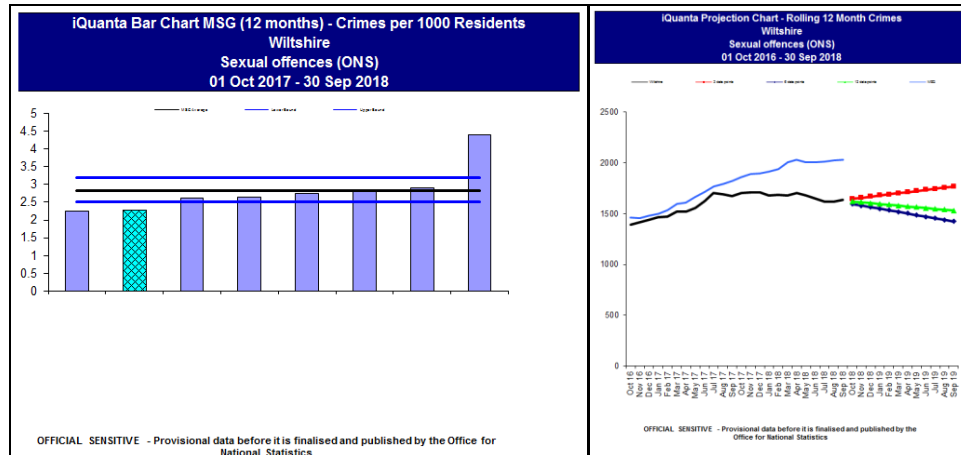
<p>Volume of sexual offences (recent/ non-recent)</p>	<p>Q1: 439 crimes – 1,650 rolling 12 months Q2: 432 crimes – 1,702 rolling 12 months</p>	
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102. Nationally, the volume of recorded sexual offences continues to increase (14.1 per cent), with 38 of the 43 forces recording more offences in the 12 months to September 2018.

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

months.

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



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

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


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

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

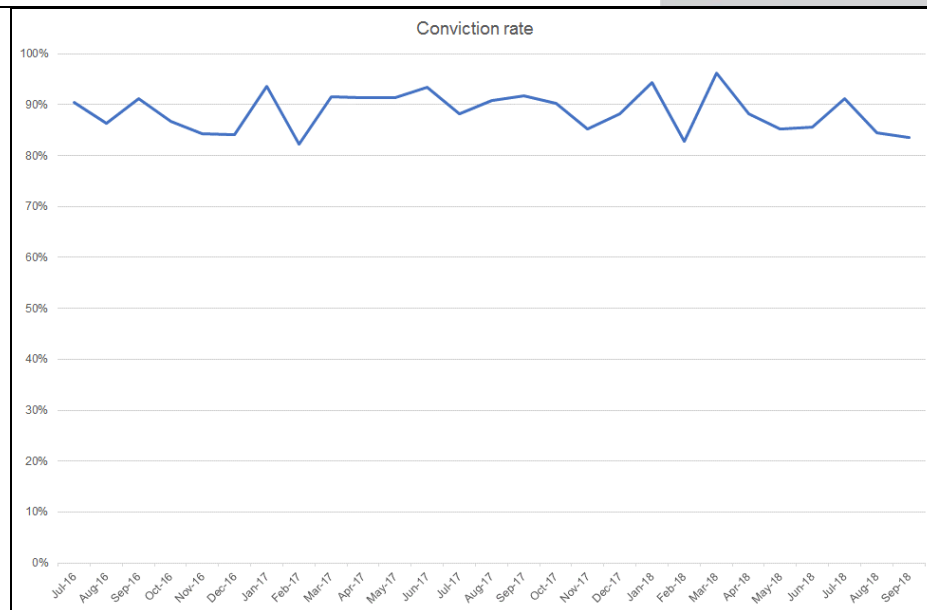
### 3. Put victims, witnesses and communities at the heart of everything we do



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

Conviction rates	Q1: 86 per cent Q2: 86 per cent	
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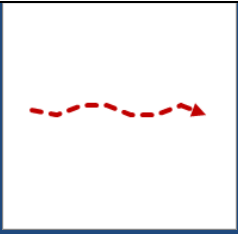
- 112. The long-term trend for the perceptage of convictions in Wiltshire courts is relatively stable.



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

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

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

<p>Restorative Justice (RJ)</p> <p>Level 1</p>	<p>Q1: 117</p> <p>Q2: 94</p>	
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115. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)<sup>3</sup> as follows:

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

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

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

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



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

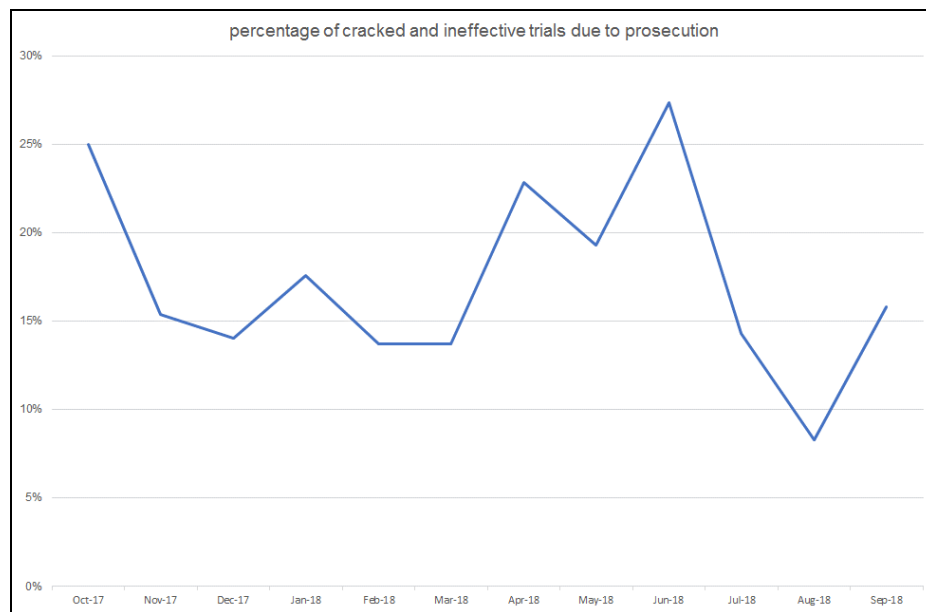
117. During quarter two, 94 community resolutions were issued that included RJ level one and a total of 412 in the 12 months to September 2018.

<sup>3</sup> The Ministry of Justice 2015

<https://www.gov.uk/government/collections/restorative-justice-action-plan>

Percentage of trials that are cracked and ineffective due to prosecution reasons	Q1: 22 per cent Q2: 12.5 per cent	
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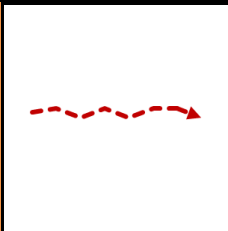
118. There were 328 trials listed during quarter two, of which 101 were cracked or ineffective and 41 of these were due to prosecution reasons.



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

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

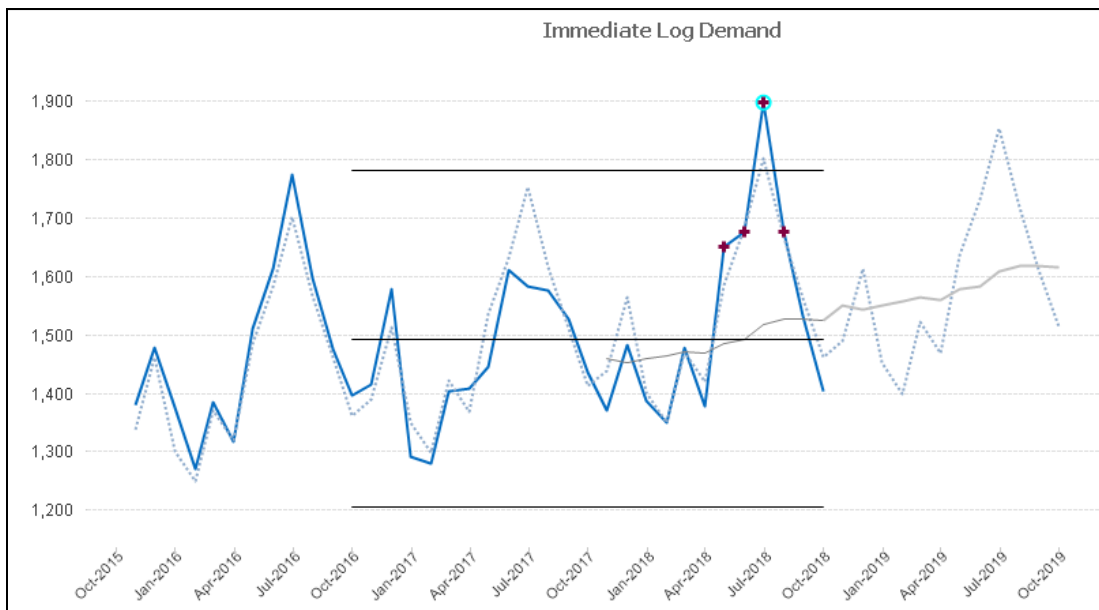
#### 4. Secure a quality police service that is trusted and efficient

Response time (average)	<b>Immediate</b> Q1: 10 minutes 23 seconds Q2: 10 minutes 36 seconds	<b>Priority</b> Q1: 52 minutes 21 seconds Q2: 55 minutes 56 seconds	
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120. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

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

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



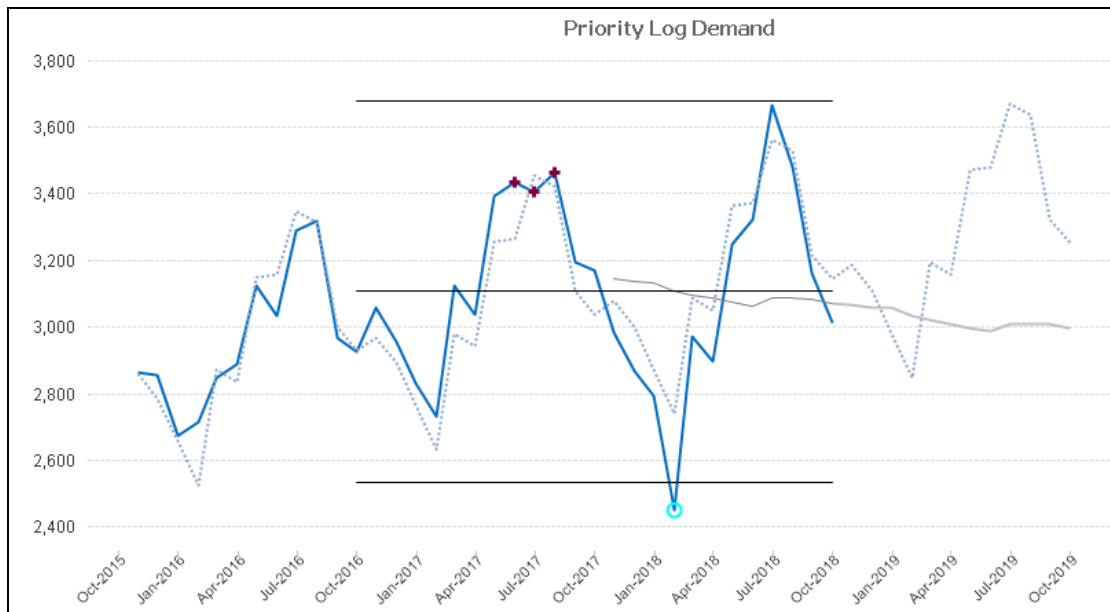
*Immediate response demand by month*

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

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

estimated time of arrival of within one hour is given.

