

# AGENDA

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**Meeting:** **WILTSHIRE POLICE AND CRIME PANEL**  
**Place:** Wiltshire Council Offices, Monkton Park, Chippenham SN15 1ER  
**Date:** Thursday 19 March 2020  
**Time:** **10.00 am**

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Please direct any enquiries on this Agenda to Kevin Fielding, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 EXT 21612 or email [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

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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 Vinay Manro – Swindon Borough Council  
Cllr Nick Murry - Wiltshire Council  
Anna Richardson – Co-opted Independent member  
Cllr Tom Rounds – Wiltshire Council  
Cllr Jonathon Seed – Wiltshire Council  
Cllr John Smale - Wiltshire 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**

To confirm the minutes of the meetings held on Thursday 19 December 2019, Thursday 16 January 2020 and Thursday 6 February 2020

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 **5.00pm** on Friday 13 March 2020. 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 **Quarterly data (Q3)- Risk / Performance / Finance / Complaints**

To receive quarterly performance data from the OPCC

7 **Police Allocations/Resources**

8 **2020-21 Commissioning Intentions**

9 **Additional Analysis on the Police and Crime Commissioner's Consultation on the Policing Precept for 2020/21**

10 **Member Questions**

11 **Forward Work Plan**

To note the forward work plan

12 **Future meeting dates**

To note the future meeting dates below:

- Thursday 4 June – City Hall, Salisbury
- Thursday 3 September – Corn Exchange, Devizes
- Thursday 10 December – 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 19 DECEMBER 2019 AT COMMITTEE ROOM 6, CIVIC OFFICES, SWINDON.**

#### **Present:**

Cllr Junab Ali, Cllr Abdul Amin, Maime Beasant, Cllr Alan Bishop, Cllr Richard Britton, Cllr Ross Henning, Cllr Vinay Manro, Anna Richardson, Cllr Tom Rounds and Cllr Jonathon Seed

#### **Also Present:**

Kier Pritchard – Chief Constable, Wiltshire Police  
Angus Macpherson – Police & Crime Commissioner  
Kieran Kilgallen – OPCC  
Adrian Jones – OPCC

Kevin Fielding – Wiltshire Council

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#### **52 Apologies for Absence**

Apologies were received from Cllr Peter Hutton – Wiltshire Council & Cllr John Smale – Wiltshire Council.

#### **53 Minutes and matters arising**

##### **Decision:**

- **The minutes of the meeting held on Thursday 5 September 2019 were agreed as a correct record and signed by the Chairman.**

#### **54 Declarations of interest**

There were no declarations of interest.

## 55 Chairman's Announcements

The Chairman reminded the panel members that there would be a part II paper re agenda item:8 which would be considered at the end of the meeting.

## 56 Public Participation

A question from a member of the public had been received:

*This discussion relates to the setting and monitoring of targets for the Wiltshire and Swindon Police organisation, specifically related to the 12% increase applied to the 2019/20 precept charge*

*It seems that the Home Office guideline is that the police organisation not set any forward looking quantitative targets of what it is expected to achieve. but to measure past performance of what has happened.*

*It also seems that this philosophy is set out as guidelines, and, whilst adhering to these guidelines for Home Office purposes it does not preclude the organisation setting forward looking quantitative targets for its own purpose.*

*There is an argument that measuring historic performance in the current form is necessary, but not sufficient. The current measurement seems to be comparative to the organisations own past performance and that of peer organisations. By example, both base indices could be poor, the comparison could show excellence, and yet the actual performance delivered in real terms could be poor. The true value of retrospective performance measurement is greatly impaired unless it is relative to prior set quantitative and objective forward-looking targets.*

*Setting this aside for the moment.*

*In March 2019 the organisation applied a 12% increase in the precept charge. The rate of inflation at that time was 1.9% and has remained average 1.9 year to date. The precept rate increase was 6x the rate of inflation.*

*The increase was justified on increasing police headcount by 50 operational personnel.* (reference: Wiltshire Police and Crime Panel -Thursday 7 February 2019)

*There appears to be no record of any discussion that established a commitment as to what improvement in crime statistics was intended to be delivered from this increased precept charge and consequential increase in headcount. Related to the preface observation; there was no commitment made to any quantitative objective(s) that were intended to be delivered as a result of this increase.*

*Further, by relying on a retrospective measurement philosophy it would appear not to be possible to determine if any change in performance is a*

**result of the increased resources or performance of the underlying resources.**

**It is recognised that the income of the organisation should keep pace with inflation, or change if so determined by the Home Office and central Government funds**

**However, it seems unreasonable to increase the precept charge by a factor of 6 without contemporaneously committing to quantitative performance targets intended to be delivered as a result of the increased revenue. A singular target of adding 50 headcount bears no relationship to any intended outcome of operational performance.**

**There follows 2 recommendations**

**It seems that, in addition to adhering to Home Office guidelines, the organisation could also set forward looking quantitative targets. Doing so would then give context to the justification for any extraneous precept charges.**

**It is requested that the Committee seriously consider applying this Philosophy.**

**Any future increases in the precept charge, by a rate greater than the rate of inflation, should contemporaneously carry a commitment to forward looking quantitative performance targets intended to be delivered as a result of the increase.**

**It is requested that the Committee seriously consider applying this philosophy where a precept charge greater than the rate of inflation is being considered and applied.**

**Points made by the OPCC in response:**

- **The PCC and Force had an embedded performance review culture having moved away from a target driven approach.**
- **As a consequence of the 2019/20 precept increase, the Commissioner would be delivering the 41 additional police officers. The additional money also secured a new Digital crime team which focused on online fraud and child sexual exploitation, as well as a £500,000 funding boost to crime prevention with a particular focus on early intervention targeting those at risk of committing crime in future.**
- **The Chief Constable, the Police and Crime Panel regularly track performance, both retrospectively and on a daily ongoing basis**
- **The Police and Crime Panel reports clearly set out the resources that would deliver the priorities including increasing the availability and deployability of police officers in communities.**

## 57 **Chief Constable Kier Pritchard**

Chief Constable Kier Pritchard gave a presentation that gave a progress update which highlighted:

- Strategic context
- Foundations of a high performing organisation
- The immediate and compelling issues for Wiltshire Police
- Wiltshire Police - workforce
- How we are Wiltshire Police performing

The panel members were given the opportunity to question the Chief Constable and to discuss the presentation.

Panel members raised concerns re the lack of visibility of Community Police officers in their respective communities.

The Chairman thanked the Chief Constable for attending the meeting and giving his presentation.

*The power point presentation is attached.*

## 58 **Quarterly data (Q2)- Risk / Performance / Finance**

The Commissioner presented his report setting out the quarterly performance data – Quarter Two 2019-20 (1 July to 30 September 2019) contained in the agenda pack.

Points made included:

- In early October the Home Office announced the Police Uplift Programme and the officer recruitment targets for every police force in England, in a drive to increase police by 20,000 over the next 3 years. This announcement was supported via an additional £750 million the government pledged to support up to 6,000 additional officers by the end of 2021.
- The additional allocation for Wiltshire Police was 49 additional officers for year one (2020/21) and this was in addition to the additional 41 police officers being recruited for 2019/20, as a result of the police precept increase.

- Despite the positive news regarding the Police Uplift Programme the announcement of the General Election on 12 December and the dissolution of Parliament has meant that, unlike in previous years, it would not be possible to announce a provisional settlement in December. This caused some consequential uncertainties around budget setting for the next financial year and the Commissioner awaited the outcome of the settlement figure and the potential effect on the Uplift and the additional 49 police officers pledged.
- Post-election Ministers would be required to make decisions on both the size of the settlement (including on reallocations and precept levels) and the timing of any provisional and the final settlement.
- That the Chief Constable had advised the Commissioner that a number of changes would be applied to CPT through a phased approach. In the New Year, you would see the CPT model move from seven to eight teams with the amalgamation of Swindon into one policing team, the division of the current Wiltshire North CPT into two teams and the Wiltshire West CPT division into two teams.
- All CPTs would see the introduction of a dedicated neighbourhood team working alongside colleagues performing a response role. The neighbourhood team, led by a neighbourhood inspector would strengthen community policing, focusing directly on working within the community, offering greater contact with the public and a problem solving approach.
- The neighbourhood inspectors were now in post and would develop their teams over the coming months.
- That there were 11,856 crimes recorded during quarter two and 44,340 in the 12 months to September 2019.

That this represented 1,258 more recorded crimes (2.9 per cent) compared to the previous 12 months.

That the recorded crime rate per 1,000 population for Wiltshire in the year to June 2019 was 61.2 crimes. This was significantly below the most similar group (MSG) average of 73.0 crimes per 1,000 population.

#### *Action points*

- *That the OPCC would supply statistics re Special Constables hours deployed – number of hours spent on independent patrols carried out by Special Constables.*
- *That a meeting would be arranged between PCP and OPCC to discuss Police sickness, with a written report coming to the March PCP meeting.*

Deep Dive – Service Delivery Plan 2019 – Quarter 2 Report – Priority 2: Protect the most vulnerable in society

The report was noted by the panel

Risk Register

Concerns were raised by the panel re IT requirements due to the un-coupling of the Wiltshire Police IT system from The Wiltshire Council one.

*It was agreed that a written report comes to the 19 March 2020 PCP meeting covering Wiltshire Police IT systems – what systems were shared currently with Wiltshire Council and a time line of when these systems would go back in house with Wiltshire Police together with an indication of what and when nationally-developed systems would be implemented.*

The report was noted by the panel

## 59 **Complaints**

Kieran Kilgallen – Chief Executive, OPCC introduced two reports:

The Monitoring of Professional Standards, Integrity and Complaint Appeals – April 2018 to March 2019

A report which provided information pertaining to the monitoring of professional standards, integrity and complaint appeals, for the period April 2018 to March 2019.

The report was derived from the Independent Adjudicator's report to the Commissioner's Monitoring Board, and it used data sourced from the Independent Office for Police Conduct (IOPC), Wiltshire Police and the Office for the Police and Crime Commissioner (OPCC).

The Commissioner had to satisfy himself that the reported information gave a reasonable indication of the efficiency and effectiveness with which the Force handled complaint and conduct investigations, monitored and responded to potential corrupt practice and integrity matters. The information also covered the handling of complaints against Chief Officers and complaint appeals by the OPCC and IOPC.

The report was noted by the panel.

## Complaints Reform

A report which provided an update to the Police and Crime Panel on the complaints reforms and was for information only.

The Home Office had been considering reforms to the complaints system for some time. The reforms put in place a customer-focussed system, which was quicker, more transparent and effective, with local oversight. It would be less adversarial for officers and staff and it would increase the public accountability of PCCs.

Issues could be resolved informally where appropriate, provided the complainant agreed. The Force and OPCC would log everything to ensure that data was captured on all matters raised. OPCC would record more serious matters so that they were dealt with formally by the Force.

The report was noted by the panel.

The Chairman thanked Kieran Kilgallen for the reports.

## 60 Police and staff allocations

A report was provided which gave a summary of the developments of the performance measures for the PCC and Police and Crime panel related to areas of Community Policing Teams (CPT).

That over the last 18 months work had been undertaken to develop a range of information in which to monitor and understand resourcing levels in CPT. This had been an iterative process as the OPCC and PCP work trying to distil a complex resource and staffing mechanism into strategic indicators.

Since the last report, the Force had made some proposed changes to the CPT model in order to best deliver community policing within the County.

***Members were asked to note the report and the updated measures for monitoring CPT resourcing levels.***

***Members were asked to note the need to continue to develop short term absence data.***

***Members were asked to accept the revised information, which would be included in the performance framework.***

***Members were asked to take note of the work being done to improve resourcing levels within CPT.***

The Chairman felt that the report was a good analysis of the performance measures.

The report was noted.

#### 61 **Public Opinion Survey - Verbal update**

Kieran Kilgallen – OPCC gave a verbal update.

Points made included:

- That Clare Mills - Head of Corporate Communications & Engagement was now heading up the department.
- That previous surveys had been carried out as telephone survey.
- That a new set were being drafted and would then be signed off by the Chief Constable and Police & Crime Commissioner.
- The new process would be an online “survey monkey” survey.
- First rollout of the new survey was expected to be during May 2020.

The Chairman requested that the OPCC provided the PCP with the agreed questions.

The Chairman thanked Kieran Kilgallen for his update.

#### 62 **Member questions**

The members questions report included in the agenda pack was noted.

#### 63 **Forward Work Plan**

The Forward Work Plan was noted with the following additions.

The PCP requested that the following reports came to the March meeting:

- Wiltshire Police IT Systems
- Officer Recruitment and Training



#### 64 **Future meeting dates**

The next meeting of the Police and Crime Panel will be on Thursday 16 January 2020 - Devizes Corn Exchange. (*PCC Budget 2019/20 and MTFS*).

Future meeting dates were:

- Thursday 6 February – County Hall, Trowbridge
- Thursday 19 March – Monkton Park, Chippenham
- Thursday 4 June – City Hall, Salisbury
- Thursday 3 September – Corn Exchange, Devizes
- Thursday 10 December – Swindon Borough Council Offices

#### 65 **Part II Report**

The report was noted by the panel.

(Duration of meeting: 10.00 am - 12.45 pm)

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## **WILTSHIRE POLICE AND CRIME PANEL**

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 16 JANUARY 2020 AT WESSEX ROOM - THE CORN EXCHANGE, MARKET PLACE, DEVIZES, SN10 1HS.**

#### **Present:**

Cllr Junab Ali, Cllr Abdul Amin, Maime Beasant, Cllr Alan Bishop, Cllr Richard Britton, Cllr Ross Henning, Cllr Peter Hutton, Cllr Vinay Manro, Cllr Tom Rounds and Cllr Jonathon Seed

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Kieran Kilgallen – OPCC  
Clive Barker – OPCC  
Adrian Jones - OPCC

Kevin Fielding – Wiltshire Council

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#### **66 Apologies for Absence**

Apologies were received from Anna Richardson, Cllr Nick Murry and Cllr John Smale.

#### **67 Declarations of interest**

It was agreed that all the panel members had an interest – as council tax payers.

This should not however bar them from debating and voting on the Commissioner's proposals.

#### **68 Chairman's Announcements**

That the panel members should remember that they were at the meeting to listen to the Commissioner's proposals, and not to approve the precept.

## 69 **Public Participation**

There was no public participation.

## 70 **PCC Budget 2020/21 and MTFS**

The Commissioner introduced his draft budget settlement 2020-21 and outlined how he was consulting on two options:

- Option A – To increase council tax by £12 per annum (5.8%)
- Option B – To increase council tax by £8.25 per annum (4%)

He reported that:

The paper had been written with more uncertainty than the normal draft budget paper.

With the general election occurring in December 2019 the OPCC had not received a provisional grant settlement from the government nor any indication on precept capping rules. This meant rather than definitive options the Commissioner had to prepare scenarios reflecting the range of budgetary possibilities. It was not clear whether the funds available would allow the Commissioner to invest in policing or require him to make savings.

The MTFS forecasts the estimated financial position over the next 4 years and the impact this had on the Commissioner's ability to commission services. With the lack of funding certainty and the multiple scenarios being considered it meant financial planning beyond 2020-21 was more uncertain than usual.

It was acknowledged that decisions made today would impact on the Commissioner's finances over the medium and long term.

The Commissioner advised that the current precept consultation was having a better response than previous precept consultations, and that the OPCC were working hard to gauge where responses were coming from.

Clive Barker, Chief Financial Officer, explained the detail of the budget proposals and the Medium Term Financial Strategy and answered questions.

The chairman thanked Clive Barker for a comprehensive and professional paper and presentation.

The Chairman felt that the meeting had been a frustrating one, due to the uncertainty surrounding the draft budget paper.

## **Decision**

- **That the Wiltshire Police and Crime Panel noted the report.**

The Chairman thanked the Commissioner for his report.

### **71 Forward Work Plan**

The Forward Work Plan was noted.

### **72 Future meeting dates**

Future meeting dates were:

- Thursday 6 February – County Hall
- Thursday 19 March – Monkton Park, Chippenham
- Thursday 4 June – City Hall, Salisbury
- Thursday 3 September – Corn Exchange, Devizes
- Thursday 10 December – Swindon Borough Council Offices

(Duration of meeting: 10.00 - 11.10 am)

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## **WILTSHIRE POLICE AND CRIME PANEL**

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 6 FEBRUARY 2020 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.**

#### **Present:**

Cllr Junab Ali, Cllr Abdul Amin, Maime Beasant, Cllr Alan Bishop, Cllr Richard Britton, Cllr Sue Evans (Substitute), Cllr Peter Hutton, Cllr Vinay Manro, Cllr Nick Murry, Anna Richardson, Cllr Tom Rounds and Cllr Jonathon Seed

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Kieran Kilgallen – OPCC  
Naji Darwish – OPCC  
Clive Barker – OPCC  
Adrian Jones – OPCC

Kevin Fielding – Wiltshire Council

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#### **73 Apologies for Absence**

Apologies were received from Cllr John Smale.

#### **74 Declarations of interest**

It was agreed that all the panel members had an interest – as council tax payers.

This should not however bar them from debating and voting on the Commissioner's proposals.

## 75 **Chairman's Announcements**

The Chairman advised that both Cllr Junab Ali and Cllr Jonathon Seed were standing as candidates in the forthcoming PCP election, that there was no statutory impediment to them continuing to sit as panel members.