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



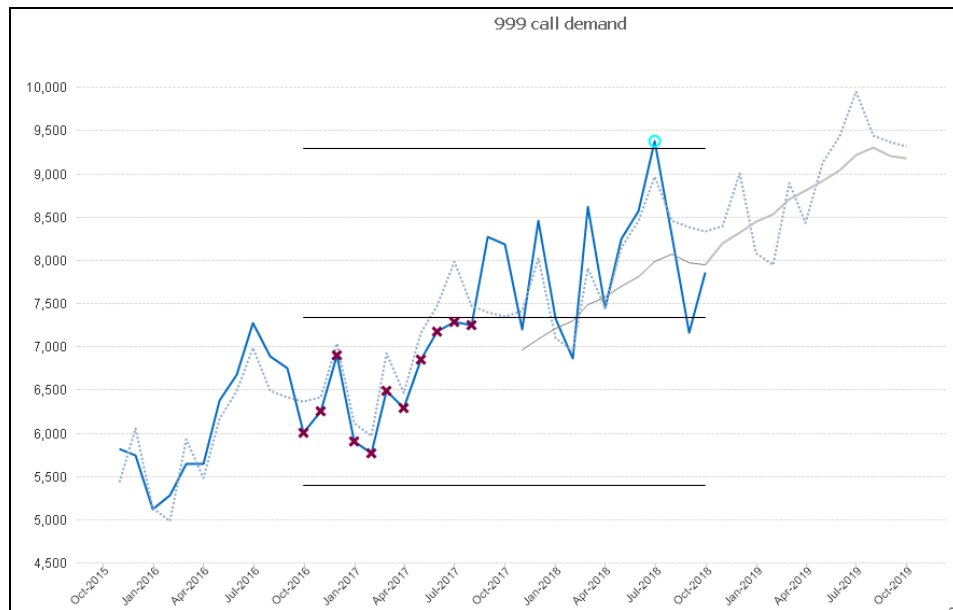
Priority response demand by month

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

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

Average time to answer 999 calls	Q1: 4 seconds Q2: 3 seconds		
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128. During quarter two, 24,825 999 calls were received and answered within an average of three seconds. This is exceptional performance given that in July, Wiltshire Police received the highest volume of 999 calls on record.



*Volume of 999 calls answered*

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

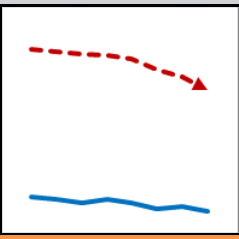
130. During the summer 2018, there was the exceptional weather, the FIFA World Cup and also other local events.

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

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

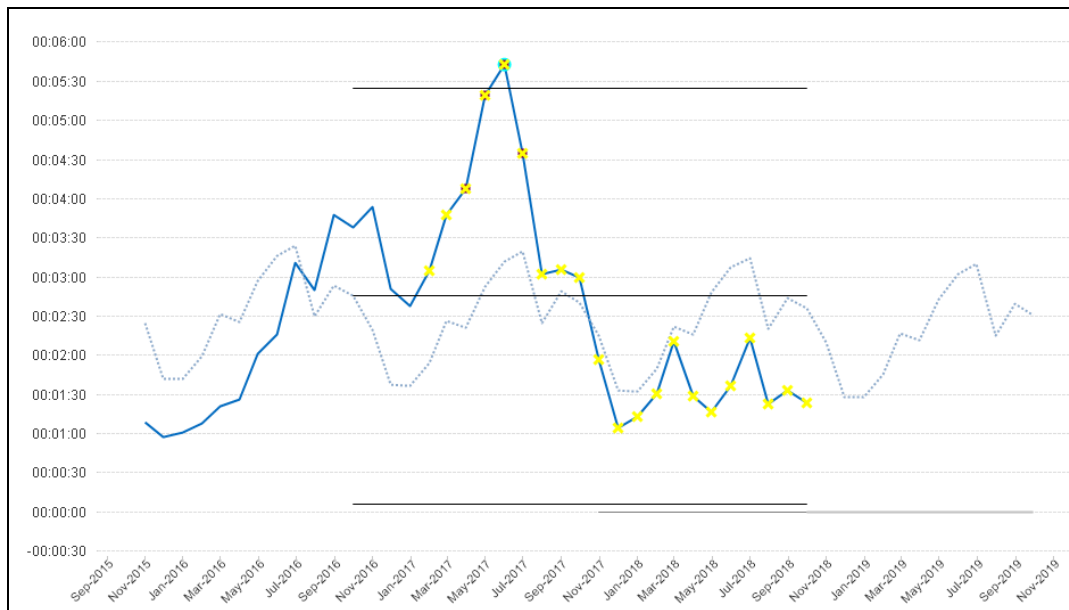
133. This increase is in line with research which shows that 999 calls are increasing across England.

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

<p>Average time to answer Crime and Incident Bureau (CRIB) calls</p>	<p>Q1: 1 minute 28 seconds Q2: 1 minute 43 seconds</p>	
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135. A total of 41,570 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter two.

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

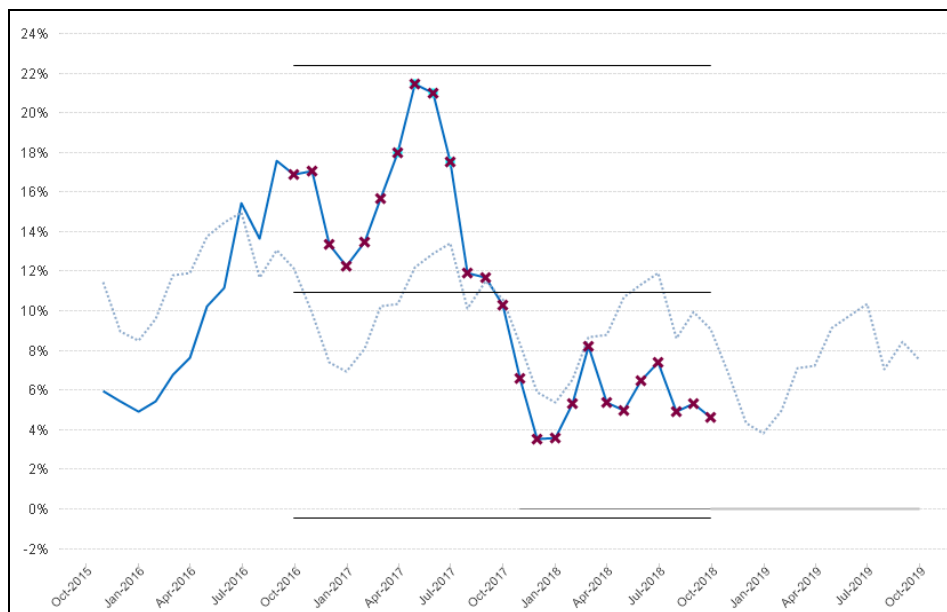


*Average CRIB call answer time*

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

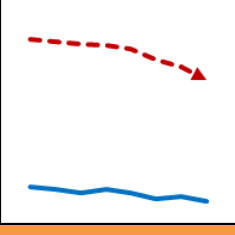
<p>Crime and Incident Bureau (CrIB) abandonment rate</p>	<p>Q1: 5.6 per cent Q2: 5.9 per cent</p>	
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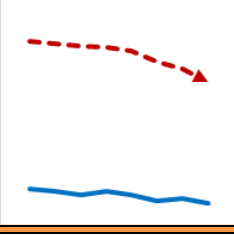
- 138. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon their call before it is answered.
- 139. The abandonment rate has significantly reduced and performs below expected forecasts.
- 140. The abandonment rate for quarter two 2018-19 was 5.9 per cent. This is significantly lower than the 20.2 per cent for the same quarter in 2017. This is reflective of the improvements made under the Crime and Communications Centre Improvement Programme (CCCIP) and the resourcing which is now better aligned to demand.



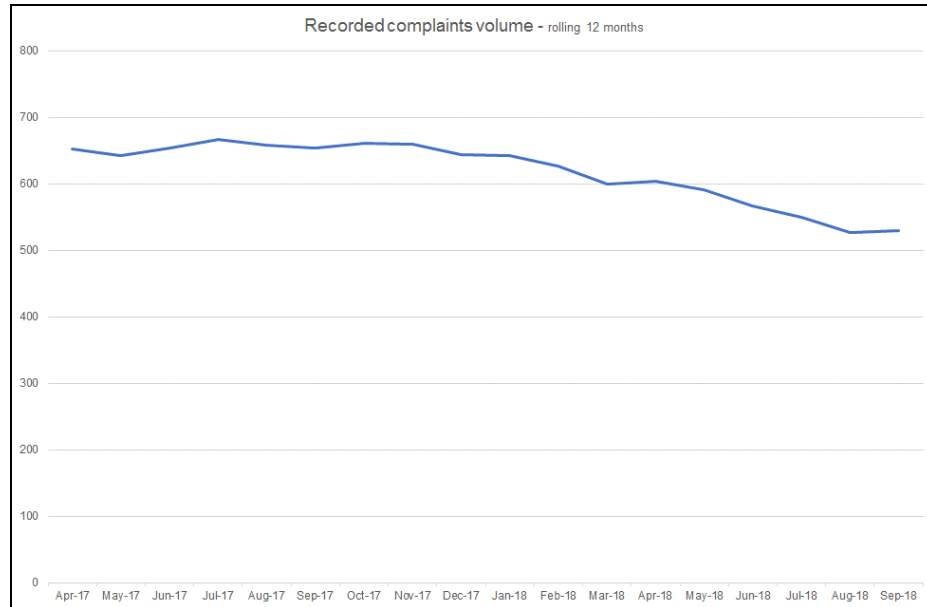
*Percentage of CRIB calls abandoned*

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

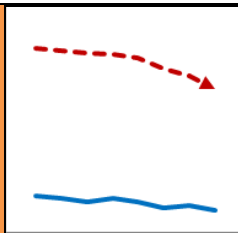
<p>Quality of full files (error rate)</p>	<p>Q1: 1.5 per cent Q2: 0 per cent</p>			
<p>142. This measure relates to an internal assessment of the quality of full files which the Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded not guilty at the first hearing. Consequently, the defendant will be put forward for a trial and a full file will need to be produced to proceed with the judicial process.</p> <p>143. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.</p> <p>144. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments. Updates are provided to managers on a fortnightly basis to ensure feedback is delivered quickly.</p> <p>145. There were 173 full files sent to the CPS in quarter two, of which zero had an unsatisfactory grading.</p> <p>146. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.</p>				

<p>Volume of complaints</p>	<p>Q1: 122 Q2: 131</p>			
<p>147. There were 131 complaints recorded during quarter two and 529 in the 12 months to September 2018.</p>				