## 76 **Public Participation**

That Cllr Junab Ali had submitted a member's question on behalf of a resident. That this question would be taken after the precept proposal vote.

## 77 **Formal consideration of PCC Precept proposal**

The Commissioner advised that on the 22 January he had received the following guidance.

The headlines from the settlement for Wiltshire Police were:

- Central Grant increased by 7.5%
- Capital Grant reduced by £0.298m to £0.109m from £0.407m
- Police Officer Uplift Pay to be funded by specific grant (£1.384m) dependent on delivery
- Uplift Infrastructure for the 20,000 officers to be funded from Central Grant increase
- Precept flexibility limited to £10 per Band D property

The Commissioner advised that his initial paper had identified that he was considering a £12 increase in precept. With a £10 capping limit this option was now only available via a referendum. The Commissioner was not considering a referendum.

That he was now considering the whole funding position. Wiltshire remained the 3<sup>rd</sup> lowest funded area with the lowest council tax in the South West. Based on this low funding position and assuming the Chief Constable would use any additional funding available to increase front line policing, he was therefore minded to increase the precept by £10 for a Band D property to £216.27. This increase would help the long term funding of policing in Wiltshire.

The Police and Crime Panel were given the opportunity to discuss the Commissioner's proposals, after which a vote on the Police and Crime Commissioner's proposed Council Tax precept for the year 2020-21 was taken.



## Decision

- That the Panel supports the Commissioner's decision to set a precept of £57.055m.
- This will require council tax to be set on all property bands based on £216.27 for a Band D property. This represented a £10 (4.8%) increase on the 2019-20 level.

The Chairman thanked the Commissioner for his report.

The following Members question from Cllr Junab Alli on behalf of Mr Andrew Martin

*Dear Councillor Ali*

*The saga of the PCC precept continues and I gather there is another panel meeting tomorrow.*

*When I last wrote to you, Macpherson was "consulting" this year about a further 12% while admitting that the extra staff we were asked for last year and are paying for now were not yet in post. Now that HMG has announced all police may have an extra 10% next year, he seems to have decided to have the 10% as of right without the consultation. He has also failed to publish the results of his consultation.*

*That might be OK if he had not poached 13% last year. HMG clearly intended a 10% this year but they did not intend 20% plus over two years.*

*Macpherson needs to do two things. One, publish the results of his consultation, since they relate to proposed increases for 2020/21. Two, admit that he has not yet fulfilled the conditions for which he took the increase last year and hence he should not claim a second increase for the new year.*

*He also owes me an honest answer to my letters, but that is not your problem.*

*Thank you for your interest*

*Andrew Martin*

It was agreed that the OPCC would provide a written answer to the question.

The Chairman requested that the OPCC provided a report of Wiltshire Police Turnover/Vacancies.

## 78 **Future meeting dates**

Future meeting dates were:

- Thursday 19 March – Monkton Park, Chippenham
- Thursday 4 June – City Hall, Salisbury
- Thursday 3 September – Corn Exchange, Devizes
- Thursday 10 December – Swindon Borough Council Offices

(Duration of meeting: 10.00 - 10.08 am)

The Officer who has produced these minutes is Kevin Fielding, of Democratic Services, direct line 01249 706612 EXT 21612, 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 Three 2019-20 (1 October to 31 December 2019)**

**For Police and Crime Panel 19 March 2020**



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## **Introduction by Commissioner Angus Macpherson**

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

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

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

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

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

I would like to draw the Panel's attention to the following areas I have highlighted for consideration.

My Estates Strategy 2017-2021 is progressing well. It sets out the estates model, aligned to the Chief Constable's policing model. This model is tiered and is based on the Chief Constables requirements. The future estates model objectives are:

1. To reduce the running costs of the estate by 20 per cent
2. To dispose of all assets and land identified as surplus by 2021
3. To increase staff satisfaction with their environment
4. To maintain public satisfaction with the service they receive.

With regards to recent progress, on 2<sup>nd</sup> March police officers and staff started using Malmesbury, Wilton, Downton and Westbury libraries as touchdown points, whilst continuing to patrol their local communities. Panel members will be aware that under the Estates Strategy, Malmesbury, Wilton, Alderbury and Westbury police stations were identified as being no longer fit for purpose. Malmesbury police station will only close when the plans to enhance Royal Wootton Bassett station are completed whereas the other three stations closed week commencing 2<sup>nd</sup> March.



I and the Chief Constable are aligned in our determination on making policing more visible and accessible in communities and these new touchdown points will help deliver this aim. There is limited money and I want to spend as much as possible on frontline services and one way to get the best use of this money, is via co-location with partners.

Police recruitment continues to be a key priority, as I reported at the previous Panel meeting. Within the agenda pack there are reports on both police recruitment and training. Wiltshire Police are aiming to have 1,050 police officers in post by March 2021. Training is going well and there are currently 57 student officers in training (the most we have ever had) with 37 of them going out to tutorship in April and the remaining 20 in July. We then have the first 40 starting the new degree apprenticeship or graduate holder entry programme in June, with a further 20 in October and 40 in January.

Recruitment opened again on 9<sup>th</sup> March to recruit officers to fill the March 2021 intake and we are planning a second wave recruitment campaign later in the year. All in all we are on target to achieve our goal of 148 additional police officers through the government's national Police Uplift Programme by March 2024, taking our number of police officers from 975 today to 1,149 by March 2024.

The amendments to the Community Policing Team model are moving forward and a further update report is in the agenda pack and provides an overview of the changes and how resources will be distributed across Swindon and Wiltshire. The new optimal model has been adopted following extensive analysis, consultations and feedback and will establish both neighbourhood and response functions. Aligned to the CPT review was an extensive analysis of shift patterns with changes being implemented on 15 June.

I received some excellent news on 28<sup>th</sup> February when the Home Office confirmed that my funding application for additional Conducted Energy Devices (CED/Taser) was approved. Additional funding of £42,900 is currently being drawn down. This will enable Wiltshire Police to purchase a further 52 Taser units which, given the comments above on our increasing officer numbers, is welcome news. We submitted a sound evidence based bid and I am delighted that although a key responsibility for officers, Taser are vital for officer and wider public protection/safety.

Finally this is my last Police and Crime Panel meeting before I stand down on Wednesday 13<sup>th</sup> May as Police and Crime Commissioner for Wiltshire and Swindon.

Since November 2012 when I took office as the first elected PCC I have endeavoured to become Wiltshire residents' voice and a direct link between them and Wiltshire Police. I have strived to ensure that Wiltshire Police is transformed into a modern service which



keeps our county safe and one that is capable of responding to national challenges on a global stage.

Despite the many challenges over the past eight years, I am proud to state that during my time as the PCC, the force has been consistently rated as 'good' in all areas of HMICRFS PEEL inspections.

Looking back over the past eight years, I am confident to state that I have transformed the policing in Wiltshire and that I have represented the newly created role to its highest possible standard of governance and accountability during the times of austerity and new emerging policing threats.








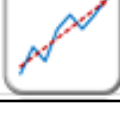
I would also like to thank Panel members for your support and assistance during my period in office, as your support to policing in the county.

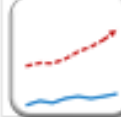
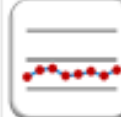
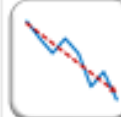
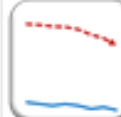


Lastly, as the new governance of the policing system in Wiltshire has been successfully established under my leaderships, I would like to wish all of the candidates the best of luck in their election campaigning. I truly hope that my successor will build on what has been founded throughout the last eight years.

A handwritten signature in black ink, appearing to read 'Angus Macpherson'. The signature is stylized and includes a long horizontal flourish at the end.

**Angus Macpherson**  
**Police and Crime Commissioner for Wiltshire and Swindon**  
**March 2020**

## Quarter Three Performance Dashboard Key

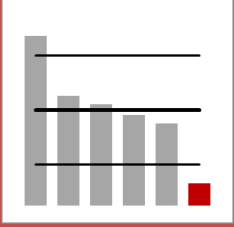
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last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

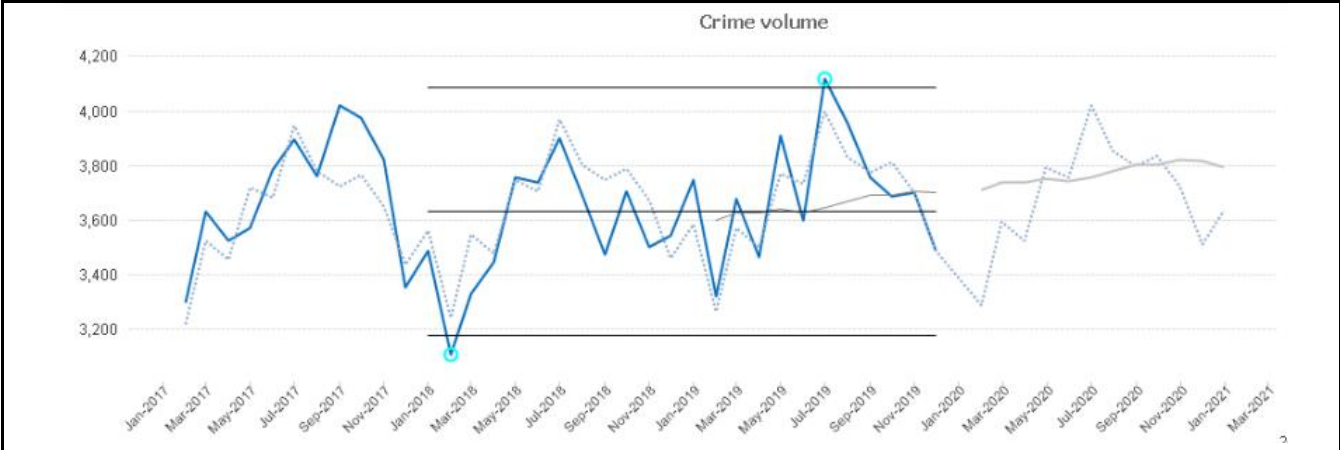
	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have all been below the Average 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

Please refer to the Quarter 3 Performance Dashboard appended to this report – Appendix A.



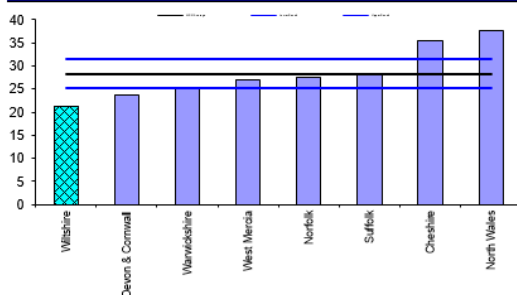
## 1. Prevent crime and keep people safe

<p>Crime volume</p>	<p>Q1: 10,952 - 43,523 rolling 12 months Q2: 11,856 - 44,340 rolling 12 months Q3: 10,876 – 44,433 rolling 12 months</p>	
<ol style="list-style-type: none"> <li>1. There were 10,876 crimes recorded during quarter three and 44,433 in the 12 months to December 2019.</li> <li>2. Police recorded crime has increased nationally by 3 per cent in the 12 months to December 2019 and 1.2 per cent regionally.</li> <li>3. Wiltshire Police recorded 1,938 more crimes (4.5 per cent) compared to the previous 12 months.</li> <li>4. Further investigation of the 4.5 per cent increase was reported at the Vulnerability and Force Operations Board in November 2019.</li> <li>5. In the most recent 18 months stalking and harassment crime recording compliance has experienced considerable focus, resulting in an increasing trend in harassment crimes recorded.</li> <li>6. The increasing trend in domestic abuse (DA) related crimes in the previous 12 months has been another contributor in the 4.5 per cent rise in volumes. This increase in DA directly affects increases in violence against the person (VAP) offences, most specifically relating to violence without injury.</li> <li>7. Domestic Abuse is reported on separately within priority 2 of this document.</li> </ol>		



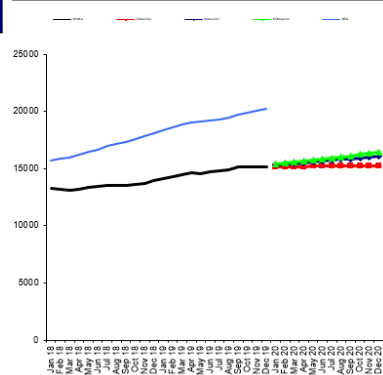
- 8. Nationally just five forces reported decreases in their recorded VAP crimes in the 12 months to December 2019. VAP crimes for Wiltshire demonstrated an 8.9 per cent increase, this is inline with national increase of nine per cent.
- 9. Wiltshires crime rates for VAP offences is 21.2 crimes per 1000 population, the second lowest nationally and significantly below the MSG average of 28.2. Nationally Wiltshire are the lowest ranking force for violence without injury crime rates.

**iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents Wiltshire Violence against the person (ONS) 01 Jan 2019 - 31 Dec 2019**



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

**iQuanta Projection Chart - Rolling 12 Month Crimes Wiltshire Violence against the person (ONS) 01 Jan 2018 - 31 Dec 2019**



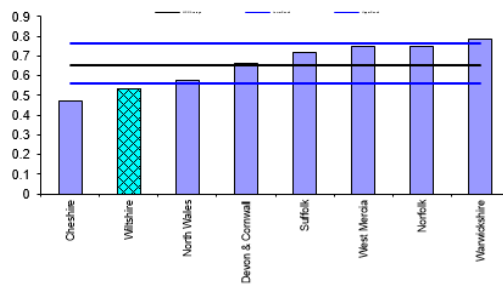
OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Violence against the person up to December 2019 – most similar group (MSG) position

- 10. Nationally reported volumes of violence with injury have experienced no change. However reported volumes of violence without injury have increased nationally by 13.6 per cent with Wiltshire reporting an increase of 12 per cent. Nationally just four reported a decrease.
- 11. The trend in Wiltshire for the volume of possession of weapons offences is greater than the national trend, +26 per cent (n=79) versus the national increase of 10 per cent.

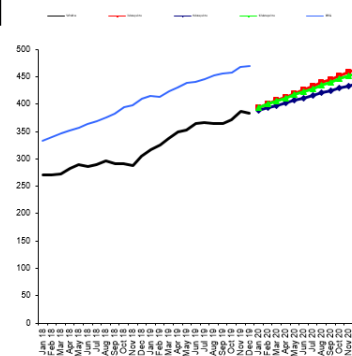
12. At the Force’s vulnerability and operations board, the increase in possession of weapons was reviewed in detail. There have been operations running in Wiltshire and Swindon specifically focused on tackling knife crime.
13. The proactivity associated with these operations have led to an increase in the detecting and surrendering of knives in the last 12 months, as reflected in the increasing possession of weapons offences.
14. Although Wiltshire are reporting increases in volumes, possession of weapon crime rates are positioned 12<sup>th</sup> nationally at 0.54 crimes per 1000 population against the MSG average 0.65.

**iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents**  
**Wiltshire**  
**Possession of weapons offences**  
**01 Jan 2019 - 31 Dec 2019**



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

**iQuanta Projection Chart - Rolling 12 Month Crimes**  
**Wiltshire**  
**Possession of weapons offences**  
**01 Jan 2018 - 31 Dec 2019**

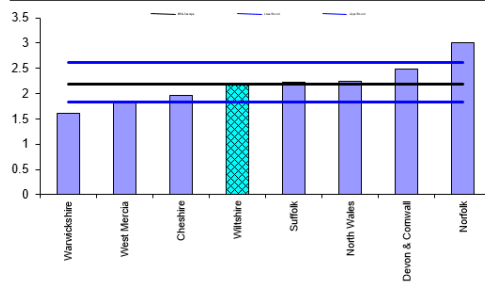


OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

**Possession of Weapons up to December 2019 – most similar group (MSG) position**

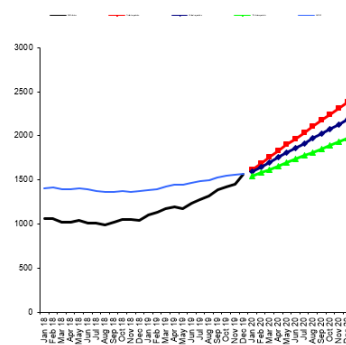
15. Within quarter three there has been considerable proactivity in the bid to tackle county lines and make the county of Wiltshire a hostile environment for drug dealers. There have been various media publications over the last couple of months highlighting the ongoing activity via ‘Operation Jetway’ and ‘Operation Samphire’.
16. The trend for drug offences has significantly increased in the 12 months to December 2019 and is greater than the national increase, (+49.6) compared to the national increase of 20.9 per cent. Nationally just six forces reported a decrease in drug offences within the same time period.
17. Wiltshires crime rate for drug offences is 2.18 crimes per 1000 population and is in line with the MSG average of 2.19 and national average. Wiltshires position nationally is inline with peers and not considered exceptional and is also reflected in the MSG.

**iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents  
Wiltshire  
Drug offences  
01 Jan 2019 - 31 Dec 2019**



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

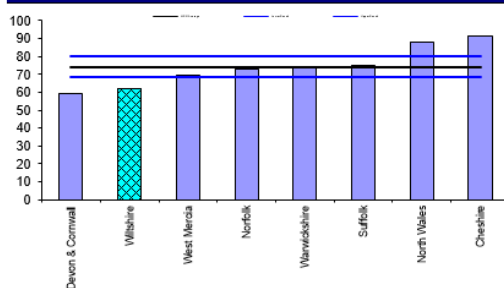
**iQuanta Projection Chart - Rolling 12 Month Crimes  
Wiltshire  
Drug offences  
01 Jan 2018 - 31 Dec 2019**



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

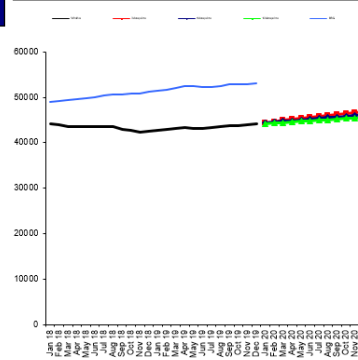
18. Despite the increases in recorded crime, crime rates per 1,000 population for Wiltshire in the year to December 2019 is 61.8 crimes. This is significantly below our most similar group (MSG) average of 73.9 crimes per 1,000 population as shown in the chart below:

**iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents  
Wiltshire  
Crimes  
01 Jan 2019 - 31 Dec 2019**



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

**iQuanta Projection Chart - Rolling 12 Month Crimes  
Wiltshire  
Crimes  
01 Jan 2018 - 31 Dec 2019**



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics


All crime up to December 2019 – most similar group (MSG) position

19. Wiltshire has the fourth lowest overall crime rate and second lowest sexual offences rate.

20. A full download of crime data by forces including year on year change can be accessed on the ONS website<sup>1</sup>.

<sup>1</sup> ONS crime statistics to September 2019:

<https://www.ons.gov.uk/file?uri=%2fpeoplepopulationandcommunity%2fcrimeandjustice%2fdatasets%2fpoliceforceareadatatables%2fyearendingseptember2019/policeforceareatablesyearendingseptember2019.xlsx>

<p>Crime recording compliance rate</p>	<p>Q1: 88.1 per cent Q2: 91.3 per cent Q3: No data to report</p>	
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21. 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.
22. 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.
23. 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.
24. 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.
25. Within quarter three Assistant Chief Constable Mark Cooper commissioned a strategic and tactical working group relating to Crime Data Integrity (CDI) which will be sitting for discussion monthly. This was following concerns over lower percentages being reported in some of the thematic audits.
26. The CDI strategic working group chaired by Assistant Chief Constable Mark Cooper, outlines the intention to deliver improved desk top crime investigations and accurate crime recording at initial contact with a victim, reducing the requirement for corrective activity and validation
27. The tactical CDI working group chaired by Superintendent Conway Duncan, will be delivering core activities set out by CDI strategic direction. This will include focus on the improvements that have been identified by Her Majesty's Inspectorate of Constabulary and Fire Rescue Service (HMICFRS)

28. The crime auditing team have been required to support various thematic audits within quarter three to give thorough overview crime data integrity. This has resulted in no data for the quarter three period and the reason for reporting on January 2020 audit percentages.
29. The January 2020 audit of the work completed by the crime standards auditors identified that 89.4 per cent of crimes and incidents were compliant with national crime recording standards (NCRS). This is the fourth audit sample completed using the new and consistent audit methodology. This audit has seen a consistent increasing trend in the compliance percentages since its implementation.
30. The general trend is one of improvement but the historical data points are not comparable.
31. Further comparisons will be possible as the methodology will remain consistent throughout 2019-20.

<p>Cyber flagged + key word</p>	<p>Q1: 668 crimes – 2,999 rolling 12 months Q2: 726 crimes – 3,015 rolling 12 months Q3: 755 crimes - 3,004 rolling 12 months</p>	
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32. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

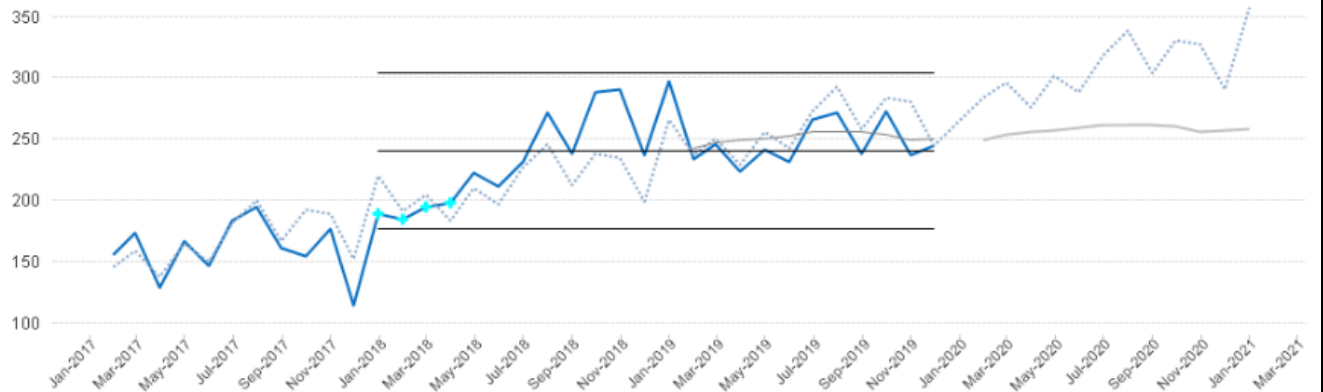
According to the National Crime Agency (NCA) cybercrime is found in two forms:

“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>

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

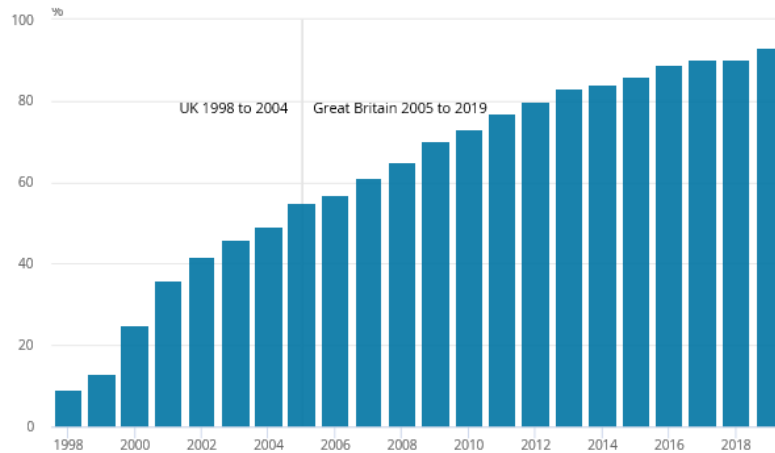
Criminal Intelligence department in line with national trends.



*Cybercrime monthly and rolling 12 months volume up to December 2019*

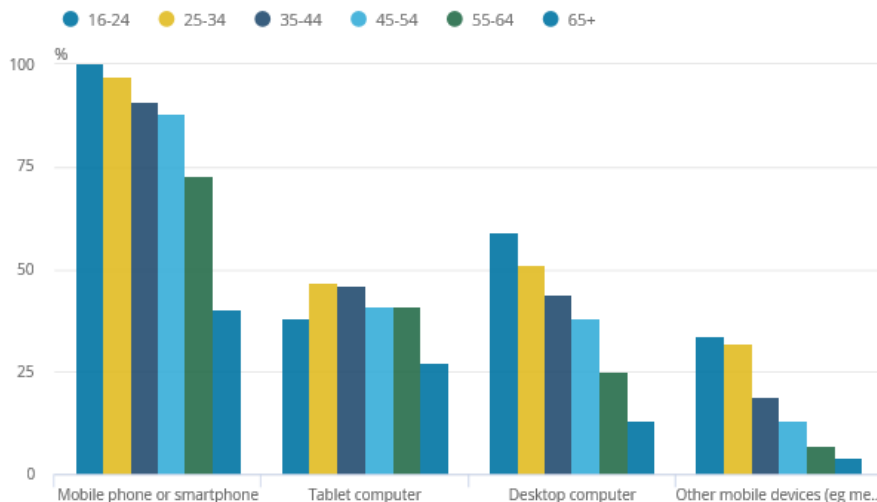
- 34. In Wiltshire during quarter three there were 755 cybercrimes recorded and 3,004 crimes reported in the 12 months to December 2019. This is a 9 per cent increase on the previous year.
- 35. The increasing trend in cybercrime is partly driven by improved flagging and identification of cybercrime. However, it primarily reflects the changing nature of demand being placed upon the policing service locally and nationally.
- 36. An Office of National Statistics (ONS) Internet Access publication for 2019 states that more than half of the 65+ age bracket shop online and nearly all adults aged 16 to 44 are using the internet to shop almost daily. ONS data also states that 93% of households in the UK have access to the internet, an increase of 3% from 2018 and a 23% increase in the last decade<sup>2</sup>.

Household internet access, UK and Great Britain, 1998 to 2019



37. The publication also states that 84% of all adults have used the internet “on the go”, using either a mobile phone, smartphone, laptop or handheld device. The most common device being a mobile phone or smartphone at 79%

Devices used to access the internet on the go within the last three months, Great Britain, 2019

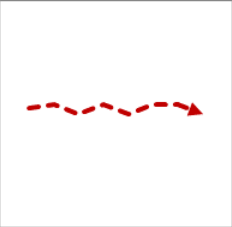


38. This information demonstrates the ever increasing platform for potential cybercrime that is present in society.

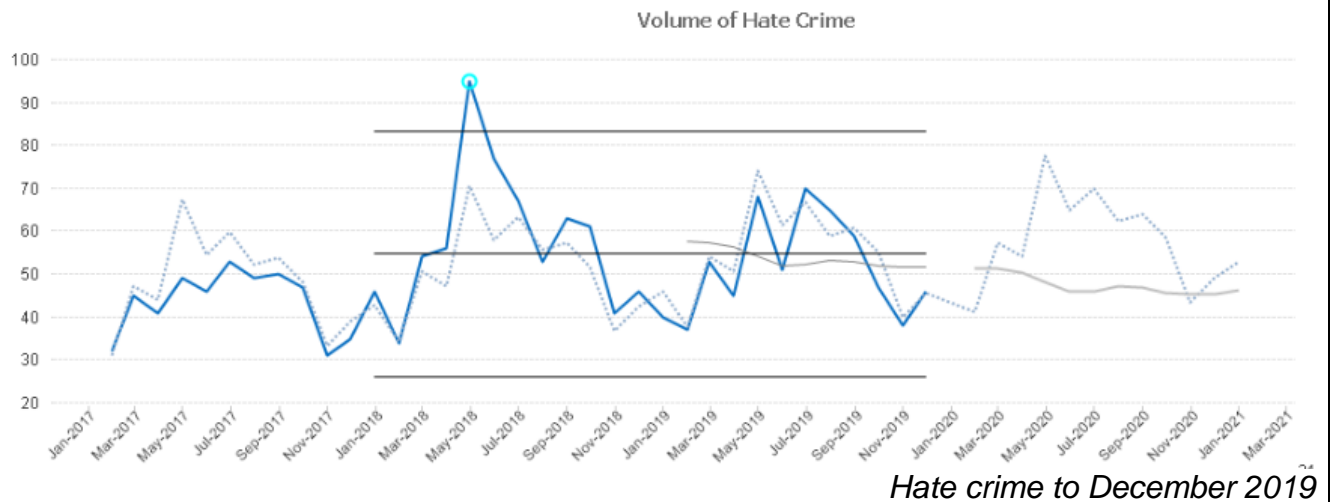
39. The most common reported cybercrimes are stalking and harassment, sexual offences and public order. It must be noted that this refers to cyber enabled or cyber dependent crime excluding fraud, which is centrally reported via ActionFraud.



<sup>1</sup> NCA Strategic Cyber Industry Group Cyber Crime Assessment 2016  
<http://www.nationalcrimeagency.gov.uk/publications/709-cyber-crime-assessment-2016/file>  
<sup>2</sup> ONS Internet Access Households and Individuals: Great Britain 2019  
<https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2019#9-in-10-adults-use-the-internet-at-least-weekly>

Hate crime	Q1: 163 hate crimes - 624 crimes rolling 12 months Q2: 178 hate crimes – 619 crimes rolling 12 months Q3: 131 hate crimes – 619 crimes rolling 12 months	
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40. There were 619 hate crimes reported in the year to December 2019. This compares to 693 hate crimes in the year to December 2018 (a decrease of 74 crimes; 10.7 per cent).

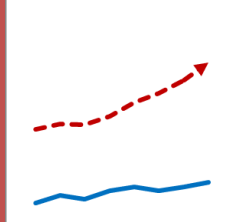


41. The Home Office hate crime statistics release<sup>2</sup> shows a ten per cent increase nationally in the year to March 2019 and more than doubled since 2012/13.

42. The later increase is reflected in Wiltshire and was raised in the Swindon Advertiser<sup>3</sup>.

<sup>2</sup> Home Office Hate Crime statistics release:  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/839172/hate-crime-1819-hosb2419.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/839172/hate-crime-1819-hosb2419.pdf)

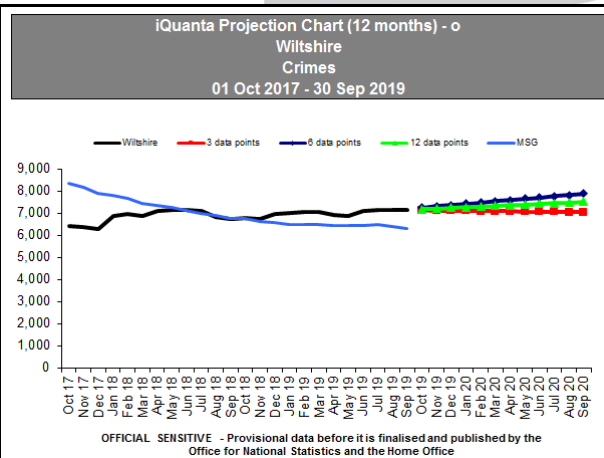
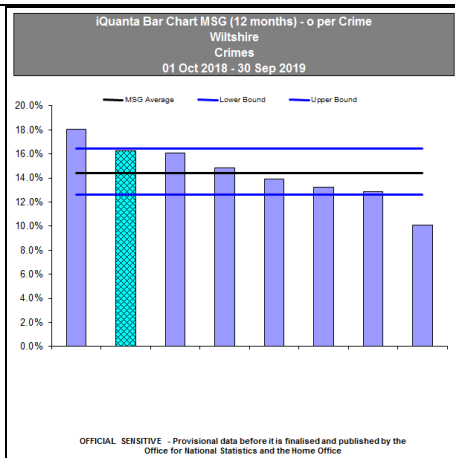
- 43. The national release cites increased crime recording compliance, terrorism and the EU referendum as contributory factors.
- 44. I have oversight of this measure through the quarterly multi-agency hate crime meeting.
- 45. There are no exceptions or concerns with quarter three figures.
- 46. The 2019 Equality and Diversity information report was published to the Force website in December 2019. This report includes in depth oversight of hate crime<sup>4</sup>

Positive Outcome ratio	16.2 per cent rolling 12 months to December 2019	
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- 47. Wiltshire police rely on an external partner to be able to compare outcomes data both regionally and nationally. The data contained in the December 2019 outcomes file was incorrectly input by the external partner and haven't been able to rectify the mistake in time for this quarterly report.
- 48. In the year to December 2019, 7,228 crimes have been detected (positive outcome) of which 5,498 were court disposals and 1,730 were out of court.
- 49. This represents a positive outcome ratio of 16.2 per cent and is above the most similar group average of 14.4 per cent and in line with peers.

<sup>3</sup> <https://www.swindonadvertiser.co.uk/news/17971563.hate-crime-reports-wiltshire-double-5-years/>

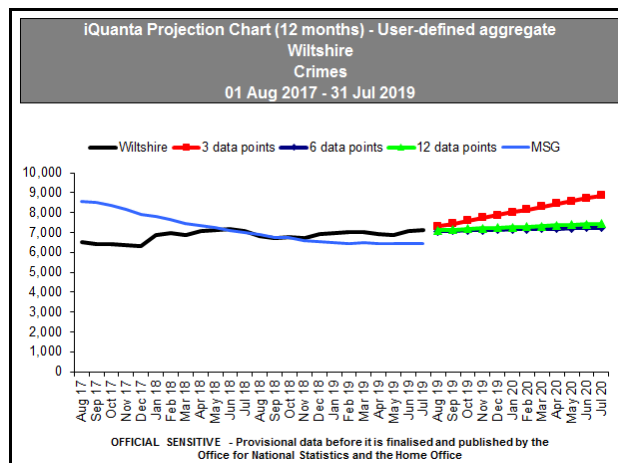
<sup>4</sup> [https://www.wiltshire.police.uk/media/4553/Equality-and-Diversity-Statutory-Duty-Information-Report-2019/pdf/EqualityDiversity\\_StatDutyRep\\_2019\\_final\\_17.12.2019.pdf?m=637133914773870000](https://www.wiltshire.police.uk/media/4553/Equality-and-Diversity-Statutory-Duty-Information-Report-2019/pdf/EqualityDiversity_StatDutyRep_2019_final_17.12.2019.pdf?m=637133914773870000)



*Positive outcome ratio up to September 2019 – most similar group (MSG) position*

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

51. Wiltshire are bucking the national trend and are seeing a year on year increase in the volume of positive outcomes.




*Positive outcome volume up to September 2019*

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

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

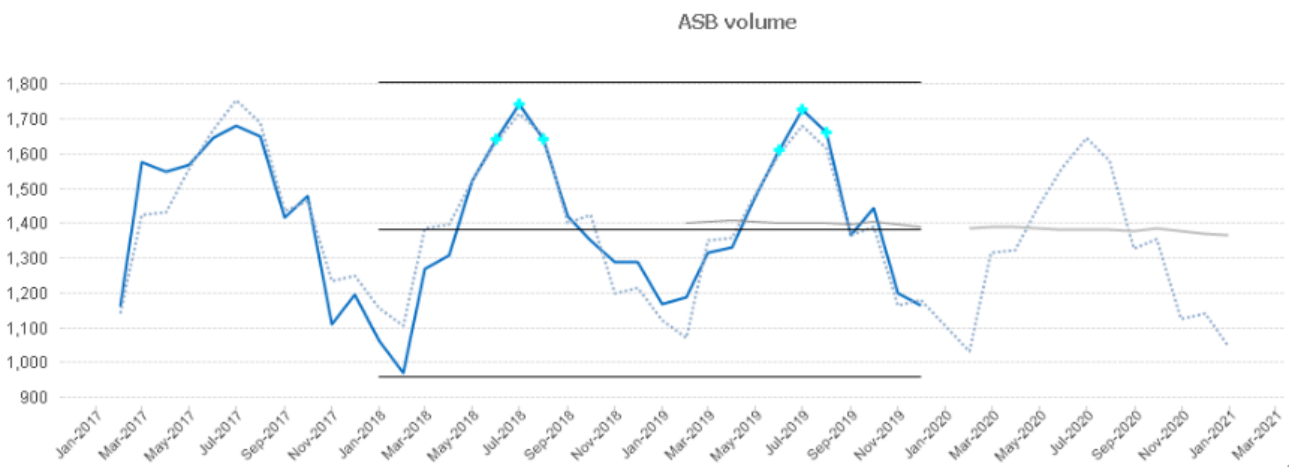
54. This conversation is on-going and an action has been set for the performance team to provide deeper analysis of all outcome rates at the March-2020 Vulnerability and Force Operations Board to identify improvement opportunities.

55. The Chief Constable is holding ACC Mark Cooper to account through the strategic performance board for the improvement in performance.

<p>Anti Social Behaviour Volume</p>	<p>Q1:4,424 incidents – 16,848 rolling 12 months          Q2:4,764 incidents – 16,792 rolling 12 months          Q3: 3,808 incidents – 16,656 rolling 12 months</p>	
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56. The volume of Anti Social Behaviour (ASB) incidents has shown a significant long term reducing trend.

57. There were a total of 16,656 ASB incidents reported in the 12 months to December 2019 which equates to 0.9 per cent more than the 16,512 incidents recorded in the 12 months to December 2018.



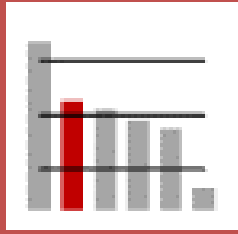
ASB to December 2019

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



*ASB and crime volume trend comparison – z score*

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

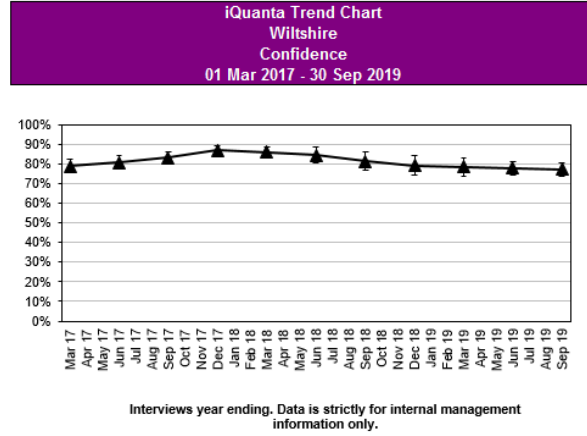
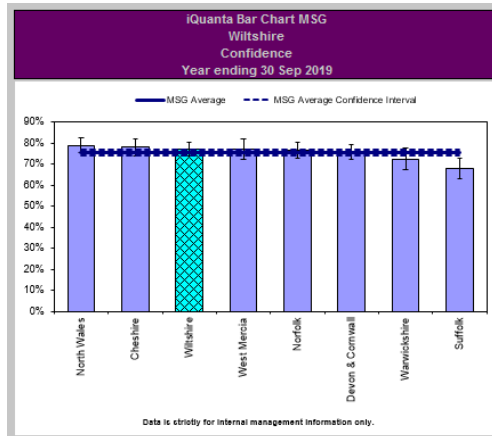
<p>Overall confidence with the police in this area</p>	<p>77.2 per cent (±3.4 per cent) 12 months to September 2019</p>	
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60. This measure is usually informed by the Public Opinion survey which I commissioned twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.

61. 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.

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

- 63. The survey asks members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.
- 64. The CSEW data for the 12 months to September 2019 shows 77.2 per cent ( $\pm 3.4$  per cent) of respondents have confidence in Wiltshire Police. The trend within the last 12 months has experienced no significant change.
- 65. A percentage of 77.2 puts Wiltshire Police in a good position within its most similar group (MSG) being inline with peers and above the MSG average.

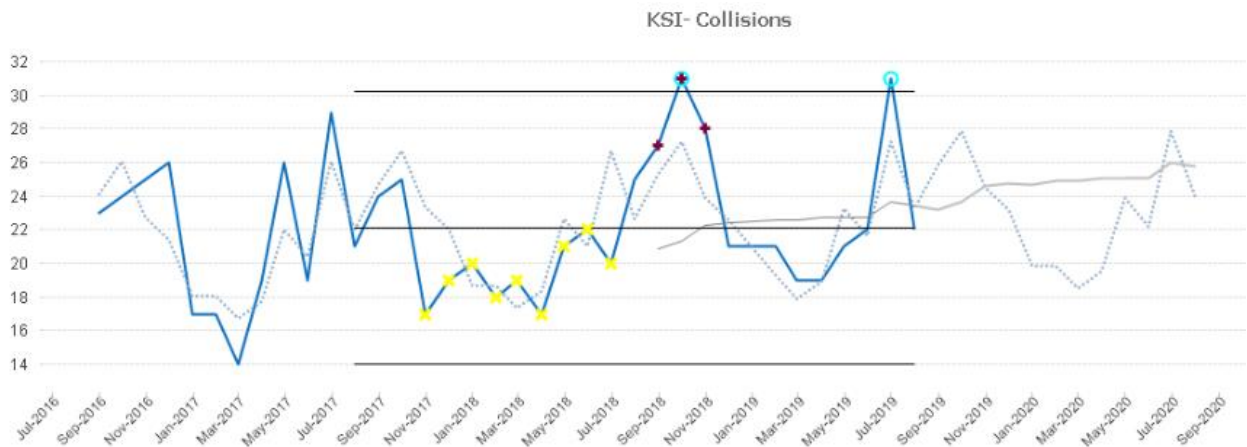


CSEW Public Confidence – 12 months to September 2019

- 66. The nature of the survey conducted by Kantar means there is no detailed data available at community level to help us understand the reasons for decline or opportunities for improvement.
- 67. This is a gap that we are addressing with the work ongoing to commission new surveys for both victims and public perception and confidence.

<p>Killed and seriously injured (KSI) - Collisions</p>	<p>281 collisions – 12 months to August 2019</p>	
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68. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI).



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

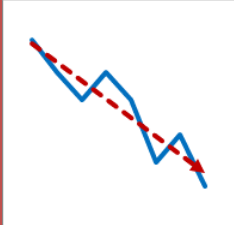
69. In the 12 months to August 2019, there were a total of 281 KSI collisions. Per month this an average of 23.3.

70. 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.

71. Data inputting for KSI collisions has been paused due to reduced staff within the criminal justice department, the key focus for the department with reduced staffing is inputting court files. This will impact on future data availability.

72. The road safety report presented at my monitoring board detailed focus on the fatal four causations of road death – drink drive, seatbelts, speed and mobile phones. These will be implemented in a national coordinated effort in line with the National Police Chief Councils (NPCC) calendar.

73. Assistant Chief Constable Maggie Blyth chaired a Strategic Road Safety partnership board in January 2020, renewing focus to road collisions with the aid of partners to bring data together in a coordinated effort to gain clarity on key areas of focus. This partnership will support the recommendations outlined in the NPCC's national strategic roads safety review.

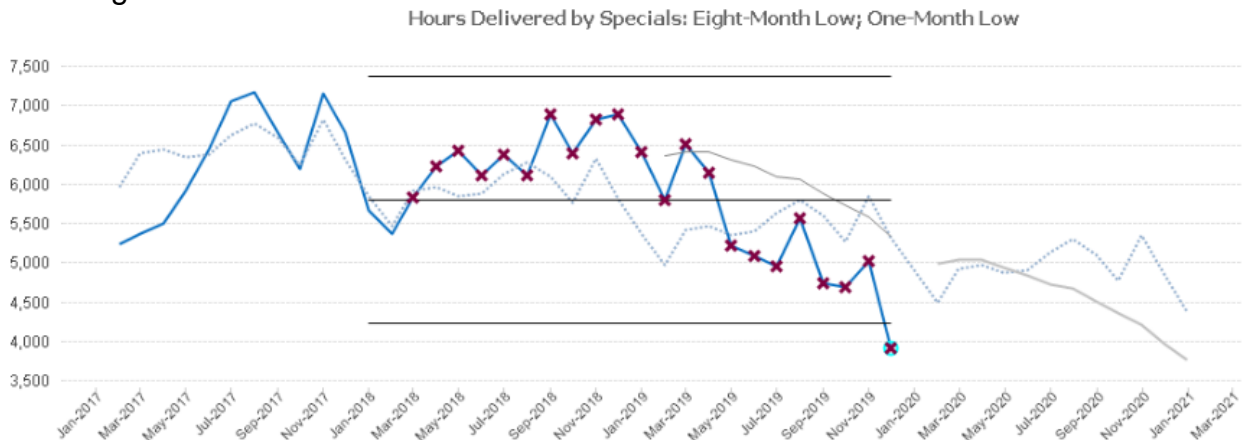
<p>Special Constables hours deployed</p>	<p>Q1: 16,469 hours deployed          Q2: 15,205 hours deployed          Q3: 13,628 hours deployed</p>	
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74. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.

75. 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.

76. The Special Constabulary cohort at national level is decreasing with the uplift in police resources. It is inevitable that a number of new police recruits within Wiltshire Police will come from our serving special constables. A rough estimate predicts this could be as many as 30 per cent of our specials joining as regular officers in the next two years.

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



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

78. The trend is experiencing a significant overall decline with December 2019 considered to be significantly low.

79. Wiltshire Police has currently paused the recruitment of Specials. This decision was made following a review of the current recruitment, training and integration of new Specials enabling time to make improvements to these areas.

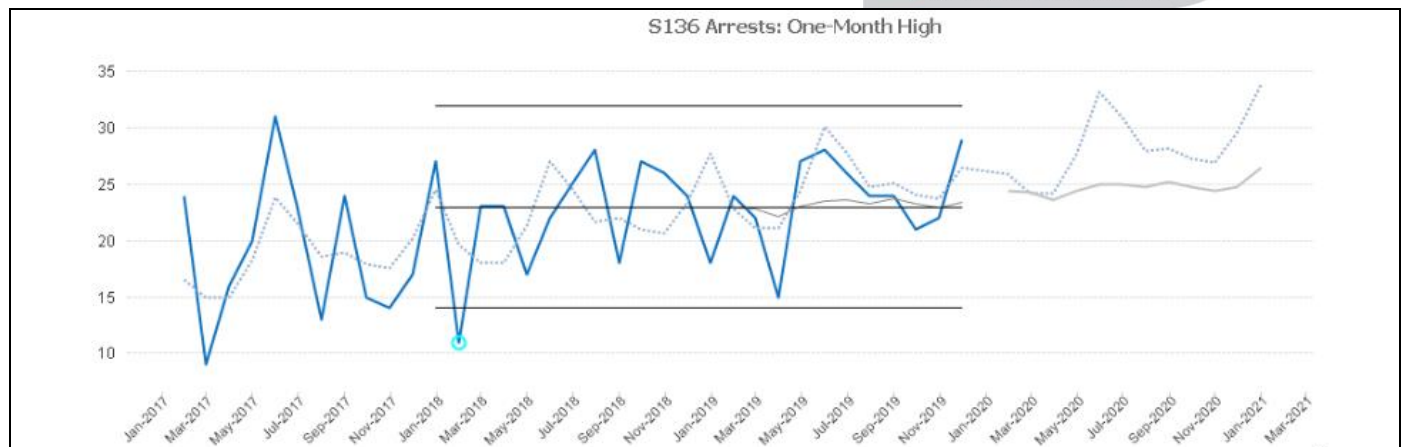


80. Recent analysis has shown that 50 per cent of the specials cohort are completing the minimum hours and that of the overall hours completed, 50 per cent are being performed by 30 individuals.
81. At the Strategic Performance Board Chief Constable Kier Pritchard recognised the significant contribution of three individuals in January 2020 and as result is sending personalised letters of gratitude to their significant contribution to policing in Wiltshire.
82. Following on from the continuous improvement review, a Special Constabulary working group has been set-up and is being chaired by Superintendent Phil Staynings. The working group is due to commence in March 2020 and will meet on a monthly basis. A draft implementation plan looks to address the recommendations from the review and will drive discussions at these meetings.
83. The recruitment freeze continues and will remain until the Special Constabulary working group come to a point of progress that sees recruitment fit to recommence

## 2. Protect the most vulnerable in society

Section 136 arrests	Q1: 70 Q2: 74 Q3: 72	
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84. 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>
85. There were 72 S136 MHA arrests during quarter three and 280 in the 12 months to December 2019.



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

86. The volume of S136 MHA arrests has increased by 2.3 per cent (9 arrests) in the 12 months to December 2019.
87. Whilst the Mental Health Control Room Triage (MCHRT) has proved successful there are difficulties in recruiting and retaining within the local NHS Trust. Historically this has always been the case, with newly trained nurses seeking employment close to the location of their training.
88. Partnership working led by the Clinical Commissioning Groups is underway to improve crisis care provision, in particular out of hours. This includes the implementing a new single point of contact 111 service and the use of urgent care centres to provide safe places where someone in crisis can see a mental health professional out of hours.
89. In addition to the crisis café already in place in Swindon, a 'place of calm' will be opened in Salisbury in March 2020.
90. All of these services are aimed at providing improved community support to those in need, ensuring they can access appropriate support and care from the correct health care professionals.
91. With improved community support this has the potential to reduce the number of people in mental health crisis and potentially coming to the attention of other services such as the police.
92. Within each locality of Wiltshire the NHS Trust holds regular multiagency care planning group to ensure that all service users receive a consistent approach from all involved agencies. The aim of the multi-agency plan is to reduce the number of presentations to

services and lead to a decrease in the need to Section 136 arrests.

93. The Police and Health Integrated Mentoring Scheme has been launched in Swindon and aims to support those persons requiring significant support and is already seeing positive results.

94. 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.

95. 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.

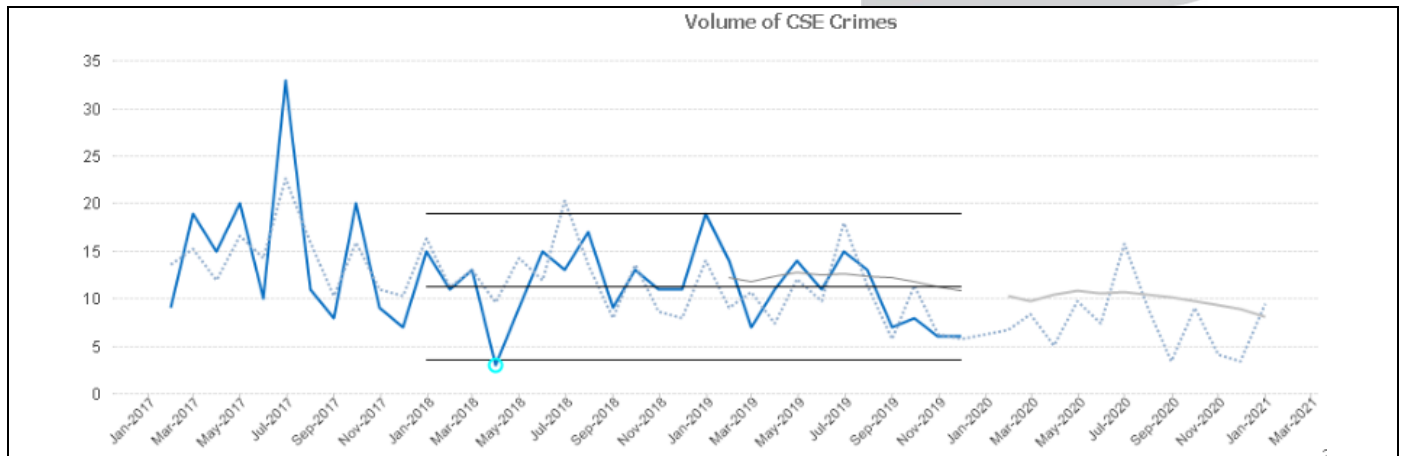
96. There is appropriate scrutiny in place to ensure that those arrested are taken to a place of safety.