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



*Recorded complaint volume rolling 12 months*

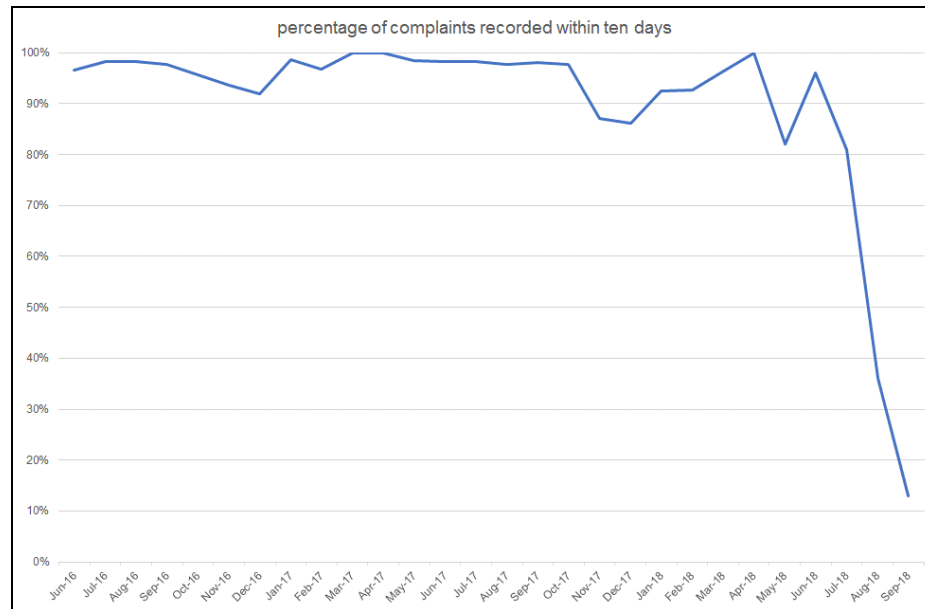
<p>Percentage of complaints recorded within 10 days</p>	<p>Q1: 93 per cent Q2: 48 per cent</p>		
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149. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

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


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



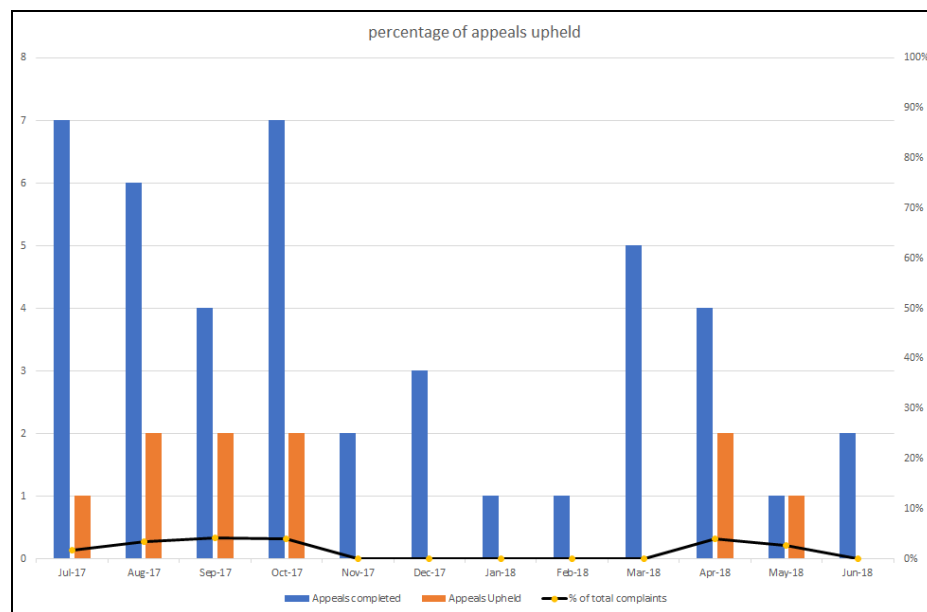


*Percentage of complaints recorded within ten days*

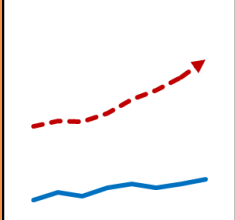
- 152. The average number of days it took Wiltshire Police to record a complaint throughout quarter two was 12 days.
- 153. The reduction in performance is as a result of resourcing challenges. The current position will improve as there are two new members of staff in post; however a return to the previous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

Percentage of complaint appeals upheld	Q1: 43 per cent (7 appeals completed and 3 upheld) Q2: 50 per cent (4 appeals and 2 upheld)	
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- 156. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.
- 157. If the proportion is consistently high, it would indicate that the outcomes from our complaint processes are not effective.
- 158. For quarter two, four appeals were completed and two were upheld.
- 159. Of the 30 appeals completed in the 12 months to September 2018, 7 were upheld. This represents 23 per cent of appeals and 1.3 per cent of the total number of complaints received.



*Force appeals completed and upheld*

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

## **Service Delivery Plan Priority 2 Deep Dive Summary**

### **Priority 2 - Protect the most vulnerable in society**

#### **Objective One**

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

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

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

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

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

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

information are currently being identified to improve the sharing of information.

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

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

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

A new dedicated cyber team has been created in Force namely the Digital Investigations and Intelligence Unit (DIIU). The unit based at Devizes HQ deals with all aspects of cyber dependent crime and high end cyber enabled crime. It is responsible for providing a holistic approach to victims of cyber and digital crime ensuring we pursue those responsible within our county whenever possible and if not with our partners provide intelligence for wider international enforcement. The team provides prevention advice to victims to ensure they do not become a repeat victim, prepare businesses and individuals for attacks of a cyber nature and prevent those within Wiltshire becoming involved in cyber criminality providing diversion and referral mechanisms in liaison with other law enforcement partners.

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

The team has been working with colleagues from Swindon and Wiltshire councils

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **2.04 Supporting the Chief Constable to implement the systems review of**

**public protection and investigative work to ensure policing services are effectively protecting victims of sexual offences, child sexual exploitation and domestic abuse.**

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

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

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

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

The objective of the review was to:

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

In May 2018 the FIM review team presented their recommendations and findings for the redesign to senior officers and staff, recommending a number of options to allow them to make the best possible decision to future proof Wiltshire's investigative response and protect the public. A partial change option was accepted and after formal consultation of the proposed changes has been finalised it is anticipated that



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

## **Objective two**

### **Reduce demand on local policing by protecting vulnerable people**

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

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

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

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

The Crime Prevention Department within Wiltshire Police has the strategic ownership for Troubled Families. In addition the force employs and manages a full time data analyst, funded by the two local authorities, to support the programme. The role of the analyst is to support the local authorities to identify, select, and allocate families which meet the criteria.

Currently the TFP has a total of 4878 nominals made of 1311 families in Wiltshire and 5200 individuals made up of 1588 families in Swindon.

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

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

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

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

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

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

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

The dedicated co-located teams embedded to safeguard those at risk of Child Sexual Exploitation (CSE) within both local authorities continue to work together alongside partner agencies, the Opal Team in Swindon and the Emerald Team in Wiltshire, with staff from both the Police and Children’s Social Care. Information is shared through these teams to tackle CSE issues from both a prevention and enforcement perspective. In addition the force has commenced predictive analytical work to understand networks of individuals within force systems, connecting children

that may be at risk of CSE and seeking to identify those potentially vulnerable to CSE, prior to any offences or reports. This information is then passed to the CSE teams across the county for triage.

There are two multi agency meetings, one in each local authority, that operate at both a tactical and strategic level. The Swindon Multi Agency Risk Panel (MARP) ensures a coordinated approach is taken when considering and responding to high levels of vulnerability. The MARP focusses on young people who are deemed to be at high or very high risk of sexual exploitation, risks associated with going missing or at high or very risk of being otherwise exploited. In Wiltshire the corresponding partnership meeting is the Multi Agency Child Sexual Exploitation (MACSE). Police and partnership attendance at these meetings has been refreshed to ensure the appropriate representation exists, this includes attendance by Community Policing Team.

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

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

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

Wiltshire Police also undertake significant partnership activity in relation to Domestic Violence (DA). Within Wiltshire, the police lead the Domestic Abuse Conference Call, where on a daily basis DA incident information is shared with partner agency's including Probation, Community Rehabilitation Company (CRC), Avon and Wiltshire Mental Health Partnership (AWP), Army Welfare, Housing, Children Services,

Public Health, Splitz, Salisbury Refuge, Devizes Refuge, Nelson Trust, Troubled Families Programme, Home truths and Turning Point.

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

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

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

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

The Mental Health Control Room Triage (MHCTR) continues to be jointly commissioned by the PCC, Wiltshire CCG and Swindon CCG and remains within the CCC at Police HQ. The MHCTR has continued to improve the reduction of administration of S136s. Police officer feedback continues to be positive, detailing that the MHCTR has saved officers time when attending call-outs for those suffering with mental health issues, and that the expertise and support from the MHCTR is valued. It is agreed that the funding of the MHCTR will continue and work is being done to finalise a Memorandum of Understanding (MoU) between the Commissioners.

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

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

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

The PCC has jointly commissioned an alcohol and substance misuse treatment service, with Wiltshire Council and Swindon Council that is being delivered pan-Wiltshire. The service has been running since April 2018 and is being delivered by Turning Point. The OPCC attended mobilisation meetings and continues to engage with contract monitoring and performance review meetings and regular strategy meetings with both local authorities. Turning Point has now completed their recruitment process for their criminal justice posts and a new rota has been put in place for the four criminal justice team workers to attend custody suites and courts.

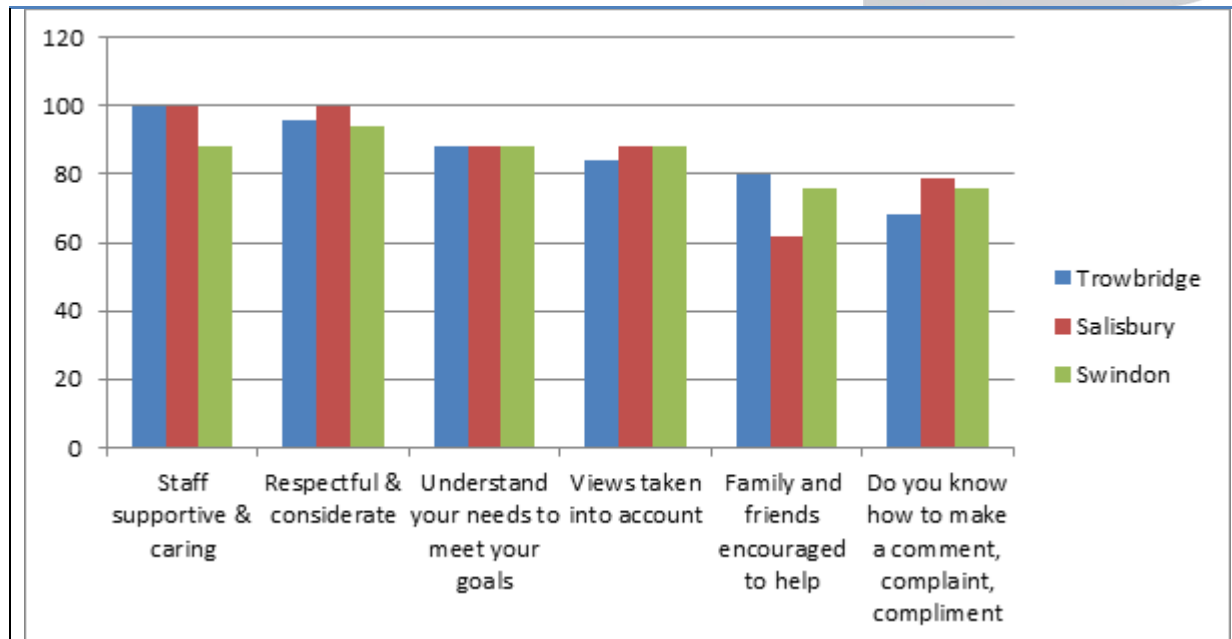
Vacancies within the Engagement and Prevention (Outreach) team have been filled enabling the service to provide an enhanced level of service to Criminal Justice, Older Adults, Military Veterans and service users with Housing needs. Nelson Trust Women’s Recovery Workers are now embedded within the service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

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

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

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

The chart below shows the service user feedback so far.



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

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

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

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

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

The Force have recently employed and trained two Missing Persons Operational

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

Wiltshire is one of a few forces working with the National Crime Agency and Missing People to take part in a new Child Rescue Alert (CRA) pilot. The 16 week pilot concluded on 12th August 2018. Part of the new CRA is that we can elect localised alerts by post code and be more prescriptive over the medium that is employed for the alert – such as the PDA's used by postmen and women. The pilot is in the process of being independently evaluated by the University of Portsmouth which will assist in shaping the next steps. After the independent evaluation is completed UK policing will be consulted as to the direction to take CRA both as a national model and if appropriate on a more local level.

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## **PCC RISK REGISTER**

### **1. Purpose of Report**

- 1.1 To update the Police and Crime Panel on the PCC Risk Register.

### **2. Background and Main Considerations for the Committee**

- 2.1 The risk register is aligned to the lifespan of the Police and Crime Plan (2017-2021) and has been reviewed and updated as at 2 November 2018.
- 2.2 All risks are split into two categories – they are either inherent risks and will remain on the register regardless of score, or topical risks which will be removed when they have a score of 10 or under. This will assist in ensuring focus remains on current risks and what additional mitigations or plans are needed to reduce the score and thus be removed from the register.
- 2.3 The register is a dynamic document and is intended to capture live management of risk and mitigation rather than being a record of all possible risks.
- 2.4 The register is reviewed monthly on an informal basis by the Deputy Chief Executive and formally by CMB on a quarterly basis, usually prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. The Commissioning and Policy Officer has responsibility for the day-to-day management of the register.
- 2.5 Owners for each risk are identified and they are responsible for providing updates on mitigation and score.
- 2.6 The risk appetite remains at 30.
- 2.7 The PCC Risk Register is attached at Appendix A.
- 2.8 Attached at Appendix B is a glossary setting out the meaning of the acronyms used and the scoring brackets for identifying risks as high, moderate, acceptable, or minor.

### **3. Key Risks to Consider – Inherent**

- 3.1 The register identifies eleven inherent risks, five are considered as either minor or acceptable, five are considered moderate, and one is considered major. Details on these risks are provided in Paragraphs 3.3, 3.4 and 5.1 below.
- 3.2 One new inherent risk has been identified and is considered a moderate risk. Further detail is provided in Paragraph 5.1.

### 3.3 Details on the one risk identified as major is:

- *Risk 18: ICT services are not resilient and transformational to support effective and efficient policing*  
Members will be aware of the strategic partnership between the OPCC, Wiltshire Police, and the Council to deliver ICT services. This collaboration has been successful; however the demands for ICT projects in both organisations continue to increase. In the police sector there is an increase in mandating of infrastructure which is causing a degree of divergence. On the Council side ICT projects are required to deliver efficiency projects to assist in improving services and meeting budget shortfalls. These activities lead to a requirement for additional ICT resource. The ability to attract the correct resources is currently being focused on and where possible new resource is being identified; however there remains a shortfall which leads to the identified risk.

### 3.4 Details on the four existing risks considered moderate are:

- *Risk 11: Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats*  
Members will be aware of the impact Op Fairline and Op Fortis has had on the Force. As a result of this the Force is reviewing delivery against the priorities set out in the Police and Crime Plan. It is expected that timescales will be delayed as opposed to the Force not being able to carry out planned work.
- *Risk 12: Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings*  
The Government has recently announced that the employers' contribution to police pensions would be increased to help reduce a national deficit of £417m annually. There is a lack of clarity with how this will be funded in the short and medium term with current information suggesting that a third of the cost in 2019-20 falling to local police budgets. For Wiltshire this equates to an increase in costs of £1m. This was unexpected and has a significant impact on assumptions made for 2019-20 funding. The APCC Chair has written to the Policing Minister in relation to this matter and all PCCs are being encouraged to engage locally with their MPs. As this is a national issue, there is little local control over the matter, resulting in the control score increasing from 2 to 3 and likelihood has been increased by the same amount. This has increased the overall score to 36.
- *Risk 16: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*  
Although early in the financial planning cycle for the 2019-20 budget, the Chief Finance Officer has been made aware that local authorities savings target will increase for the next financial year. It is quite likely, therefore, that decisions will be made by partners impacting upon the work of the PCC and the Force. As a result of this, the likelihood for this risk has increased from 2 to 3 (overall score now 24 from 16).
- *Risk 19: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*  
The risk register has been updated following recent developments in relation to Tri-Force. The risk is still considered 'moderate' and scoring is maintained at 18 since last reported to the Joint Independent Audit Committee meeting held on 15<sup>th</sup> November 2018.

#### **4. Key Risks to Consider – Topical**

4.1 The register identifies eight topical risks, two are considered moderate. Details on these risks are provided in Paragraph 4.3 below.

4.2 One new topical risk has been identified and further detail is provided at Paragraph 5.2.

4.3 Details on the three existing risks considered moderate are:

- *Risk T4: Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010*  
The planned internal audit has now taken place which resulted in a 'partial' assurance. This mainly related to a number of HR policies being out of date and requiring review. This work is taking place as a matter of urgency. The OPCC is meeting regularly with HR to discuss progress.
- *Risk T8: Failure to comply with General Data Protection Regulations (GDPR)*  
Work is ongoing to ensure compliance with GDPR.

#### **5. New Risks**

5.1 Two new risks have been identified (one inherent and one topical). The new inherent risk is considered moderate. Further information is provided below:

- *Risk I11: OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies*  
The Deputy Chief Executive is leading on a piece of work to ensure the OPCC has adequate resources to support the Commissioner to meet responsibilities, fulfilling the office's role as system coordinator and service commissioner and in preparation for further devolution of police complaints, criminal justice and probation services. At this stage the work is being scoped and information obtained with comparisons to take place with other OPCCs in due course.

5.2 The other new risk (topical) is considered acceptable but is nonetheless important:

- *Risk T9: Failure to commission service for victims of crime*  
The Commissioner has a statutory responsibility to provide a victims service for victims of crime. All Police and Crime Commissioners have had this responsibility since April 2015. The OPCC is currently in the process of recommissioning this service which is to be in place as from 1<sup>st</sup> April 2019. As can be seen from the risk register a number of mitigation and controls have already been taken and are in place. Due to the tight timescales for implementation, this project is being closely monitored as is this risk.

#### **6. Future Reviews of Risk Register**

6.1 Any amendments required following this meeting will be made at the monthly informal review by the Deputy Chief Executive.

**Naji Darwish**  
**OPCC Deputy Chief Executive**

<b>ACRONYM</b>	<b>MEANING</b>
ACCs	Assistant Chief Constables
APAC <sup>2</sup> E	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BAU	Business As Usual
BUSS	Best Use of Stop and Search
CC	Chief Constable
CFO	Chief Finance Officer
CJB	Criminal Justice Board
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSPs	Community Safety Partnerships
CX	Chief Executive
D&C	Devon and Cornwall
DA	Domestic Abuse
ESN	Emergency Services Network
GCHQ	Government Communications Headquarters
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
JAC	Joint Independent Audit Committee
LA / LAs	Local Authority / Local Authority's
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
PACCTS	Police and Crime Commissioners Treasurer Society
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSOs	Police Community Support Officers
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
PPA	Performance, Planning and Assurance
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SBC	Swindon Borough Council
SCT	Senior Command Team
SW	South West
T/CC	Temporary Chief Constable
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board

risk score 8-17

risk score 1-7

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**WILTSHIRE AND SWINDON POLICE AND CRIME COMMISSIONER DYNAMIC RISK REGISTER 2017-2021**

**Risk Appetite is: 30** (NB: inherent risks will always remain on the register, topical risks with a score under 10 will be removed)