<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>Volume of Child Sexual Exploitation (CSE) crimes</p>	<p>Q1: 33 crimes Q2: 35 crimes Q3: 20 crimes</p>	
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97. In quarter three there were 20 crimes tagged with a CSE marker. In the 12 month period to December 2019 there were a total of 131 crimes, nine fewer than the previous year.

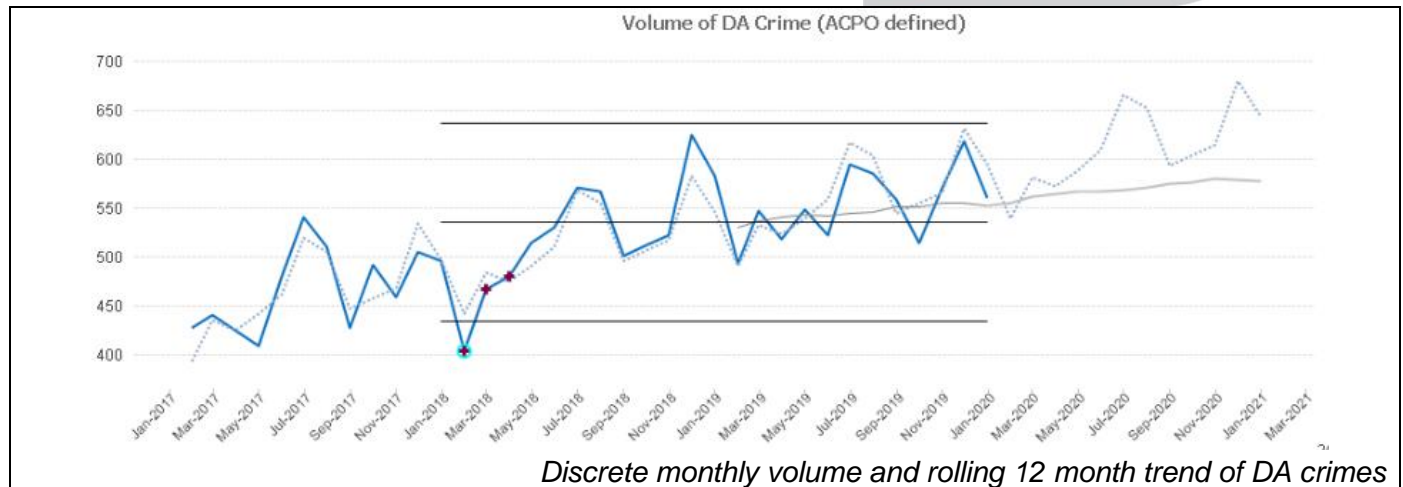


*The discrete monthly volume and rolling 12 month trend crimes tagged with a CSE marker*

- 98. The overall trend is showing a slight decline due to the most recent 5 months being below average but not exceptional. Numerically there hasn't been a significant year on year change.
- 99. In Quarter three the application of CSE flags was reviewed and resulted in many being removed due to inappropriate application of the flag resulting in the most recent decrease in volume.
- 100. On the 18<sup>th</sup> March there is a planned external CSE awareness day, along side raising awareness with our Community Policing Teams and partner agencies.
- 101. The Force has a plan in place with 19 strands of activity (including partners) to manage and prevent the threat posed by child sexual abuse and exploitation to children within Wiltshire and Swindon.

<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,594 crimes; 6,516 rolling 12 months Q2: 1,735 crimes; 6,610 rolling 12 months Q3: 1,704 crimes; 6,659 rolling 12 months</p>	
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- 102. There were 6,659 DA crimes reported in the 12 months to December 2019. This compares to 6,191 in the year to December 2018 which is an increase of 7.6 per cent (461 DA crimes).



103. Although DA crimes are calculating a year on year percentage increase, the most recent 12 months has begun to show some signs of stabilisation. Future trends continue to predict slight increases.
104. Within quarter two Detective Inspector Simon Childe, the Force tactical lead for domestic abuse developed a comprehensive plan which has been implemented.
105. The Force DA policy has been agreed and all changes have been communicated to all staff.
106. A joint review by Wiltshire Police and Wiltshire Council of the Wiltshire Multi-Agency Risk Assessment Conference (MARAC) has been completed and the results have been concluded and reported into the Local Safeguarding Children's Board (LSCB) DA sub group.
107. An evaluation of the October 2019 DA media campaign has been completed. An estimated 6,753,345 people were reached via social media. The Domestic Violence Disclosure Scheme applications were heavily promoted in order to raise public awareness.
108. Domestic Violence Disclosure applications have demonstrated a year on year increase with seven application in the 12 months to October 2018 and 27 for the 12 months to October 2019 .
109. The specialist domestic abuse court group has taken charge of governance for the adoption of the joint CPS police best practice framework to ensure effective multiagency working for the victims journey through the criminal justice system.
110. Updated training from the College of Policing on the thirteen strands of vulnerability has

been rolled out to staff across the Force.

111. In 2018 an audit was conducted into cases which had been closed due to no engagement from the victim. The aim was to understand if the Force DA policy was being adhered to. The audit concluded with recommendations of improvement which were adopted. In March 2020 the audit will be repeated to understand progress against the 2018 audit and identify key areas of improvement.

112. Detective Inspector Simon Childe continues to attend training days across the Force. Leading discussions around DA, with focus on positive action and the importance of evidence led prosecutions.

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

<p>Volume of sexual offences</p>	<p>Q1: 380 crimes – 1,601 rolling 12 months          Q2: 425 crimes – 1,599 rolling 12 months          Q3: 308 crimes - 1,496 rolling 12 months</p>	
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114. Wiltshire recorded 308 sexual offences during quarter three and 1,599 in the 12 months to December 2019.

115. This represents a 12.2 per cent reduction on 1,704 crimes recorded during the previous 12 months. The overall volume of sexual offences is showing a significant decreasing trend.

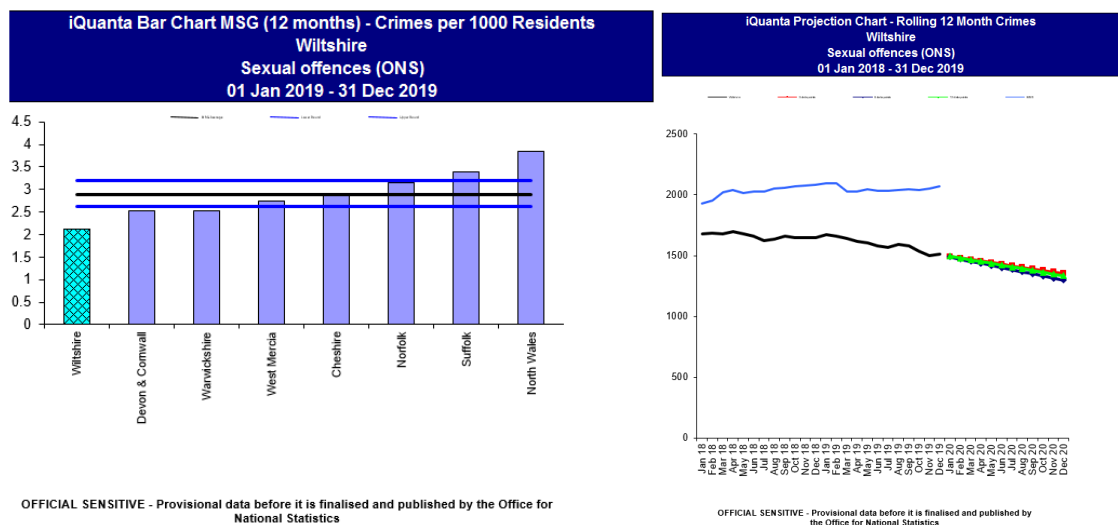


116. From October 2019 to December 2019 a 3 month exceptional low has been highlighted,

with December 2019 being considered as a 1 month significant low. This exception was raised at the Vulnerability and Force Operations Board chaired by ACC Mark Cooper.

117. ACC Mark Cooper has commissioned the Crime Data Integrity workshop to undertake a Sexual Offences audit and for Superintendent Chris Hanson to gain clarity and understanding of the seasonal low present in the quarter three.

118. Wiltshire's rate of sexual offences per 1,000 population is significantly lower than its peer average.



*Sexual offences up to December 2019 – most similar group (MSG) position*

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

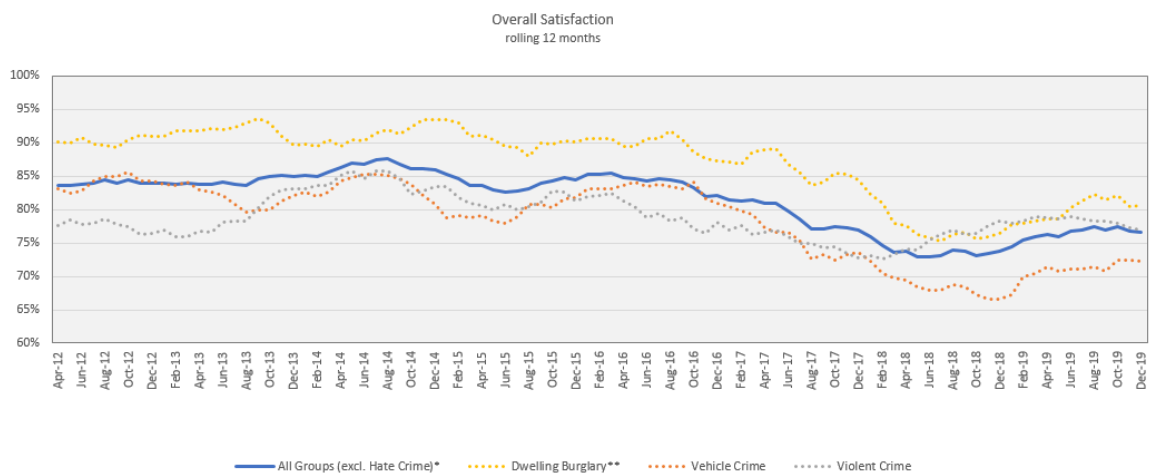
### 3. Put victims, witnesses and communities at the heart of everything we do

Satisfaction of victims with the whole experience	76.6 per cent (12 months to December 2019)	
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120. 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

121. The victim satisfaction rate was 76.6 per cent in the 12 months to December 2019. This is an increase of three percentage points compared to the 12 months to December 2018.



*Victim satisfaction rolling 12 month trend*

122. Overall satisfaction levels have shown an improvement in the last 12 months.

123. Wiltshire Criminal Justice Board (WCJB) aim to bring together a method of understanding victim experience to strengthen the victim voice within the system

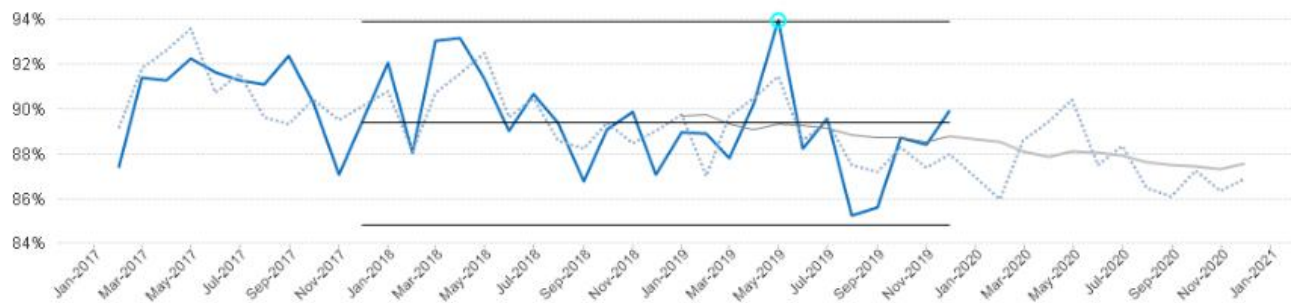
124. My office continues to lead on the review of the Victim Satisfaction survey methodology to ensure it is fit for purpose

Conviction rate	89 per cent (12 months to December 2019)	
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125. There were 5,095 defendants prosecuted in the year to December 2019 of which 89 per cent of people (4,524) were convicted.

126. The overall conviction rate has remained consistently high within the last 24 month period with conviction rates ranging between 85% and 94%. Future trends are showing a slight decline, this is simply due recent data points being more consistently below the average.



*Conviction rate by month*

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

128. Following raised concerns by the Chief Constable regarding the number of rape cases being submitted to the Crown Prosecution Service (CPS) in November 2019, both the Chief Constable and the Chief Crown Prosecutor for Wessex welcomed some oversight to be reported back into the Wiltshire Criminal Justice Board (WCJB)

129. The results of the standalone inspection were reported into the January 2020. The Chief Crown Prosecutor for Wessex is confident that there is no risk adersion present in Wiltshire. It has been recognised that there is continued work needed to improve the system and that partnership working will be key in delivering improvements.

130. Wiltshire police are positioned 12<sup>th</sup> nationally and considered a great improvement.

131. Her Majesty's Crown Prosecution Service Inspectorate undertook a Rape Inspection for 2019. The findings of which were published on the 17<sup>th</sup> December 2019. The key findings from the report were:<sup>5</sup>

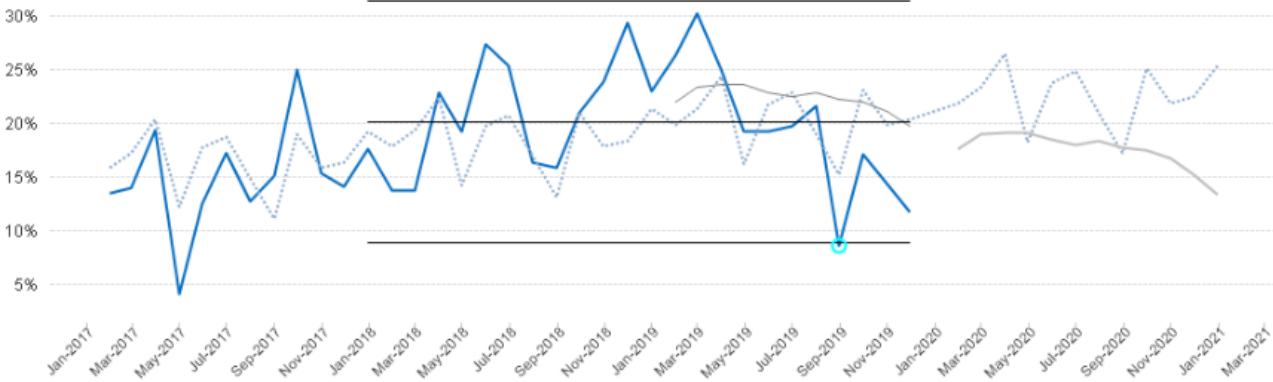
*“Since 2016, the number of cases prosecuted by the CPS has fallen by 52%. This is despite the fact that there has been a 43% rise in the number of rape allegations to the police. But there has been a 23% fall in the number of cases referred to the CPS for a decision by the police. This reduction means that while reports of rape to the police have nearly doubled, a significant number of these cases have not been referred to the CPS. Nearly a third of all the cases which the CPS received from the police were ‘admin finalised’. These are cases which are sent back by the CPS to the police for further investigation. There have been concerns that the CPS were only charging easy cases where a conviction was more likely, rather than applying the appropriate legal test (known as the Code for Crown Prosecutors). That view is not supported by the findings from this inspection. CPS has improved its application of the Code for Crown Prosecutors – the test for prosecutions: in the 2016 inspection there was a 10% failure rate but in this inspection there was a 2% failure rate.”*

132. Wiltshire Police have a Rape and Serious Sexual Offences continual improvement plan in place. Throughout 2020 the focus is to improve timeliness and quality of police investigations to improve outcomes for victims and the quality of those files sent to CPS for a decision regarding a charge.

Percentage of trials that are cracked and ineffective due to prosecution reasons	Q1: 21 per cent Q2: 16.9 per cent Q3: 14.4 per cent	
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133. There were 232 trials listed during quarter three, of which 124 were cracked or ineffective and 33 of these were due to prosecution reasons.

<sup>5</sup> <https://www.justiceinspectors.gov.uk/hmcpis/inspections/rape-inspection-on-report-december-2019/>



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

134. This measure forms part of the Wiltshire Criminal Justice Board (WCJB) performance framework.

135. The proportion of cracked and ineffective trials due to prosecution in quarter three shows a one month exceptional low in October 2019 with all three months being below average.

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

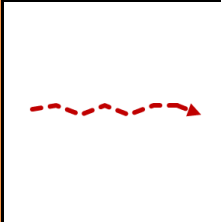
*List of cracked and ineffective trial reasons due to prosecution*

136. A paper has been produced on the quality of cracked and ineffective trials through the quality assurance delivery group (QADG) which highlights that there is no one discernible reason for the prosecution on the day due to witness non-attendance or withdrawal.