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	Residual Risk Score				Date Reviewed	Summary
						L	C	I	Score		
<b>Inherent Risks</b>											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> <li>Failure to discharge role of PCC</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Damage to partnership relationships</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>P&amp;C Plan integral part of planning cycle</li> <li>P&amp;C Plan reviewed annually</li> <li>P&amp;C Plan agreed as key document for police community safety partnerships and WCJB</li> <li>Informed by CC's operational advice and partnership delivery plans</li> <li>Comprehensive engagement and consultation with the public in developing final P&amp;C Plan</li> <li>Attendance at strategic boards with partners</li> <li>Attendance at Force SD&amp;T where performance is reviewed</li> <li>PCC commissioning of services in addition to policing to support delivery of P&amp;C Plan – 2018-19 commissioning plans agreed</li> <li>Quarterly reporting to the Panel on performance against plan</li> <li>Publication of annual report summarising progress made against priorities and P&amp;C Plan – draft Plan to be considered at September Panel meeting</li> <li>Continue to receive 'good' grading in HMICFRS PEEL inspections</li> <li>Following public consultation, police precept for 2018-19 increased by £12 for Band D property</li> <li>Recruitment of police officers</li> <li>Joint OPCC/Force Awayday held in October</li> </ul>	3	2	4	24	02-Nov-18	Maintain - business as usual
I2	15-May-17	Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> <li>PCC and OPCC failure in statutory obligations</li> <li>Unable to commission required services or provide enough funds to CC to provide efficient and effective police service</li> <li>Unable to deliver P&amp;C Plan priorities</li> <li>Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided</li> <li>Look at borrowing money options – would no longer be debt free</li> <li>Negative impact on future budgets and reserves</li> <li>Impact on Wiltshire public through the services they receive and setting of the precept</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO</li> <li>Member of APCCs / APAC<sup>2</sup>E / PACCTS</li> <li>Horizon scanning database referenced</li> <li>Fortnightly finance meetings between PCC and CFO</li> <li>Collaborations / projects require financial sign-off at CMB</li> <li>Continual review and update working closely with CC</li> <li>Central government determined by Treasury</li> <li>Restrictions on council tax amended, PCCs now able to increase precept up to maximum of £12 per year and for 2019-20 (PCC has held public consultation on proposal and increased precept to maximum limit)</li> <li>Precept consultation conducted January 2018, findings summarised and reported to PCP in February</li> <li>PCC presented his plans for precept increase to PCP at February meeting</li> <li>Work commenced to identify savings requirement - joint OPCC/Force Awayday to be held in October</li> <li>Significant national concerns exist with funding of Police Pensions. Discussions with treasury and Home Office on mitigating impact and risks</li> </ul>	3	3	4	36	02-Nov-18	Increased - due to national issue of funding of police pensions
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> <li>Insufficient resources available</li> <li>Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&amp;C Plan objectives</li> <li>Failure to maximise performance</li> <li>Failure to secure value for money</li> <li>Stifle innovation and creative / effective solutions</li> <li>Failure to comply with legal requirements on procurement</li> <li>Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act</li> </ul>	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> <li>Commissioning Strategy in place</li> <li>Partnership agreements / grant letters issued for each commissioned service outside of the police</li> <li>Commissioned services provided by Wiltshire Police reviewed</li> <li>Regular / Final reports a prerequisite of all commissioned services</li> <li>Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review</li> <li>Monthly Commissioning Update meetings established between officers</li> <li>Constant future planning of allocation of Community Safety Fund and Victims Fund – 2018-19 commissioning plans agreed at February meeting CMB</li> <li>Planning underway for review of services to ensure timely and smooth transition to new provider where necessary</li> <li>Ongoing / New commissioning with LAs meeting all legal and procurement requirements</li> <li>Internal audit reviewed ethical arrangements and gave a 'reasonable' assurance with no significant findings</li> <li>Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings</li> </ul>	1	2	2	4	02-Nov-18	Maintain - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
14	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Fortnightly CMB meetings with CC</li> <li>Attendance at monthly SD&amp;T</li> <li>Review of performance data</li> <li>Regular review of force spend</li> <li>Engagement with public and partners to understand requirement and needs</li> <li>Development of P&amp;C Plan and objectives in consultation with the CC</li> <li>HMICFRS inspections – PEEL efficiency grading published on 9th November 2017, Legitimacy on 12th December, Effectiveness on 22nd March 2018, Wiltshire graded as 'good' in all</li> <li>Working with CC to review all accountable mechanisms to ensure they are fit for purpose</li> <li>DCC/ACC attending all Area Boards</li> <li>OPCC management represented on Specialist Ops Board</li> </ul>	1	2	4	8	27-Nov-18	Maintain - business as usual
15	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies and commissioning of effective services for victims	<ul style="list-style-type: none"> <li>Justice processes become inefficient and not joined up</li> <li>Justice outcomes, victim satisfaction, and care declines</li> <li>Reduced satisfaction and confidence in criminal justice process by victims of crime</li> <li>Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners</li> </ul>	Reputational Operational delivery Performance	<ul style="list-style-type: none"> <li>PCC Chair of WCJB, additional support being provided by OPCC</li> <li>PCC has coordination role across CJS system on behalf of victims</li> <li>WCJB delivering substantial parts of the P&amp;C Plan</li> <li>WCJB action plan in place and being delivered by sub-groups</li> <li>Victims, Witnesses and Most Vulnerable sub group coordinate victim through CJS and CSPs manage offender work</li> <li>RJ strategy agreed by WCJB</li> <li>Partnership working to support delivery of specialist victim services for DA and SA</li> <li>Victim services being redeveloped to further integrate support</li> <li>Work to improve interface between force and CPS to improve efficiency with sexual offences</li> <li>In conjunction with Northumbria OPCC, Wiltshire is coordinating WCJB work to identify areas for improvement in specialist courts and support for victims</li> <li>Improved links and coordination between local and national CJB through APCC and portfolio leads</li> <li>CJBs from other areas been in contact to learn lessons from progress made to date in Wiltshire</li> <li>Performance dashboard now in place</li> <li>WCJB approved first strategy that sets direction for criminal justice agencies</li> <li>Strong relationships with CSPs and YOTs</li> </ul>	2	2	3	12	02-Nov-18	Maintain - business as usual
16	18-Aug-15	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	<ul style="list-style-type: none"> <li>Missed opportunities to collaborate / save money / provide a more efficient and effective service</li> <li>Unexpected detrimental impact on the PCC's ability to deliver the P&amp;C Plan objectives</li> <li>Unexpected detrimental impact on policing affecting funding and police officer time</li> <li>Increase demand on PCC and OPCC staff</li> <li>Increased demand on policing services</li> <li>Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process</li> <li>Negative reaction from the public / media</li> </ul>	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> <li>Regular engagement with LA Leaders</li> <li>Attendance at strategic boards with partners</li> <li>OPCC engagement with partners and stakeholders and attendance at relevant boards</li> <li>Fortnightly meetings of CMB discuss emerging developments with partners</li> <li>Updating and monitoring of Horizon Scanning database</li> <li>Early engagement with LAs and partners to identify and reduce demand on policing services</li> <li>PCC Chairs Tri-Force Board and is supported by CX</li> <li>Investment in mental health collectively worked through to reduce demand on policing</li> <li>Local Authorities have indicated increased savings requirement for 2019-20</li> <li>No formal notification received from partners on where savings are being made</li> </ul>	3	4	2	24	02-Nov-18	Increased (previously 16) - maintain watching brief
17	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> <li>Unnecessary maintenance of surplus buildings and associated utility costs</li> <li>Waste of resources maintaining surplus estate</li> <li>Damage to community relationships</li> <li>Negative impact on CPT and provision of local policing</li> <li>Negative comments from public / local media</li> <li>Underestimate estate requirement and dispose of too much estate</li> <li>Sub-optimal estate provision is ineffective use of resources</li> <li>Loss of opportunity to share properties and associated costs with local partners / communities</li> </ul>	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> <li>PCC's Estate Strategy published and key stakeholders (including the public) notified</li> <li>PCC met with Wiltshire and Swindon MPs to advise them of strategy</li> <li>Estates strategy governance in place and appropriate Boards</li> <li>PCC holding officers to account for delivery of strategy</li> <li>CC has provided operational requirements to PCC</li> <li>Operational requirements developed across all police departments and informed by current and future predicted demand</li> <li>Delivering against Estate Strategy</li> <li>Plans being designed and developed, business cases due</li> </ul>	2	2	2	8	02-Nov-18	Maintain - delivering against strategy



ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
18	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> <li>• ICT vulnerable to cyber attack</li> <li>• ICT is out of date, fails and is unsupported</li> <li>• Missed opportunities of improvement technology</li> <li>• Impacts upon delivering P&amp;C Plan objectives</li> <li>• Use of older / out of date equipment limits capability</li> <li>• Criticism from Government / HMIC and adverse media</li> <li>• Reduced public and partner satisfaction and confidence in PCC and OPCC</li> </ul>	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>• Additional resources required to continue to deliver improvements and efficiency, ability to do this is being reviewed</li> <li>• Strategic work ongoing with WC to identify priorities, timescales and governance – expectation is for improved clarity surrounding ICT</li> <li>• Regular meetings with service providers and increased monitoring occurring</li> <li>• Test incident conducted with GCHQ</li> <li>• Business continuity plans in place for all business areas</li> <li>• PCC identified funds available for specific ICT projects in capital plan</li> <li>• Joint Technology Board meets regularly – PCC, CC, and WC are represented</li> <li>• ICT disaster recovery plan received</li> <li>• Formal agreement with WC for signing, revised version sent end of October 2017, OPCC working to revised version</li> <li>• JIAC received presentation on cyber security at June meeting</li> <li>• Specific resources have been reallocated to manage compliance and updates presented on frequent basis to national accreditors</li> <li>• Op Connect overseeing all ICT issues</li> <li>• Unsuccessful attempts made to breakthrough ICT security wall providing some assurance</li> <li>• Emerging divergence of ICT requirements for Police and local authorities</li> </ul>	4	2	4	32	02-Nov-18	<b>Increased</b> (previously 24) - Gold Group established and working through issues
19	18-Aug-15	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	<ul style="list-style-type: none"> <li>• PCCs or CCs do not agree on a model of collaboration for any particular function</li> <li>• Collaborative partners do not wish to pursue collaborative opportunities</li> <li>• Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public</li> <li>• Reduced influence of PCC to provide local accountability</li> <li>• Effective and efficient service not delivered</li> <li>• Reduced public and partner confidence and satisfaction in PCC and police</li> <li>• Negative reaction from the public / media</li> <li>• Criticism from Government / HMICFRS</li> <li>• Damage to partnership relationships</li> </ul>	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>• Governance arrangements outlined in all collaborative agreements</li> <li>• Performance, finance, and strategic risks are managed at Strategic Board</li> <li>• Collaborative arrangements standing agenda item on CMB</li> <li>• PCC strategic parameters for collaboration set and communicated December 2017</li> <li>• Tri Force reviewed in order to develop closer working for armed response - A&amp;S and Wiltshire will continue to strengthen collaboration on roads policing and dogs</li> <li>• Discussions continue to support through transition period</li> <li>• Benefits of Tri-Force have been challenged in series of management reports as proposed remedial measures would have transferred direction and control and accountability away from Wiltshire PCC / Chief Constable to that of Avon and Somerset. The impact on accountability and governance outweighed the benefits.</li> </ul>	3	2	3	18	27-Nov-18	<b>Reduced</b> (previously 27) - risk reviewed and scoring reduced following strategic seminar
110	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010	<ul style="list-style-type: none"> <li>• Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>• Criticism from Government / HMICFRS and adverse media attention</li> <li>• Damaged relationship and reputation as an employer</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>• Membership of APCC, APAC<sup>2</sup>E, and PACCTS</li> <li>• All HMICFRS reports considered and responded to</li> <li>• Appropriate staffing structure in place with clearly defined roles and responsibilities</li> <li>• PCC staff conduct horizon scanning and provide regular briefings to the PCC</li> </ul>	2	2	2	8	02-Nov-18	<b>Maintain</b> - BAU
111	17-Sep-18	OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies	<ul style="list-style-type: none"> <li>• Failure to deliver statutory responsibilities</li> <li>• Failure to support the PCC to fulfill his role and responsibilities</li> <li>• All risks in every aspect will increase</li> </ul>	Legal Reputational	<ul style="list-style-type: none"> <li>• Annual review of OPCC delivery demands</li> <li>• Policy and horizon scanning for changes in PCC statutory responsibilities</li> <li>• Discussions with PCC and partners on anticipated direction and requirement for officers</li> <li>• Identified gaps to be addressed in next six months</li> <li>• Comparison of resources with other OPCCs</li> <li>• Review national guidance (APCC/APACE)</li> <li>• Results of scoping, identified demands, outcomes of discussions to be fed into planning cycle</li> <li>• Expansion of PCC role - increased devolution from central government (criminal justice / fire governance)</li> <li>• Further refinement of shared service model with Wiltshire Police - provides access to greater range of services than an OPCC can deliver but additional resources required</li> </ul>	3	2	3	18	02-Nov-18	<b>NEW</b>