Cracked and Ineffective Reasons by Witness	12m to Dec-18	12m to Dec-19	Volume change	%change
Prosecution end case: witness absent / withdrawn	49	34	-15	-31%
Prosecution witness absent: police	9	6	-3	-33%
Prosecution witness absent: professional / expert	1	1	0	0%
Prosecution witness absent: other	18	17	-1	-6%

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

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

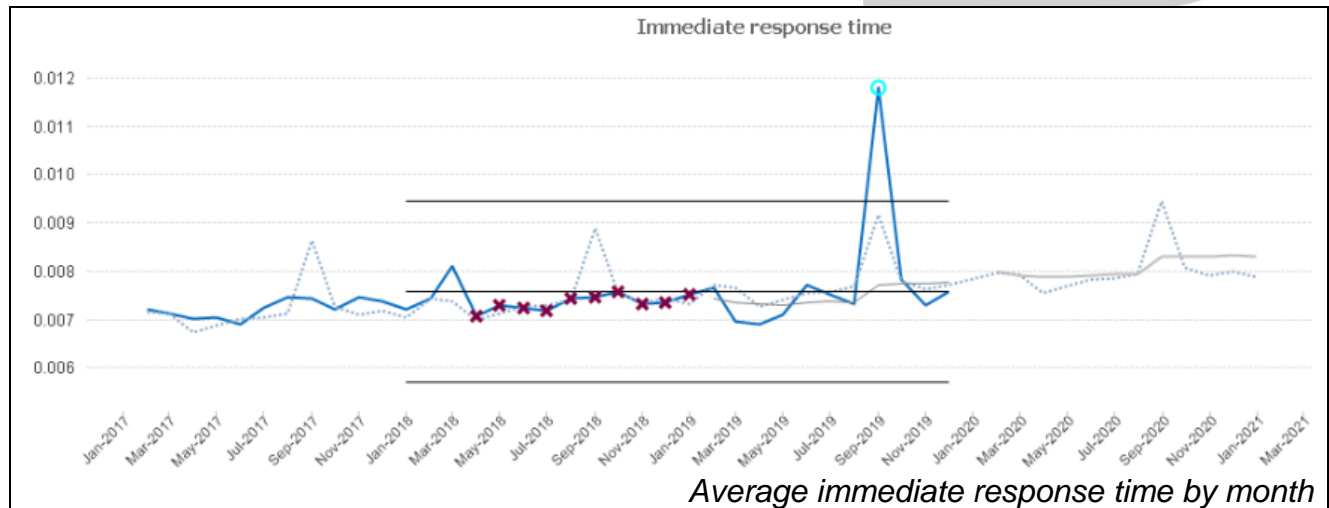
Response time (average)	Immediate	Priority	
	Q1: 10 minutes 26 seconds Q2: 12 minutes 47 seconds Q3: 10 minutes 54 seconds	Q1: 53 minutes 26 seconds Q2: 57 minutes 50 seconds Q3: 55 minutes 32 seconds	

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

139. Wiltshire Police attended 4,828 emergency incidents during quarter three

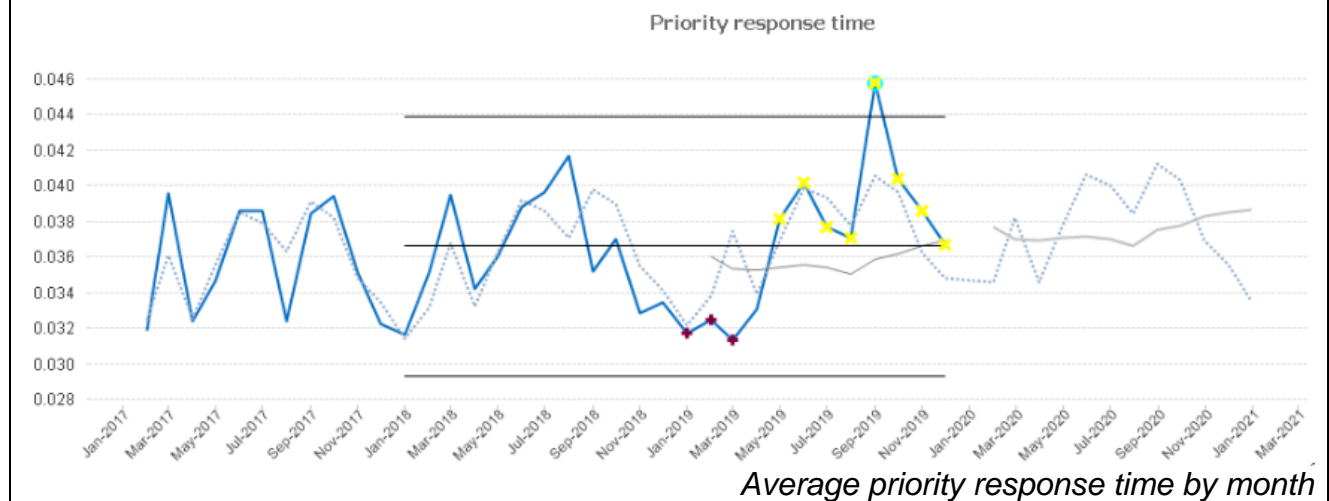
140. In the 12 months to December 2019 18,282 immediate incidents were attended at an average arrival time of 11 minutes 11 seconds.

141. The chart below demonstrates that immediate response incidents have been attended on average within 10 minutes and 54 seconds during quarter three.



142. The chart above demonstrates Wiltshire’s sustained ability to respond quickly to emergency incidents.

143. Wiltshire Police attended 8,804 priority incidents during quarter three for which an estimated time of arrival of within one hour is given.



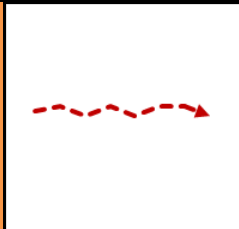
144. The average time taken to attend a priority incident during quarter three was 55 minutes and 32 seconds.

145. In the 12 months to December 2019, 36,227 priority incidents were attended at an

average arrival time of 55 minutes 32 seconds.

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

147. Data quality issues which were caused by an IST outage in our Crime and Communications Centre (CCC) between 14<sup>th</sup> and 17<sup>th</sup> September will continue to affect the forecasting capabilities within those areas affected.

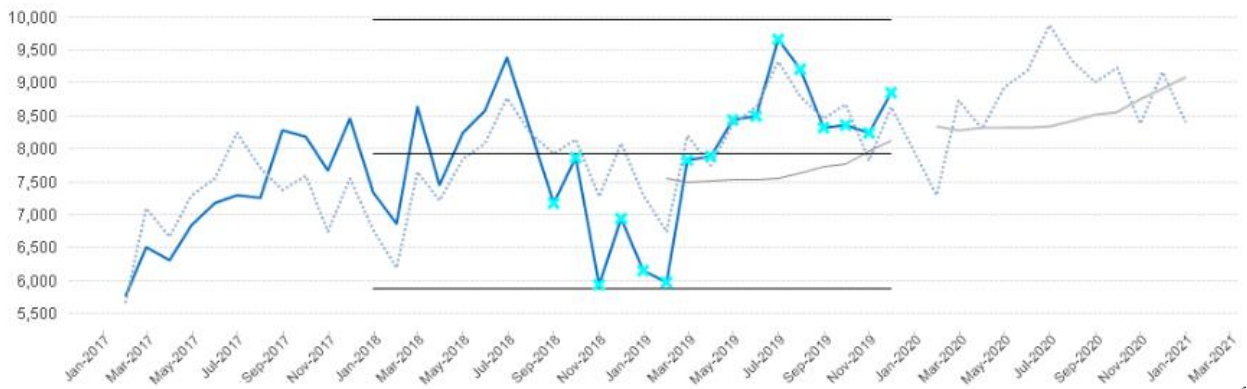
Average time to answer 999 calls	Q1: 4 seconds Q2: 5 seconds Q3: 5 Seconds	
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148. During quarter three, 25,437 999 calls were received and answered within an average of five seconds.

149. There were 97,366 999 calls received in the 12 months to December 2019 an increase of five per cent when compared to the previous year.

150. Volumes of 999 calls have been above average consecutively for the last 8 months and are forecasted to experience a continued increase. Although 999 volumes are increasing our Crime and Communication Centre emergency operatives continue to deliver an efficient and effective service to the public.

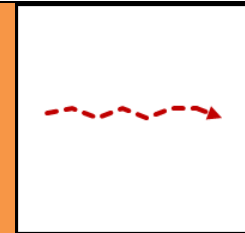
151. The evident increases into the emergency call centre is line with national increase being experienced across England and Wales.



*Volume of 999 calls answered*

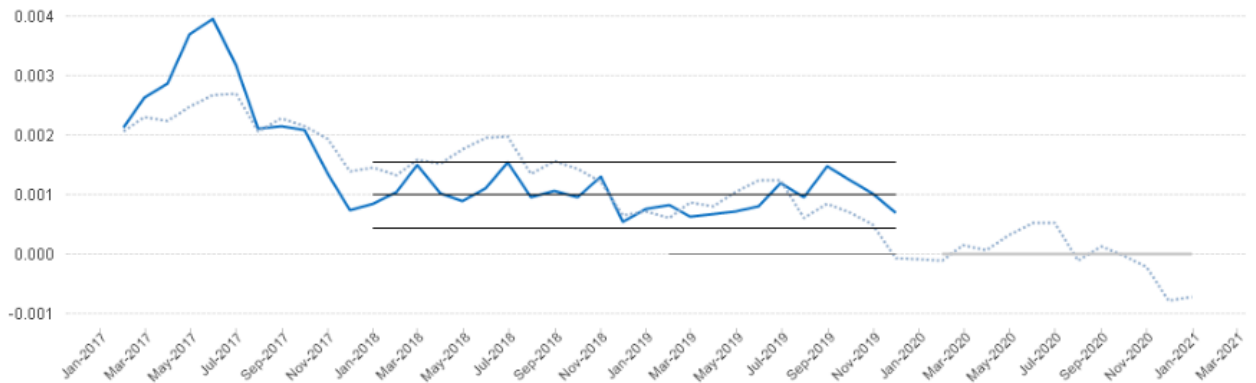
Average time to answer Crime and Incident Bureau (CRIB) calls

Q1: 1 minute 4 seconds  
Q2: 1 minute 45 seconds  
Q3: 1 minute 25 seconds



152. A total of 35,316 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter three.

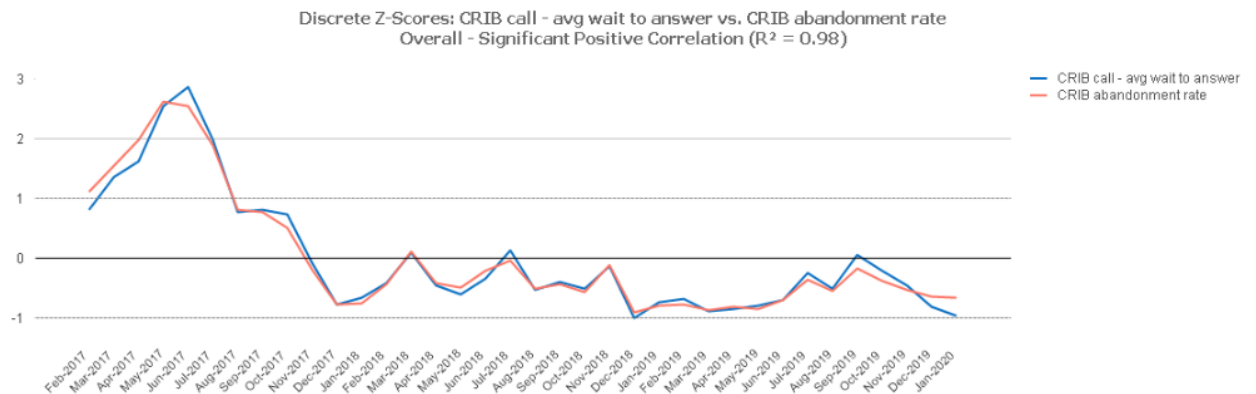
153. The length of time it takes to answer a CRIB has been consistently low for 24 months. The average wait to answer for quarter three 2019-20 was 1 minute 25 seconds and 1 minute 20 seconds for the year to December 2019.





*Average CRIB call answer time*

154. There is a significant positive relationship ( $R^2 = 0.98$ ) between the CrIB abandonment rate and the average time to answer a CrIB call. This demonstrates that as our Crime and Communication Centre operatives have reduced the time it takes to answer CrIB calls the volume of CrIB calls abandoned have also reduced inline.



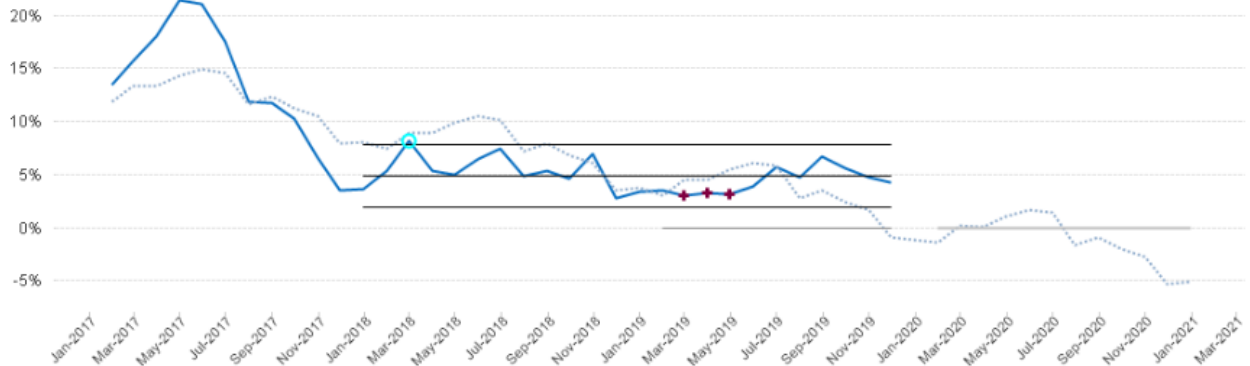
<p>Crime and Incident Bureau (CrIB) abandonment rate</p>	<p>Q1: 3.4 per cent Q2: 5.7 per cent Q3: 4.9 per cent</p>			
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155. The abandonment rate for quarter three 2019-20 was 4.9 per cent and 4.3 per cent for the year to December 2019.

156. Wiltshire Police have seen significant and consistent improvements in the CrIB abandonment rate over the last 2 years. This is reflective of the focus made under the Crime and Communications Centre Improvement Programme (CCCIP) and more specifically the resourcing which is better aligned to demand.

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





*Percentage of CRIB calls abandoned*

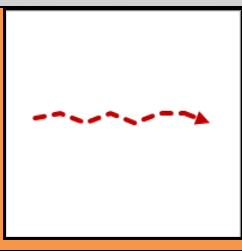
158. The priority focus for this programme of work is the delivery of the early resolution unit (ERU). The pilot went live on the 1<sup>st</sup> December 2019 and will run for six months. It was designed to improve the management of low level investigations to reduce the demand placed on Wiltshire frontline services but also delivering a more efficient and effective service to the public.

159. There will be ongoing performance monitoring and an evaluation at the end of the six month pilot to evidence the difference the unit is making to the frontline.

160. Since May 2018 there has been an increased headcount within the Crime and Communication Centre, this is now transitioning back to the budgeted headcount.

161. Performance will continue to be measured through the Force Operations and Vulnerability Board chaired by Assistant Chief Constable Mark Cooper.

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

<p>Quality of full files (error rate)</p>	<p>Q1: 2.5 per cent Q2: 0.5 per cent Q3: 0.0 per cent</p>			
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163. 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.

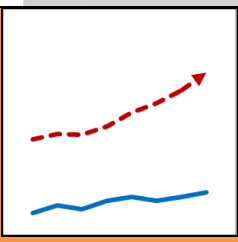
164. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

165. 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.

166. There were 168 full files sent to the CPS in quarter three, none of which were graded as unsatisfactory.

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

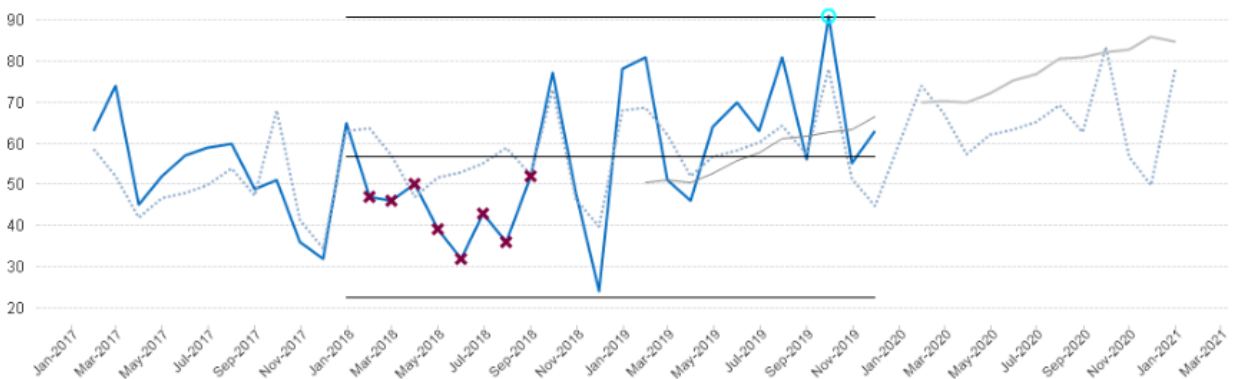
168. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.

Volume of complaints	Q1: 180 Q2: 200 Q3: 209			
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169. There were 209 complaints recorded during quarter three and 799 in the 12 months to December 2019.