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
<b>Topical Risks</b>											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> <li>PCC and OPCC failure in statutory obligations</li> <li>Not able to provide enough funds to Chief Constable to provide an efficient and effective police service</li> <li>Unable to commission required services due to reduced funding</li> <li>Unable to deliver P&amp;C Plan priorities</li> <li>Further savings would need to be identified</li> <li>Reduction in reserves</li> <li>Reduced satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO</li> <li>D&amp;C PCC is a member of the Technical Group and PCC able to channel his views through her</li> <li>Review put on hold following announcement of general election and purdah and no further announcement with regard to review - publication of National Audit Office report may reignite this issue</li> <li>PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this</li> <li>Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review</li> <li>£1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16</li> <li>Restrictions on council tax amended with PCCs now able to increase precept up to maximum of £12 per year and for 2019-20 (PCC has held public consultation and increased precept to maximum limit)</li> <li>National report suggests new formula will not be brought in until 2021-22</li> </ul>	2	4	2	16	02-Nov-18	<b>Maintain</b> - review of funding formula on hold
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<ul style="list-style-type: none"> <li>ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage)</li> <li>Commons Public Accounts Committee has been told that ESN will be running in September 2020</li> <li>Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown</li> <li>Negative reaction from the public / media</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Limited control due to national programme</li> </ul>	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> <li>PCCs represented by PCC Katy Bourne on HO Oversight Group</li> <li>National meetings taking place at which police forces are represented</li> <li>CC SW representative – information received more timely and increased force focus</li> <li>Situation reviewed by the Public Accounts Committee and has national profile</li> <li>Updates being received on a regular basis but not providing confidence or clarity on timescales and costs – latest update provided to PCCs at January APCC General Meeting</li> <li>Concerns around devices provided and whether they can deliver the necessary technology</li> <li>Potential for significant cost increases</li> <li>CFO delivered update to JIAC December meeting</li> <li>Refreshed business case, budget and timeline to be produced as part of programme reset – expected later in the year</li> <li>Stop on project team recruitment to limit cost and no longer rolling funds forward</li> <li>New communications expected imminently - still awaiting national guidance and business plan with new costings and timeline</li> <li>Funding allocated in capital plan</li> </ul>	4	4	1	16	02-Nov-18	<b>Maintain</b> - no new information available, awaiting national guidance
T4	18-Aug-15	Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010	<ul style="list-style-type: none"> <li>Failure of the PCC to hold the CC to account</li> <li>Wiltshire Police does not fulfil legal duty and values of organisation</li> <li>Wiltshire Police does not reflect the diversity of the community it serves</li> <li>Failure to identify and respond to demands of diverse communities</li> <li>Reduced public satisfaction and confidence – disproportionate effect in diverse communities</li> <li>Reputational damage to PCC, OPCC and Police</li> <li>Increased risk of HR tribunals and litigation</li> <li>Damaged relationship and reputation as an employer</li> </ul>	Legal Operational Delivery Reputational	<ul style="list-style-type: none"> <li>Assessment undertaken of victim's vulnerability, including aspects of diversity</li> <li>Specialist support services in place for ensuring support for a range of diverse groups</li> <li>Force has S&amp;S policies in place and is BUSS compliant</li> <li>Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures</li> <li>Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity</li> <li>HR Policies set out obligations and procedures to meet Force duties - currently being reviewed due to 'partial' assurance from Equalities audit</li> <li>Recruitment, redeployment and support policies in place</li> <li>Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants</li> <li>Force presented CMB with comprehensive action plan to address areas for improvement</li> <li>PCC receiving monthly briefings on delivery against improvement plan from lead officer</li> <li>Updates will now be provided by exception through the usual performance mechanisms</li> <li>Equalities internal audit will be considered at JIAC November meeting</li> </ul>	2	3	3	18	02-Nov-18	<b>Maintain</b> - audit taken place and 'partial' opinion given

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T5	13-Feb-18	Failure to secure a high-calibre candidate, who shares the ambitions and vision of the PCC, for the role of Chief Constable due to extremely competitive market	<ul style="list-style-type: none"> <li>Decline in force performance</li> <li>Decline in force morale</li> <li>Reputational damage</li> <li>Not delivering or unable to deliver P&amp;C plan</li> </ul>	Operational delivery Performance Reputational	<ul style="list-style-type: none"> <li>T/CC appointed as of 5th March to ensure stability</li> <li>T/CC appointed from within existing leadership team ensuring course and progress maintained</li> <li>APCC working with College of Policing to ensure that the talent pool of applicants is as broad and deep as possible (APCC Police Leadership Portfolio Lead, PCC Dafydd Llywelyn)</li> <li>Advertised nationally, all DCCs/ACCs written to advising them of vacancy</li> <li>Closing date has now passed and interviews will take place in the near future</li> </ul>	2	2	3	12	02-Nov-18	<b>Maintain</b> - to review risk once appointment process begins, the event has been updated following comments made at the March Panel meeting
T6	13-Feb-18	Unable to continue to meet demands of frontline policing	<ul style="list-style-type: none"> <li>Decline in force performance</li> <li>Decline in force morale</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> <li>Service quality decreases and visibility falls</li> </ul>	Operational delivery Performance Reputational	<ul style="list-style-type: none"> <li>Ongoing recruitment of police officers and PCSOs</li> <li>Ongoing review of assets / resources</li> <li>Working towards identifying a maximum level of abstraction for CPTs to ensure policing remains visible</li> <li>Intake of new police officers progressing through training</li> <li>Maintaining 'good' gradings for HMICFRS PEEL assessments</li> <li>Report considered at June Panel meeting on PCC's commitment to maintaining frontline policing</li> <li>Police and Crime Panel scrutiny</li> <li>Impact of Avon and Somerset withdrawing from Tri-Force has been assessed and resilience requirements will be met through recruitment of additional officers. There will be a transition arrangements to ensure all demand is met.</li> </ul>	2	2	4	16	27-Nov-18	<b>Maintain</b> - as at 31st August 2018, 82.8% of resources were deployable
T7	04-May-18	Ongoing Op Fairline / Op Fortis impacting upon community confidence and police resources	<ul style="list-style-type: none"> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> <li>Decline in force performance</li> <li>Decline in force moral</li> <li>Use of reserves</li> </ul>	Financial Operational delivery Performance Reputational	<ul style="list-style-type: none"> <li>£6.6m additional funding provided by government to help cover Op Fairline costs</li> <li>Mutual aid has been instigated helping to limit impact on budgets and reserves</li> <li>Regular media releases published</li> <li>Engagement with public / visits to Salisbury</li> <li>Ongoing management of TOIL / build-up of annual leave -CC has processes in place to address this to minimise impact on policing in 2018-19 and 2019-20</li> <li>Wiltshire reputation and public confidence enhanced by successful dealing with critical incident</li> </ul>	2	3	2	12	02-Nov-18	<b>Reduced (previously 24)</b>
T8	07-Jun-18	Failure to comply with General Data Protection Regulations (GDPR)	<ul style="list-style-type: none"> <li>Failure to comply with legislation</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Criticism from Government / HMICFRS / Internal Audit and adverse media attention</li> <li>Staff and partners lose confidence in PCC, OPCC and Force</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Project Team established</li> <li>Project Team meet bi-monthly</li> <li>Original action plan has been revised and all outstanding tasks have been prioritised and are to be completed within six months</li> <li>Internal Audit have issued a position statement relating to GDPR readiness for both OPCC and the Force</li> <li>Position Statement reported to JIAC meeting held in June</li> <li>Update on GDPR to be provided to November JIAC meeting</li> <li>OPCC internal processes to be reviewed to ensure robustness</li> <li>PCC and CC agreed new structure for Information Assurance which will be in place January 2019 and improve management of this area</li> </ul>	3	3	2	18	02-Nov-18	<b>Maintain</b> - review following update to November JIAC meeting
T9	17-Sep-18	Failure to recommission service for victims of crime	<ul style="list-style-type: none"> <li>Failure to deliver statutory responsibility</li> <li>Damage to reputation of PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> <li>Staff and partners lose confidence in PCC and OPCC</li> </ul>	Legal Reputational	<ul style="list-style-type: none"> <li>Robust commissioning process in place</li> <li>Partnership with SWPPD regards tendering process</li> <li>Engagement with market - market days taken place</li> <li>Regular project meetings taking place / risk review</li> <li>Project team awayday to finalise commissioning approach</li> </ul>	2	2	3	12	02-Nov-18	<b>NEW</b>

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**POLICE AND CRIME PANEL**  
**6 December 2018**

**AGENDA ITEM NO: 8**

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## **COMMUNITY POLICING RESOURCE MANAGEMENT OVERVIEW**

### **1. Purpose of Report**

1.1. This paper provides an overview of the current resource framework for monitoring Community Policing Teams (CPTs) deployability, and also how resources are managed to ensure an effective deployment across the County.

### **2. Background Information of Community Policing Teams**

2.1. The CPT model was rolled-out across Wiltshire Police in 2016. The new model brings neighbourhood policing, response teams and local crime investigators into a single team for a more effective approach to community policing. It means there is a wider pool of officers and police staff available to attend incidents and improves communication between teams and departments.

2.2. Each Community Policing Team is led by an Inspector and a deputy. The team is made up of a mix of police officers, community co-ordinators, PCSOs, civilian local crime investigators and Specials.

2.3. The six Community Policing Teams are Swindon North, Swindon South, Wiltshire North, Wiltshire West, Wiltshire East and Wiltshire South.

### **3. Recruitment**

3.1. Recruitment within Wiltshire Police and the OPCC is planned to minimise disruption and allow for the flexibility to best meet the budget. Due to the unpredictability of leavers, and the volumes of intakes, as much flexibility is needed to bring in additional intakes, or reduce intakes where required.

3.2. Members will be aware of the work the Force has done to address these challenges recently, filling vacancies and improving the deployability within CPT. The below graph shows a working version of the tool used to predict future intake requirements, anticipate leavers, and map this against the budget. The figure below shows an example of the information the Force uses to assess recruitment, including intake predictions, anticipated leavers, and predicted budget line. This model and graph is a working version and is flexed and variable

depending on the volume of leavers, success of recruitment campaigns, and the budget settlement.

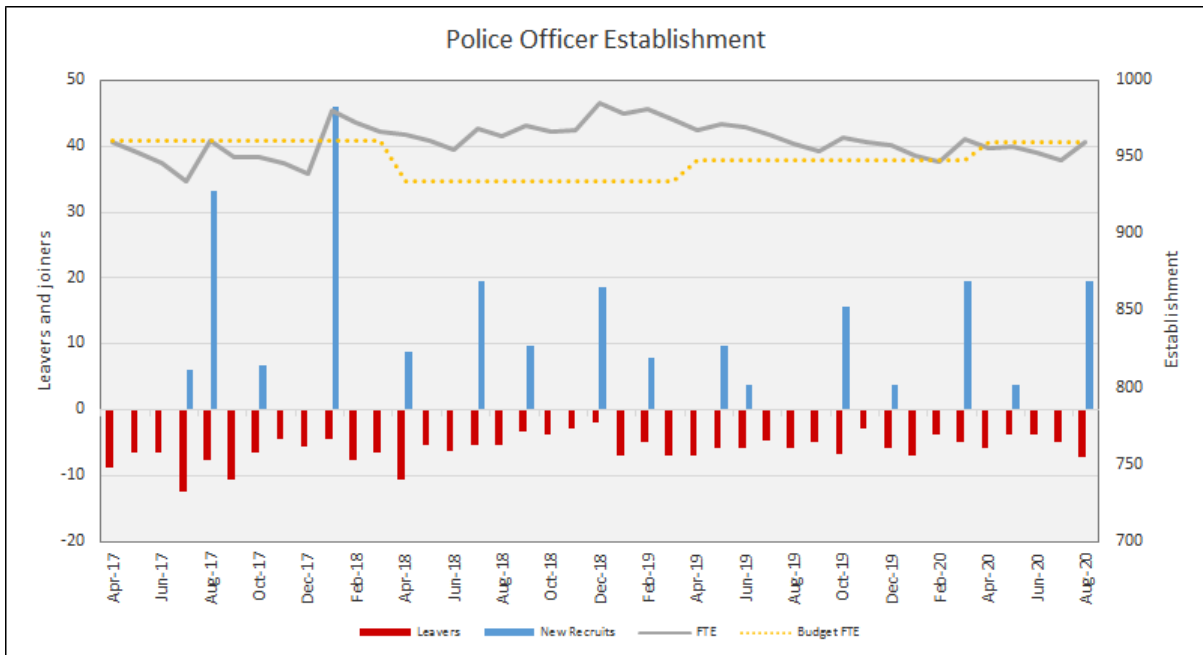


Figure one: Police officer FTE and recruitment against budget and leavers

#### 4. Management of Resources

4.1. The Force manages resources through the Resource Management Panel (RMP) which has the purpose to oversee and agree both the business principles and the posting decisions for Police Officers at the ranks of Constable, Sergeant, Inspector and Chief Inspector.

4.2. The panel provides a forum in which fair, transparent and consistent resourcing decisions are made in line with the Values and Behaviours framework and Code of Ethics.

4.3. The panel ensures resources are aligned with organisational and service demand and priorities and in particular threat, harm and risk. Resources are aimed to be kept within the CPT model unless operationally required elsewhere. They will also factor in the qualifications, skill set, professional accreditation and training investments that the organisation has made, or is planning to make in each individual.

4.4. RMP sits every two weeks, and follows Force Tasking to ensure resourcing requirements are accommodated.

4.5. The key areas of responsibility for RMP are as follows:

- a) Oversight of all vacancies, including risk assessment and distribution of those vacancies
- b) Tactical support to the Force Operating Model

- c) Oversight of operationally critical daily staffing levels to include strategic oversight of attendance management issues
- d) Centralised management of all Adjusted Duties Officers
- e) All postings, moves and transfers; to include post-promotion moves
- f) Oversight and decision making of acting, temporary (salary) and NPPF promotions to the ranks of Sergeant and Inspectors (including identification of posts and process requirements, budget, duration and selection)
- g) The impact of staff deployment and workforce planning decisions in the context of training and skills enhancement. (Training Needs Analysis), including, but not limited to, succession planning for ICIDP courses and Custody
- h) The impact of postings, moves and transfers on deployable skills, operational commitments, and information contained within the Force Skills Management model
- i) The ratification of all career breaks, out of force secondments and reservist requests. In relation secondments, the decision to approve or not is to be based upon whether or not the force can continue to support the secondment, whilst making sure the force maintains a view of the skills level and resilience
- j) The provision of appropriate co-ordination between management and operational teams
- k) Ownership of lessons learnt from resourcing actions and decisions
- l) Strategic oversight of the deployment of volunteers (Specials, PSVs and Cadets)
- m) The decision making panel for the promotion processes to the rank of Sergeant and Inspector

4.6 The RMP reviews deployability on a regular basis in order to understand gaps, achieve parity across the Force area, and adapt to any changes in the staff turnover.

## **5. Future workforce planning**

5.1. All police forces are seeing the market change in policing recruitment. These align to wider employment changes and shared challenges in other public sector roles.

5.2. Workforce planning is not an exact science but aims to identify the skills requirement both now and in the future, in order to best meet the demand presented to the Police. Workforce planning is also anticipating the new degree entry requirements set by the College of Policing for police officer roles will adjust the employment market further.

5.3. Wiltshire Police has a Strategic Workforce Planning Board which meets every other month, and manages the alignment of skills against demand.

5.4. Specifically, the group aims to:

- a) Understand the skill requirements for roles within the organisation
- b) Align skills to meet demands effectively
- c) Continually assess demand at national, regional and local levels, to inform workforce development
- d) Project demand, providing an insight into the likely future skills requirement

- e) Make workforce decisions to prepare the organisation to meet future demand
- f) Own and have oversight of addressing capability gaps
- g) Ensure intelligent and efficient use of resources, deployed effectively through the Resource Management Panel
- h) Influence and direct the recruitment strategy
- i) Make recommendations to the Executive Leadership Team of the issues to be focused upon which arrive from the annual Force Management Statement process
- j) Oversight and provide direction on prioritisation of commissioned training and development activity to meet demand, current and future of skills and knowledge.

## **6. CPT resource alignment across the County**

6.1. Policing is influenced by a number of factors across the County, which in turn adjusts the volume and skill sets of officers and staff required. The way that resources are distributed across the County is based on an algorithm of over 20 factors, each with their own weighting based on the different requirements of the roles within CPT. E.g Police officers are much more influenced by the number of Priority calls (blue light run), compared to PCSOs.

6.2. To understand the proportions of staff required in each CPT area in Wiltshire and Swindon, the following are considered and used:

- Population
- Immediate responses (aimed attendance within one hour)
- Priority responses (blue light run)
- Alcohol incidents
- Night time economy incidents
- Anti-Social Behaviour incidents
- Geography
- Investigation time
- Road networks
- School volumes
- Number of troubled families
- Number of vulnerable people
- Mental health demand
- Domestic abuse incidents

6.3. The algorithm is run past various stakeholders with a wide range of experience, to add professional judgement to the distribution, and amend if necessary.

6.4. The model is reviewed on a regular basis to understand the validity of the resource distribution, and it gets altered if required.



## **7. Approach to improving deployment levels**

- 7.1. Short term policing resources are managed through operational commanders with specific teams looking at both recruitment and long term sickness. (Sickness figures and commentary are included in the PCC performance report.)
- 7.2. The PCC and CC agreed an overall recruitment strategy in 2017/18 that aims to minimise delays in recruitment, mitigate against staff attrition and allow contingent capacity. This means that over the period of a year, actual staff numbers may be over establishment budget.
- 7.3. This approach has improved deployability through recruitment and will address overall deployability. This approach has brought in over 200 officers and staff within a 12 month period. This is now starting to see a positive impact on the workforce as staff move out of their training and tutorship, into fully deployable roles.

## **8. The Abstraction Level**

- 8.1. The abstraction level is defined as: the proportion of the workforce not available for work at that time.
- 8.2. Similar to all organisations there are numerous reasons why staff may not be available. This is a mixture of planned and unexpected absences. Short term absences are managed daily as part of routine staffing management and resource management panel processes.
- 8.3. A significant escalation or a consistently high figure may affect the quality of service, its performance and the wellbeing of remaining staff. Reasons for absences include:
- Annual Leave
  - Training
  - Sickness
  - Adjusted and Recuperative days
  - Maternity
  - Vacancies
  - Suspensions from post or organisation
  - Various (court visits, bereavement, paternity leave, secondments)
  - National operational deployments under mutual aid
  - Ancillary operational roles, such as POLSA search, public order
- 8.4. Nationally, there is no defined definition or published figures that allow for direct comparison. A request across the region for their deployability showed that the monitoring
- 8.5. Due to the variable indistinct nature of abstraction levels, there is no national standard or methodology. Many Forces use a 40% abstraction level as an accepted tolerance; however the NPCC workforce management lead is looking to

agree a more formal standard to be used (the rationale for this is included in appendix A - 10).

8.6 The PCC and Chief Constable (CC) agree that they should focus on the long term abstractions as this affects performance, quality and confidence. It also provides an indication of how the organisation is planning and managing staffing, as well as effectiveness of mitigations. A consistent level of resourcing in each community team is equally vital to ensure a consistent service to victims of crime.

8.7 As such it is proposed that the deployability level, against budgeted officers and staff, will be monitored by the PCC and CC.

## **9. The Deployability Level**

9.1. The OPCC and Force wish to prevent long periods of time where the staffing for an area is significantly below the expected levels. The PCC and Force agree it is this long term impact that affect CPT effectiveness and community confidence.

9.2. The deployability level is a subset on the abstraction level, including only long-term reasons for staff absence.

9.3. It can be measured and analysed across Wiltshire Police and broken down to CPT teams. Deployability level consists of the following long term absences:

- Long term sick (more than 28 days)
- Vacancies
- Suspended
- Maternity and Paternity leave (post birth)
- Abstracted:
  - o Adjusted and Recuperative duties (significant injury, factoring in officers who are partially deployable and contributing to the model)
  - o Long term training commitments
  - o Extended posting outside of CPT area
  - o Temporary promotion

9.4 Deployability levels exclude short term reasons for absence included in abstraction levels:

- Short and medium term sickness
- Short Training
- Annual leave

9.5 Maintaining high levels of deployability test the Force's operational management, balancing staffing resource against strategic priorities and operational demands.

9.6 Causes of deployability can be outside organisational control. For example, vacancy levels are arguably the most manageable factor but mitigation is made more challenging by extended recruitment and training requirements, unplanned retirements / resignations or emergency attachments.

9.7 The deployability levels provide a barometer of the effectiveness in planning, risk mitigation and responsiveness to change.

9.8 Whilst there is no nationally agreed or industry standard for deployability, the CC and PCC have notionally set 75% as an acceptable deployability level (the rationale for this is included in appendix A - 11).

9.9 The PCC and CC are still refining deployability information and are proceeding cautiously to ensure no unintended consequences as this framework develops. History shows that when strict targets are applied to operational performance delivery, a culture of perverse incentives can result, quite often through unintended consequences and unconscious behaviours. Whilst the culture of the Force has moved on significantly from this, caution should still be applied to avoid such attrition.

9.10 There is a significant lag for activity to deliver results due to the long recruitment process and sickness management.

### 10. Current deployability levels

10.1. The table below shows the current snapshot of the deployability levels across CPTs on Swindon and Wiltshire (end of August 2018). Managing short term and unplanned abstraction is coordinated daily as part of operational management, and through the Resource Management Panel.

10.2. Wiltshire Police currently have an overall deployability level of 83.3%.

10	FTE	Deployable Resource	Specials	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	83.5%	91	10	1	1	1	7	20
Swindon CPT South	122	85.2%		7	2	1	1	7	18
Wiltshire CPT North	101	82.2%	32	6	1	0	0	11	18
Wiltshire CPT West	125	84.0%	45	3	6	1	0	10	20
Wiltshire CPT East	56	83.9%	21	3	0	3	1	2	9
Wiltshire CPT South	120	80.9%	40	6	3	3	2	9	23
<b>TOTAL</b>	<b>645</b>	<b>83.3%</b>	<b>229 +15 HQ Specials = 244</b>	<b>35</b>	<b>13</b>	<b>9</b>	<b>5</b>	<b>46</b>	<b>108</b>

Figure two: CPT deployability levels

10.3. It should be noted that all FTE breakdowns are the fixed position for budgeted resources within that area. How this figure is split across the County is covered within section six.