170. This represents an increase of 42.9 per cent increase on the previous year where 559 complaints were recorded.

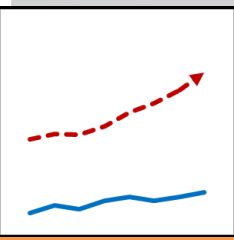
171. The peaks and troughs in recent months, shown in the chart below, are more associated with the capacity of the standards department in recording the complaints that have been received. The spikes relate to times where the unit has improved capacity and have been able to deal with today's business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



*Recorded complaint volume by month*

172. This measure is reported at the Force's Strategic People Board (SPB) chaired by the Director of People and Change.

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

<p>Percentage of complaints recorded within 10 days</p>	<p>Q1: 93 per cent Q2: 90 per cent Q3: 98 per cent</p>			
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174. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

175. The percentage of complaints recorded within ten days has sustained the improvements made during 2019. The figures for quarter three show we recorded an average of 98 per cent.

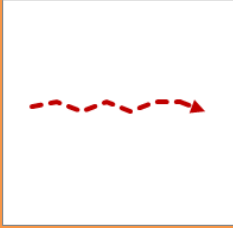
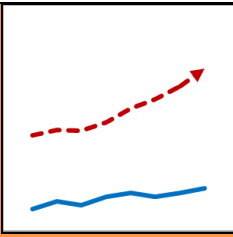
176. The most recent national and most similar group (MSG) data is for quarter two 2019/20. The average reported by Wiltshire for quarter two 2019/20 was 90 per cent. The data reported both nationally and within Wiltshire’s MSG is 91 per cent.

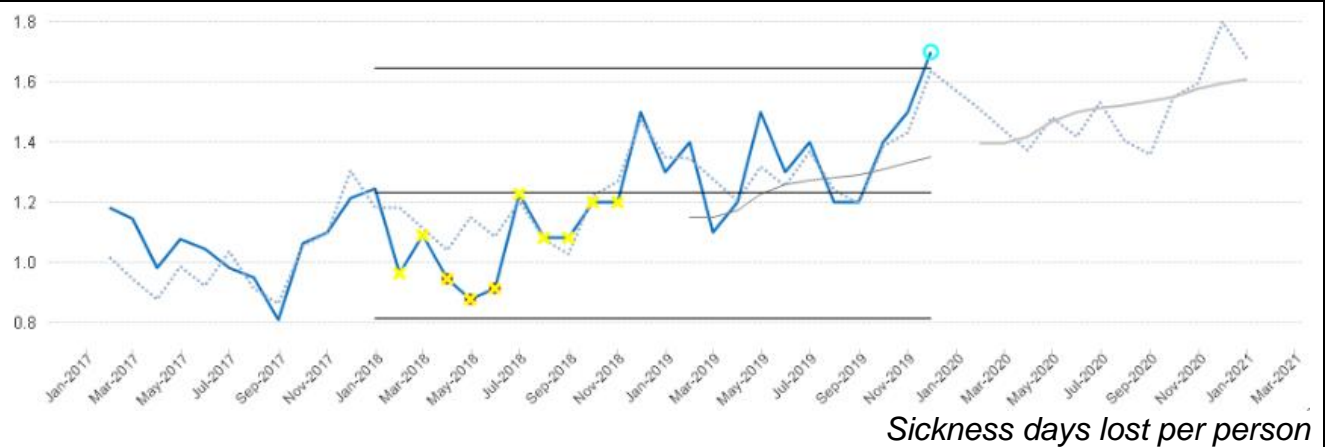
177. Wiltshire Quarter three reports 98 percent position showing an overall improving trend from the previous quarter.



*Percentage of complaints recorded within ten days*

178. The average number of days it took Wiltshire Police to record a complaint throughout quarter three was 4 days. This is a significant and consistent improvement on the average of 15 days it took to record a complaint during quarter four of 2018-19

<p>Percentage of complaint appeals upheld</p>	<p>Q1: 33 per cent (6 appeals completed and 3 upheld) Q2: 20 per cent (10 appeals completed and 2 upheld) Q3: 24 per cent (4 appeals completed and 1 upheld)</p>	
<p>179. 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.</p> <p>180. If the proportion is consistently high, it would indicate that the outcomes from our complaint processes are not effective.</p> <p>181. For quarter three, four appeals were completed and one was upheld.</p> <p>182. Of the 25 appeals completed in the 12 months to December 2019, 6 were upheld. This represents 24 per cent of appeals and 0.8 per cent of the total number of complaints received.</p>		
<p>Number of actual days lost per person</p>	<p>Year to December 2019 15.9 actual days lost per person</p>	
<p>183. There were on average 15.9 days lost per person in the 12 months to December 2019, with the forecast demonstrating an increasing trend.</p> <p>184. December 2019 is highlighted as 1 month exceptional high at 1.7 sickness days lost per person.</p>		



185. The Force recognised that the levels of sickness has been high and the Director of People and Change has set up a sickness improvement group which will focus on delivering the sickness improvement plan which contains 20 actions.
186. This meeting has been developed as a result of Wiltshire Police and the OPCC commitment to the wellbeing of the workforce; ensuring officers and staff remain fit for work, with the return to work as soon as possible after illness, this Plan gives line managers understanding and guidance regarding the absence management process. This is key in ensuring forcewide resilience to manage operational demand and day-to-day performance.
187. The purpose of this meeting is to focus on a number of key areas which will support an improvement in sickness absence management.
188. A communication strategy, toolkits, education, support and development will be the main focus of the group. The group meets monthly and reports to the Strategic People Board chaired by the Director of People and Change.
189. Recent analysis has identified that police officer sickness has increased by 21 per cent in the 12 months to December 2019 when comparing to the previous 12 months (January – December 2018) and police staff sickness has increased by 12 per cent (based on actual days lost).
190. Benchmarking request has been circulated to other forces to understand their sickness processes. Results to be circulated in the next report.

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

## **Deep Dive Element of Performance Report**

### **Service Delivery Plan 2019/20 – Quarter 3 Report**

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

##### **Objective one**

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

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

In March 2015, the Horizon Victim and Witness Care team was put in place as a result of the objective given to the OPCC to commission services to support victims of crime. Based at Devizes HQ, the dedicated team of Police Staff, from the first point of contact and through the criminal justice process, provides; an enhanced, coordinated and consistent end-to-end service to support victims and witnesses when they need it most. The victims and witnesses eligible for an enhanced service are:

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

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

As a result of the Horizon team’s recent collaboration with the Victim Strategy, the team supervisor has been attending the Regional Victim Strategy Board taking a regional standpoint on key areas of



requirement to ensure victims are offered support and updates in line with Victim Code of Practice [VCOP]. The updates are further shared with the National group, recognizing challenges best practice where possible.

In the past quarter, awareness sessions have been delivered from Splash, highlighting youth services, the Probation service, hate crime leads and the Right to review processes. As part of an ongoing training program, the Horizon team are given updated awareness sessions from partner agencies to ensure that appropriate services are offered to victims and witnesses of crime and optimising the support available.

Working and liaising with partners to improve a victims journey, has progressed timelines of contact between Witness Care and the Crown Prosecution Service [CPS], which has resulted in less delays in victim updates which can create a trial adjournment.

The CPS have recently also changed their structure locally with the aim to improve the timeliness in their response regarding victim and witness issues and Crown Court trials thus reducing waiting times for victim/witnesses.

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

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

To date Wiltshire Police has delivered 281 out of court community resolutions with a restorative element from a total of 300. Cases completed and currently in progress include neighborhood disputes, criminal damage, sexual assault, murder, domestic abuse, racially aggravated assault, burglary and robbery.

RJ training is still compulsory to all officers and staff in Child Protection Teams, and also as part of initial training for recruits and Special Constables. To date, the training hub has delivered level one RJ training to 619 police officers and staff. 30 officers and staff have volunteered and received 3-day level two training.

Recently, there was a conference hosted to showcase the variety of ways in which restorative

practice can be applied and how improved outcomes for victims were achieved.

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

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

The NHS South, Central and West Commissioning Support Unit has been commissioned to provide procurement and project support to this regional re-commissioning across 4 force areas. A project plan has been agreed and a working group established. The service is scheduled to be re-commissioned and operating by October 2022.

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

The PCC has supported the organisation Revival again for therapeutic and peer support (no health partners at this stage). Revival has expanded its provision of support for young people affected by sexual assault and abuse (current and historic) with new services in Salisbury and Swindon.

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

On a bi-monthly basis a Cracked and Ineffective Agency meeting is held between the Police, Crown Prosecution Service and HM Courts & Tribunals Service to review data in relation to Effective, Cracked, Ineffective and Vacated Trials. The aim is to provide accurate information as to the main reason;

- (i) Why trials do not take place when listed
- (ii) Why they have been taken out of the list before the trial date; and
- (iii) Why pleas of guilty are not made earlier. This assists with the efficient management of cases, and helps improve public confidence in the effectiveness of the Criminal Justice System [CJS].

Since April 2016 the number of trials that are Cracked and Ineffective due to prosecution reasons is consistently low and equates on average to 15 per cent of trials listed at magistrates and crown courts. These cracked and ineffective cases for quarter three incorporating reasons for ineffectiveness and occasions of adjournments and vacations were viewed at scrutiny meetings held

in November 2019 and January 2020. Representatives from the CPS, HMCTS, legal advisors and Wiltshire police were in attendance to discuss the cases listed for trial that did not proceed, identifying key areas for focus moving forward.

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

When it comes to video technology, Wiltshire Police are the most advanced Force in the South of England. The Force has two live link facilities at Gablecross and Melksham custody units. These facilities are used force-wide as standard practice by officers to remotely provide evidence for trials listed in the magistrate's court, resulting in considerable savings in the amount of time officers are required to attend court in person.

The live link facility for police officers is still functioning well with approximately 500 officers receiving court warning for a magistrate's trial in 2019 in which 95% of those called were able to give evidence in live link facility rather than attend court in person. However, work is still ongoing to identify the best way forward to embed a live link facility within Wiltshire Police for victims and witnesses to give evidence for magistrate trials. At present, Wiltshire Police are scoping for a suitable location and incorporating an understanding of support required to facilitate this if embedded. The current ambition is to ensure a facility by August 2020.

The use of virtual courts is also regarded as business as usual for remanded prisoners with a significant number being heard by virtual courts in both Swindon and Melksham Police stations.

All front line officers have now been trained and allocated a BWV camera and it is now mandatory for officers to utilize them.

### **Objective two**

#### **Stopping people from becoming victims by preventing offending and reoffending**

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

The Integrated Offender Management [IOM] service used by Wiltshire Police is the Swindon and

Wiltshire Integrated Targets for Change programme [SWITCH]. This is a partnership venture involving Wiltshire Police, the Probation Service and other partners which seeks to identify the root causes of offending and steer repeat offenders away from committing crime by offering them professional support and guidance.

Providing offenders with pathway support ensures that the most appropriate intervention and service is available to address the causes of the individual's offending and in turn support them towards getting out of a life of crime and becoming a productive member of society.

In December 2019 the IOM portfolio moved from Crime Prevention to the Public Protection Department and earlier in November 2019 the IOM Governance Group reviewed and agreed the terms of reference and refreshed its purpose in regards to the collaboration between; the National Probation Service [NPS], NPS Probation Community Rehabilitation Company and Wiltshire Police that provides enhanced offender management for appropriate offenders of greatest concern.

This governance group is designed to provide the necessary multi agency oversight, direction and accountability to enable IOM to function effectively, its objectives are to;

- Ensure IOM contributes to the delivery of the Crime and Policing Plan and fairly reflects the priorities of partner agencies.
- Develop and progress an IOM delivery Plan
- To report to the Reducing Reoffending Board subgroup and from there to the Criminal Justice Board.
- To ensure appropriate partnership representation at the appropriate level.
- Ensure commitment of resources from agencies into IOM and that IOM resources are given clear strategic direction
- To agree objectives and targets for IOM.
- Provide assurance for the performance, evaluation and outcomes of IOM.
- To ensure the IOM scheme benefits from 'lessons learned' and continual improvement approaches.
- Identify and progress commissioned services that benefit IOM cohort
- Identify barriers to delivery and escalate as necessary.
- Oversee the allocated IOM budget. This will include assessing the impact of business changes on IOM and manage their agencies resources accordingly.

Support with an effective communications plan to ensure that IOM is promoted both internally and externally.

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

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

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

The YOT is multi-disciplinary and is made up of Social Workers, Youth Justice Workers, a Police Officer and Police Staff, Education Welfare Officer, Not in Education Employment or Training Personal [NEET PA] Advisor, Harmful Sexual Behavior [HSB] Coordinator and Probation Officers.

YOT works in partnership with other services including Motiv8 - substance misuse service, CAMHS - Children and Adolescent Mental Health Service and Children's Care.

The three main areas of YOT work are:

**Prevention:** Some young people may be at risk of getting into trouble but have not yet committed an offence. The team supervises and supports these young people to prevent them entering the criminal justice system.

**Offenders:** They work with young people who have committed offences, to change their behavior and stop reoffending.

**Work with victims of crime:** Through the process of restorative justice, they work with victims of crime to make sure they are given a voice within the criminal justice system.

Between January and December 2019 there was a dramatic decline in the number of FTE's from Wiltshire compared to the same period in 2018. Youth Referral and Independent Person Program [YRIPP] also continues to promote a consistent approach when considering disposal options across the County.

Intervention with those at risk of becoming FTE has increased, and is also targeted to the needs or requirements of individuals rather than a stock response.










YRIP now captures data at time of offence rather than at time of referral therefore providing a better picture of the young people that may be more likely to become FTE. At present, re-offending rates appear to be low at this moment in time (currently around less than

10%).


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

The behaviour change programme delivered by Splitz in Wiltshire has worked with 89 perpetrators in 9 months (75 men and 14 women). There are 2 significant referral routes in to the service, Children's Services has referred 37 people and 31 people have self-referred. The next highest referral route is the Voluntary Sector at 12 referrals in 9 months. Splitz is working with academic partners to extend this work locally and regionally. Going forward, it is planned to embed the work as part of integrated offender management pathways.







## Appendix A

POLICE & CRIME PLAN 2017-21														
Measure	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Infographic	Context
<b>1. Prevent crime and keep people safe</b>														
Crime volume	3749	3323	3680	3464	3908	3601	4119	3958	3755	3688	3699	3489		Significantly lower than peers
Crime recording compliance				90.3%	Nil	88.1%	Nil	90.2%	91.3%		Nil			Improving trend
Cyber flagged + Key word	297	234	246	224	241	231	266	272	238	273	237	245		Increasing trend
Hate crime volume	40	37	53	45	68	51	70	65	59	47	38	46		Stable, slight decreasing trend
Outcome ratio*	16.5%	16.5%	16.3%	16.1%	16.0%	16.5%	16.6%	16.6%	16.5%	16.3%	16.3%	16.3%		Improving trend against a backdrop of national reduction
ASB volume	1170	1188	1316	1332	1474	1613	1726	1663	1366	1446	1199	1163		Decreasing trend
Overall confidence with the police in this area			78.3%			77.7%			77.2%					Decreasing trend however remains inline with peers and above MSG average
KSI- Collisions	19	21	19	19	21	22	31	22						Stable, slight increasing trend
Special Constables hours deployed	6415	5803	6517	6145	5223	5096	4954	5569	4734	4694	5023	3911		8 month discrete monthly low below average. Correlates with decline in Special Constabulary headcount

## 2. Protect the most vulnerable in society

S136 Arrests	18	24	22	15	27	28	26	24	24	21	22	29		Stable monthly volumes. Slight increase in rolling 12 month volume
Volume of CSE crimes	19	14	7	11	14	11	15	13	7	8	6	6		Rolling 12m slight decreasing trend
Volume of DA Crime (ACPO defined)	583	494	547	519	549	523	595	586	559	515	571	618		Rolling 12 month increasing trend
Volume of Sexual Offences (Recent / Non Recent)	147	120	125	119	128	133	153	136	127	112	102	94		Rolling 12m slight decreasing trend

## 3. Put Victims, Witnesses and communities at the heart of everything we do





Satisfaction of victims with the whole experience	74.4%	75.4%	75.9%	76.3%	76.0%	76.8%	77.0%	77.4%	76.9%	77.5%	76.7%	76.7%		Demonstrating increasing trend after period of decline
Satisfaction with being kept informed	65.2%	65.1%	64.4%	64.8%	63.8%	65.1%	64.9%	65.4%	64.8%	65.7%	64.9%	64.9%		Stable trend
Satisfaction with ease of contact	91.3%	91.7%	92.0%	92.7%	92.7%	93.9%	94.0%	93.7%	94.4%	94.8%	93.5%	93.6%		Continues to demonstrate increasing trend
Satisfaction with treatment	89.7%	89.9%	90.3%	90.7%	90.0%	90.9%	90.1%	90.1%	90.4%	90.1%	89.5%	89.4%		Stable trend
Conviction rates	92.5%	91.1%	77.1%	89.7%	89.7%	77.1%	89.6%	76.2%	83.3%	88.1%	81.4%	94.4%		Stable trend
% of cracked or ineffective trials due to prosecution	23.0%	26.4%	30.3%	25.0%	19.2%	19.2%	19.7%	21.6%	8.5%	17.1%	14.3%	11.8%		Decreasing trend