10.4. All areas have a deployability level above 80%. In relation to how the attached compares to the figures submitted at the previous meeting, there are a couple of points:

- The overall deployability figure has increased slightly due to the reduction of vacancies and abstracted posts.
- The split between the two CPTs in the south of the County have changed, with Salisbury CPT now including Amesbury, which moved from Devizes. This was following an internal restructure of the CPT boundary lines
- The increase in abstracted officers is due to the operations in the south, which has required officers to be brought from almost every CPT area to cover
- Vacancies had reduced significantly but have increased again slightly due to a number of resignations within the Force. We will see the student officers become assigned to posts from week commencing 3<sup>rd</sup> December, which will reduce the figure. The Force has 20 PCs starting, along with 11 PCSOs, with a further 18 PCs and 9 LCIs starting training in January. This should continue to happen as a result of the recruitment campaigns

10.5. It should also be noted that Specials volume, hours and hours contributed per person has been added to the overall display of deployability information. A full breakdown of the Specials contribution is available within the appendix.

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
<b>Swindon CPT North</b>	121	83.5%	10	1	1	1	7	20
SGT	10	100.0%	0	0	0	0	0	0
CON	73	80.8%	6	1	1	1	5	14
LCI	13	76.9%	2	0	0	0	1	3
PCSO	25	88.0%	2	0	0	0	1	3
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials Swindon	91	16685		26.19				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
<b>Swindon CPT South</b>	122	85.2%	7	2	1	1	7	18
SGT	10	80.0%	0	0	0	0	2	2
CON	76	86.8%	2	2	1	1	4	10
LCI	13	69.2%	4	0	0	0	0	4
PCSO	23	91.3%	1	0	0	0	1	2
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials Swindon	91	16685		26.19				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
<b>Wiltshire CPT North</b>	101	82.2%	6	1	0	0	11	18
SGT	10	90.0%	0	0	0	0	1	1
CON	61	80.3%	1	1	0	0	10	12
LCI	9	77.8%	2	0	0	0	0	2
PCSO	21	85.7%	3	0	0	0	0	3
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	32	7346		32.79				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
<b>Wiltshire CPT West</b>	125	84.0%	3	6	1	0	10	20
SGT	10	90.0%	0	1	0	0	0	1
CON	72	77.8%	2	4	0	0	10	16
LCI	17	100.0%	0	0	0	0	0	0
PCSO	26	88.5%	1	1	1	0	0	3
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	45	5279		16.76				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
<b>Wiltshire CPT East</b>	56	83.9%	3	0	3	1	2	9
SGT	5	80.0%	1	0	0	0	0	1
CON	33	78.8%	2	0	2	1	2	7
LCI	5	100.0%	0	0	0	0	0	0
PCSO	13	92.3%	0	0	1	0	0	1
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	21	2833		19.27				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
<b>Wiltshire CPT South</b>	120	80.9%	6	3	3	2	9	23
SGT	10	100.0%	0	0	0	0	0	0
CON	75	74.7%	5	2	2	1	9	19
LCI	12	75.8%	0	1	1	1	0	3
PCSO	23	95.7%	1	0	0	0	0	1
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	40	7446		26.59				

Figure three: CPT deployability by CPT and staff role

The following table breaks down the Force into the roles within CPT:

FORCE	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
SGT	55	90.9%	1	1	0	0	3	5
CON	390	80.0%	18	10	6	4	40	78
LCI	69	82.8%	8	1	1	1	1	12
PCSO	131	90.1%	8	1	2	0	2	13
TOTAL	645	83.3%	35	13	9	5	46	108
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	244	44833		26.25				

Figure four: Deployability by staff role

- 10.6. As this information is refined and automated, the PCC and CC are developing this work to ensure it is central to the resource considerations.

## 11. Approach to improving deployment levels

- 11.1. Short term policing resources are managed through operational commanders with specific teams looking at both recruitment and long term sickness. (Sickness figures and commentary are included in the PCC performance report.)
- 11.2. The PCC and CC agreed an overall recruitment strategy in 2017/18 that aims to minimise delays in recruitment, mitigate against staff attrition and allow contingent capacity. This means that over the period of a year, actual staff numbers may be over establishment budget.
- 11.3. This approach has improved deployability through recruitment and will address overall deployability. This approach has brought in over 200 officers and staff within a 12 month period. This is now starting to see a positive impact on the workforce as staff move out of their training and tutorship, into fully deployable roles.

## 12. Recommendations

- 12.1. The Panel note the contents of the report
- 12.2. Following three successive reports detailing the approach to deployability of the workforce, the key information is incorporated into the next performance report.

## APPENDIX

### 13. Methodology for abstraction

13.1. Locally, a 40% abstraction level is used, and below shows the methodology which has been devised to evidence this.

13.2. The total number of days worked by an individual officer/ staff is 4 days a week @ 10 hours per day = 208 working days

13.3. Of 208 working days, the below are the average numbers of days per year that an average officer / staff is abstracted for:

- Annual Leave: average figure of 26 days
- Training: compulsory such as PST and specialist firearms / PSU 12 days
- Sickness: 10.5 days
- Adjusted and Recuperative days: 11.2 days
- Maternity (pre and post): 4.5 days
- Vacancies: 14.8 days (NB student officers are not counted as deployable until they are fully operational)
- Suspensions from post: 2 days
- Various (court visits, bereavement, paternity leave, attachments to other departments): 3 days

13.4. Average total days lost per year: 84 days. This results in an overall abstraction level of 40.4% (84/208). This supports a national standard of 40%.

### 14. Methodology for deployability level

14.1. Average total days lost per year: 84 days. This results in an overall abstraction level of 40.4% (84/208). This supports a national standard of 40%.

14.2. The total number of days worked by an individual officer/ staff is 4 days a week @ 10 hours per day = 208 working days

14.3. Of 208 working days, the below are the average numbers of days per year that an average officer / staff is abstracted for long term reasons as counted as deployability:

- Long term sick: 6.2 days
- Adjusted and Recuperative days: 11.2 days
- Maternity leave: 4.5 days
- Vacancies: 14.8 days
- Long term training: 4 days

14.4. Average total days lost per year: 40.7 days. This results in an overall non-deployability level of 19% (41/208). This supports a Wiltshire deployability level of 75% as both deliverable and operationally manageable.

14.5. It is important to note that staff on restricted or recuperative duties are not fully deployable, they do support CPT delivery as medically able to do so.

## 15. Specials

The below table shows the full breakdown of Specials contribution by area and month. The total number of hours provided by 'independent' Specials is also provided, equating to just over 14 additional officers within the CPT model.

		Hours Contributed							
	Specials	April	May	June	July	August	September	October	Total
HQ	15	973	745	754	727	623	731	691	5244
Swindon	91	2370	2656	2280	2253	2309	2442	2375	16685
North	32	761	823	949	1047	1044	1361	1061	7046
West	45	764	774	728	765	722	763	709	5225
East	21	362	378	354	462	393	442	478	2869
South	40	1000	1050	1055	1146	997	1099	1055	7402
Total	244	6230	6426	6120	6400	6088	6838	6369	44471

		Hours per person							
	Average	April	May	June	July	August	September	October	
HQ	49.9	64.9	49.7	50.3	48.5	41.5	48.7	46.1	
Swindon	26.2	26.0	29.2	25.1	24.8	25.4	26.8	26.1	
North	31.5	23.8	25.7	29.7	32.7	32.6	42.5	33.2	
West	16.6	17.0	17.2	16.2	17.0	16.0	17.0	15.8	
East	19.5	17.2	18.0	16.9	22.0	18.7	21.0	22.8	
South	26.4	25.0	26.3	26.4	28.7	24.9	27.5	26.4	
Total	26.0	25.5	26.3	25.1	26.2	25.0	28.0	26.1	

Independent Specials	49.0
Total hours contibuted by Independent Specials	2450
Average hours per month per Independent Special	50
Additional Officers Equivalent	14.1



From	Question	Date rec'd	Date sent to PCC	Response	Response Date																										
Cllr Jonathon Seed	I would like to ask the PCC what his estimate of the effect of reallocation of police pension arrangements will be on officer numbers in Wiltshire and Swindon	12.11.18	12.11.18	<p>You have seen/heard comment surrounding the impact of a pensions review on police funding (it is mentioned in the latest joint letter to the policing minister).</p> <p>Whilst the reason for the valuation shortfall is varied (lower growth, pay inflation, etc.) the impact is a larger hit on police funds.</p> <p>The Treasury has said they will underwrite 2/3rds of the impact in 19/20 then look to influence the spending review post 19/20.</p> <p>The cost is not certain however the following table shows what it the current estimate <b>might</b> be for Wiltshire.</p> <table border="1"> <thead> <tr> <th></th> <th>Nov note</th> </tr> </thead> <tbody> <tr> <td>New Requ rate</td> <td>33.9</td> </tr> <tr> <td>Current rate</td> <td>24.2</td> </tr> <tr> <td>Increase</td> <td>9.7</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>2/3<sup>rd</sup> Treasury</td> <td>6.5%</td> </tr> <tr> <td>1/3<sup>Rd</sup> Police/HO</td> <td>3.2%</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>New Police</td> <td>27.4</td> </tr> <tr> <td>% Increase (19/20 only)</td> <td>13.2%</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>Current Wilts Pens Budget</td> <td>£8.015m</td> </tr> <tr> <td>19/20 increase</td> <td>£1.057m</td> </tr> </tbody> </table>		Nov note	New Requ rate	33.9	Current rate	24.2	Increase	9.7			2/3 <sup>rd</sup> Treasury	6.5%	1/3 <sup>Rd</sup> Police/HO	3.2%			New Police	27.4	% Increase (19/20 only)	13.2%			Current Wilts Pens Budget	£8.015m	19/20 increase	£1.057m	
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Future Impact if Treasury support removed 20/21+	£3.171m								

# Police and Crime Panel Forward Work Plan

Please note: this is a working document which is subject to change

Date	Location	Provisional Agenda Items
27 <sup>th</sup> September 2018 10:30am-1pm	County Hall, Trowbridge	<ul style="list-style-type: none"> <li>• PCC Annual Report (deferred from June)</li> <li>• Quarterly data (Q1)– Risk / Performance / Finance / Complaints</li> <li>• Deep dive into Priority 1 (deferred from June)</li> <li>• Budget Monitoring report</li> <li>• Member questions</li> </ul>
30 November 2018 10:30am-1pm	The Cheese Hall, Town Hall, Devizes	<ul style="list-style-type: none"> <li>• Confirmatory Hearing for Chief Constable</li> </ul>
6 <sup>th</sup> December 2018 10:30am-1pm	Civic Office, Swindon	<ul style="list-style-type: none"> <li>• Update from the Chief Constable</li> <li>• Quarterly data (Q2)– Risk / Performance / Finance / Complaints</li> <li>• Paper on deployability (TBC)</li> <li>• Community Policing Team Resource Framework</li> <li>• Member questions</li> </ul>

<p>17<sup>th</sup> January 2019 10:30am-1pm</p>	<p>City Hall, Salisbury</p>	<ul style="list-style-type: none"> <li>• PCC Budget 2019/20 and MTFS</li> <li>• Review of performance monitoring process</li> <li>• Member questions</li> </ul>
<p>28<sup>th</sup> March 2019 10:30-1pm</p>	<p>Devizes Corn Exchange</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Victim Support Service (Horizon) update</li> <li>• Member questions</li> <li>•</li> </ul>