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


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Satisfaction with treatment	89.7%	89.9%	90.3%	90.7%	90.0%	90.9%	90.1%	90.1%	90.4%	90.1%	89.5%	89.4%		Stable trend
Conviction rates	92.5%	91.1%	77.1%	89.7%	89.7%	77.1%	89.6%	76.2%	83.3%	88.1%	81.4%	94.4%		Stable trend
% of cracked or ineffective trials due to prosecution	23.0%	26.4%	30.3%	25.0%	19.2%	19.2%	19.7%	21.6%	8.5%	17.1%	14.3%	11.8%		Decreasing trend

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

Immediate response time	00:10:50	00:11:01	00:10:01	00:09:58	00:10:13	00:11:06	00:10:49	00:10:32	00:17:00	00:11:17	00:10:30	00:10:56		Consistently good performance. September data affected by IST outage
Priority response time	00:45:39	00:46:48	00:45:08	00:47:36	00:54:53	00:57:48	00:54:14	00:53:23	01:05:54	00:58:12	00:55:33	00:52:51		Consistently good performance. September data affected by IST outage
Average time to answer 999 call	00:00:03	00:00:04	00:00:03	00:00:04	00:00:03	00:00:04	00:00:04	00:00:04	00:00:06	00:00:06	00:00:05	00:00:04		Consistently good performance. September data affected by IST outage
Average time to answer CRIB call	00:01:06	00:01:11	00:00:55	00:00:58	00:01:03	00:01:10	00:01:44	00:01:24	00:02:08	00:01:47	00:01:28	00:01:01		Consistently good performance. September data affected by IST outage
CRIB Abandonment rate	3.4%	3.5%	3.0%	3.3%	3.1%	3.9%	5.7%	4.7%	6.7%	5.6%	4.8%	4.2%		Consistently good performance. September data affected by IST outage
Quality of full files (error rate)	0.0%	1.4%	0.0%	1.9%	4.5%	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Consistently good performance
Volume of complaints	78	81	51	46	64	70	63	81	56	91	55	63		Increasing rolling 12 month trend
% Complaints recorded within 10 working days	9%	48%	94%	94%	94%	90%	78%	95%	96%	99%	98%	98%		Positive improvements during 2019
Complaints average number of days to record	28	13	5	5	5	8	9	5	6	3	4	4		Positive improvements during 2019 and consistently meeting IOPC expectations of within 10 working days
Percentage of appeals upheld	0%	0%	100%	0%	67%	0%	0%	17%	20%	0%	0%	50%		0.8 per cent of all complaints recorded
Number of actual days lost per person	1.3	1.4	1.1	1.2	1.5	1.3	1.4	1.2	1.2	1.4	1.5	1.7		Increasing trend
Percentage of CPT "at work"														See attached paper
Percentage of CPT "available to respond"														See attached paper

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<b>Meeting</b>	Police and Crime Panel
<b>Date</b>	19 <sup>th</sup> March 2020
<b>Report Title</b>	PCC Risk Register
<b>Presented by:</b>	Angus Macpherson, Police and Crime Commissioner
<b>Author:</b>	Kieran Kilgallen, Chief Executive

## **1.0 Purpose of Report**

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

## **2.0 Introduction and Background Information**

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 20<sup>th</sup> February 2020.

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 removed the risk 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 the Commissioner's Monitoring Board on a quarterly basis, prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. It is now also considered at OPCC Executive Leadership Team meetings on a monthly basis. 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.

### **3.0 Key Risks to Consider – Inherent**

3.1 The register identifies eleven inherent risks; eight are considered as either minor or acceptable, two are considered moderate and one is considered major.

3.2 Details on the risk identified as major are:

- *Risk I8: ICT services are not resilient and transformational to support effective and efficient policing*

Members will be aware of the decision by both Wiltshire Council and Wiltshire Police to return to individual provision of ICT services. The Chief Finance Officer and senior council officials are overseeing the return of this function and a Head of ICT for Wiltshire Police has been in place since November 2019. A more detailed report on the transfer of ICT services is subject to a separate agenda item.

3.3 Details on the two risks considered moderate are:

- *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*

There has been no formal notification from partners as to if, where, and how they will be required to make savings either in this or future financial years. The OPCC continues to build relationships with the two local authorities, and public, private and third sector organisations sharing strategies and its commissioning plans.

- *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*

Scoring is maintained at 18 and the risk continues to be monitored, through the Tri-Force and regional collaborations operations and strategic boards.

### **4.0 Key Risk to Consider – Topical**

4.1 The register identifies five topical risks, three are considered moderate and two are to be removed.

4.2 Details on the three existing risks considered moderate are:

- *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire*

It is anticipated that the funding formula review will be undertaken as part of the Comprehensive Spending Review in the Autumn. The score for this risk is maintained at 24 whilst further information is awaited.

- *Risk T3: Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN*

The scoring of this risk is maintained at 24. The Wiltshire Chief Constable is the national NPCC lead for this programme and the risk score reflects the reputational risk to the PCC and Wiltshire Police being more closely linked to the programme. New national guidance and a full business case is still awaited.

- *Risk T6: Unable to continue to meet the demands of frontline policing*

A review of CPT is being undertaken and substantial work has been delivered to address concerns. Panel received an update on the improvements aimed to improve the neighbourhood element of CPT. . This has been supported by the increased number of officers and staff as part of the precept increase. The PCC

is updated by the Chief Constable of these improvements bi-weekly, and monitored by the CPT resource paper.

## **5.0 Removal of Risks**

5.1 The following two risks have been identified as suitable for removal from the register:

- *Risk T8: Failure to comply with General Data Protection Regulations (GDPR)*  
This risk was identified when new regulations were due to come into place in 2018. Since this time a number of mitigations and controls have been identified and worked towards reducing this risk. GDPR has now been implemented and is considered business as usual. The informal audit undertaken in November did not identify any major issues. It is recognised that there will always be a risk that the OPCC will fail to comply with GDPR but this will be managed through Risk I10 (OPCC fails to meet its legal requirements as set out in various legislation including but not limited to Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010).
- *Risk T10: Impact of Brexit on Wiltshire*  
Brexit took place on 31<sup>st</sup> January 2020. Arrangements going forward following the transition period are being reviewed and any risks identified as a result of this will be included on future editions of the risk register.

## **6.0 Future Reviews of Risk Register**

6.1 This report and version of the Risk Register will also be considered at the Joint Independent Audit Committee meeting scheduled for 25<sup>th</sup> March 2020.

## **7.0 Staffing Implications**

7.1 Any staffing implications are set out in the associated risk(s).

## **8.0 Financial Implications**

8.1 Any financial implications are set out in the associated risk(s).

## **9.0 Legal Implications**

9.1 Any legal implications are set out in the associated risk(s).

## **10.0 Sustainability**

10.1 Any sustainability issues are set out in the associated risk(s).

## **11.0 Diversity Issues**

11.1 Equality and diversity issues are reflected in the respective elements of the risk register.

## **12.0 Contribution to the Police and Crime Plan 2017-2021**

12.1 The risk register is aligned to the Police and Crime Plan and identifies risks associated with not delivering the Plan and the priorities set out within it.

### **13.0 Recommendations**

13.1 The Police and Crime Panel is invited to note the content of the report and the risk register.

#### **Appendices:**

Appendix A – PCC Risk Register

Appendix B – Glossary



<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
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
D&C	Devon and Cornwall
DA	Domestic Abuse
DCC	Deputy Chief Constable
ESN	Emergency Services Network
FME	Forensic Medical Examiner
FMS	Force Management Statement
GCHQ	Government Communications Headquarters
GDPR	General Data Protection Regulations
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
JIAC	Joint Independent Audit Committee
LA / LAs	Local Authority / Local Authority's
MPs	Members of Parliament
MoJ	Ministry of Justice
MTFS	Medium Term Financial Strategy
NAO	National Audit Office
NPCC	National Police Chiefs Council
Op Fairline	First Salisbury incident
OP Fortis	Second Salisbury incident
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
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SARC	Sexual Assault Referral Centre
SD&T	Service, Delivery and Transformation
<b>ACRONYM</b>	<b>MEANING</b>

SW	South West
TOIL	Time Off In Lieu
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOTs	Youth Offending Teams

**RISK KEY**

risk score 30+ Major
risk score 18-29 Moderate
risk score 8-17 Acceptable
risk score 1-7 Minor

**Appendix A - 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)							Residual Risk Score					
ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	
<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 / HMICFRS and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance 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 as part of annual report process (13th May 2019)</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 – commissioning intentions for 2020-21 being drafted, to be presented to PCC for approval</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 – 2018-19 annual report published</li> <li>Continue to receive 'good' grading in HMICFRS PEEL inspections</li> <li>Following public consultation, police precept for 2020-21 increased by £10 for Band D property</li> <li>Recruitment of police officers</li> <li>Integrated OPCC and Force Planning cycle introduced in 2019-20</li> </ul>	2	2	4	16	20-Feb-20	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 / HMICFRS 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>Awaiting further details on national announcement of police officer and support staff uplift. Further details anticipated mid Sep / October from Home Office</li> <li>MTFS presented to January Panel meeting</li> <li>Positive central funding settlement from government has increased resources into policing</li> <li>PCCs able to increase precept up to maximum of £10 per year for 2020-21</li> <li>PCC has proposed and Panel unanimously supported £10 increase (PCC has held public consultation on proposal)</li> <li>Significantly reduced financial risk to policing and enabled further investment to be made including contributions to capital</li> </ul>	2	2	4	16	24-Feb-20	Reduced (previously 36) - financial settlement announced in January and Panel supported PCC's precept proposal (February)	
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 Performance Board which keeps all commissioned services under review</li> <li>Monthly Commissioning Team meetings take place</li> <li>Constant future planning of allocation of Community Safety Fund and Victims Fund – 2020-21 commissioning intentions form part of business planning cycle, drafted and to be presented to Commissioner for approval</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 governance arrangements and gave a 'reasonable' assurance with no significant findings</li> <li>2019-20 first year of fully established commissioning structure - Commissioning Team now up to full strength</li> <li>Clear processes in place and have been tested for full financial year</li> <li>Commissioning process embedded</li> </ul>	2	1	3	6	20-Feb-20	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 performance and programme meetings - OPCC attendance and meetings more operationally focussed</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>Continue to receive 'good' grading in HMICFRS PEEL inspections</li> <li>Working with CC to review all accountable mechanisms to ensure they are fit for purpose</li> <li>PCC/DPCC attending all Area Boards</li> </ul>	1	2	4	8	20-Feb-20	Maintain - business as usual
15	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies	<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 Strategy, action plan and performance dashboard established and being delivered by sub-groups</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>Improved links and coordination between local and national CJB through APCC, portfolio leads and WCJB Business Managers</li> <li>Annual review completed by WCJB Manager with partners, identified areas of service improvement, but overall strategy is on course and targeting the right areas</li> <li>Strong relationships with CSPs and YOTs</li> <li>Commissioning manager (CJS &amp; Reducing Reoffending) within OPCC</li> <li>National changes around Probation Service ongoing and being monitored through WCJB</li> <li>Local and national CJB protocols implemented by APCC, MoJ, and WCJB and being adhered to</li> </ul>	2	2	3	12	26-Feb-20	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>OPCC building relationships through regular engagement with LAs, public, private and third sector leaders and managers</li> <li>OPCC attendance at strategic boards with partners</li> <li>OPCC engagement with partners and stakeholders and attendance at relevant tactical and operational boards</li> <li>Fortnightly meetings of CMB discuss emerging developments with partners</li> <li>Updating and monitoring of Horizon Scanning database</li> <li>OPCC early engagement with LAs and partners to identify and reduce demand on policing services, CJS and wellbeing services</li> <li>OPCC working to co-ordinate commissioning of services across local government, health and CJS</li> <li>OPCC working with LAs, public, private and third sector services sharing strategies, commissioning plans and identifying areas of risk</li> <li>Using range of communication methods to ensure public, private and third sector organisations are aware of PCC strategies and plans</li> </ul>	3	4	2	24	25-Feb-20	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>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>Programme plan delivering against Estate Strategy (Marlborough has been delivered, work ongoing at Royal Wootton Bassett, planning approved on Warminster)</li> <li>Range of business cases, approved / being developed</li> <li>Acquisitions and Disposal Board overseeing commercial aspects</li> <li>Wiltshire Hub Board overseeing Force estate programme operations</li> <li>Service requirements being identified for operational and learning and development requirements at HQ</li> </ul>	2	2	2	8	20-Feb-20	Maintain - delivering against strategy

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I18	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 / HMICFRS 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>• ICT project delivery overseen by the Digital Programme Board with risks central to discussions</li> <li>• The independent accreditation review has seen a reduction in the risks open to the joint service</li> <li>• The introduction of the National Management Centre under NEP will bolster security</li> <li>• Business Continuity Plans in place and have been used with short term issues</li> <li>• PCC has agreed significant investment to ensure continuity and improvement of services</li> <li>• Frequent contact with national police ICT departments surrounding requirements and resilience</li> <li>• Service delivery reviewed and due to more 'police only' standards change in model agreed</li> <li>• Cloud technology is more secure and resilient than on premises solutions</li> <li>• Resources identified to deliver improvements and efficiency - reviewed in line with national programme rollout</li> <li>• New Head of ICT in post working on transformation programme - enhanced reporting of progress to strategic board</li> <li>• Tactical Transition Board established and meets fortnightly</li> <li>• Recruitment of ICT staff underway</li> <li>• Work being undertaken to finalise design of ICT operating model</li> <li>• Local risk registers in place for Tactical Transition and NEP projects - reviewed monthly at Digital Programme Board</li> </ul>	4	2	4	32	24-Feb-20	Maintain - work ongoing with regard to ICT transition programme
I19	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>• 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>• Governance arrangements have been reviewed for all collaborative agreements</li> <li>• Specialist operations have been brought back under local control save for Firearms Training (at Black Rock); Counter Terrorism Firearms Command; Major Crime Investigation</li> <li>• Quarterly meetings taking place for all collaborations</li> </ul>	3	3	2	18	28-Nov-19	Maintain - business as usual
I10	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>• OPCC stable with new staffing structure and operating well</li> <li>• PCC staff conduct horizon scanning and provide regular briefings to the PCC</li> <li>• SSOs focal point for ensuring PCC Executive Team are briefed</li> </ul>	1	2	2	4	20-Feb-20	Reduced (previously 8) - OPCC operating well with new staffing structure
I11	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 fulfil 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>• 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> <li>• OPCC resourcing plan agreed at CMB to address identified gaps</li> <li>• HMICFRS Inspection Reports responded to and published on website</li> <li>• SSOs focal point for ensuring PCC Executive Team are briefed</li> </ul>	1	2	3	6	20-Feb-20	Reduced (previously 12) - business as usual



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 / HMICFRS 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>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>Additional resources for policing will mitigate risk, but not resolve disparity in funding</li> <li>£750m allocated to policing in spending review but no details on allocations to be made to individual forces</li> <li>Anticipate review will be done as part of CSR in Autumn</li> </ul>	2	4	3	24	20-Feb-20	Maintain - awaiting confirmation of when review will take place
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>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 2019 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>Stop on project team recruitment to limit cost and no longer rolling funds forward</li> <li>Funding allocated in capital plan</li> <li>NAO report published May 2019 highlighting significant risks and seems unlikely ESN will be delivered by target date of 2022</li> <li>Wiltshire CC appointed NPCC National Lead</li> <li>Full business case expected in the New Year</li> <li>National decision taken to change covert radios due to delays in delivering via ESN programme</li> </ul>	4	3	2	24	20-Feb-20	Maintain - new business case awaited
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>CPT resource and officer deployability scorecard developed and used by force, PCC and PCP</li> <li>Intake of new police officers progressing through training</li> <li>Reviewing HMIC inspection reports and PEEL assessments</li> <li>PCP scrutiny</li> <li>Force performance and resourcing reviewed as part of planning cycle in Autumn of each year</li> <li>Utilises evidence and demand planning produced in Force Management Statement - further work to fully understand demand and align to capacity and capability</li> <li>CC advice on resourcing, staff mix and policing threats</li> <li>Focus on CPT resources and availability</li> <li>National uplift has identified 49 additional officers for Wiltshire - the usual recruitment process will be followed so will not be immediately on patrol</li> <li>Increased focus on CPT model with expectation that changes made to enhance local policing</li> <li>Review linked to FMS structured plans and business planning timeframes - Force presented initial update and now in consultation with staff unions</li> <li>16 additional police officers to be recruited following £10 increase in precept</li> </ul>	3	2	4	24	28-Nov-19	Maintain - consultation with staff unions currently taking place

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T8	07-Jun-18	Failure to comply with 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 2018</li> <li>• Update on GDPR provided to November 2019 JIAC meeting</li> <li>• OPCC internal processes reviewed to ensure robustness</li> <li>• PCC and CC agreed new structure for Information Assurance which is now in place and will improve management of this area</li> <li>• All contracts have robust information agreements as mandatory element &amp; reviewed by information governance team</li> <li>• Informal audit undertaken in November 2019</li> </ul>	2	2	2	8	10-Mar-20	REMOVE - score has reduced due to review of mitigation / controls and has moved from implementation stage to business as usual
T10	19-Feb-19	Impact of Brexit on Wiltshire	<ul style="list-style-type: none"> <li>• Failure to delivery statutory responsibility</li> <li>• Financial risk impacts on policing settlement</li> </ul>	Financial Operational delivery	<ul style="list-style-type: none"> <li>• Gold Group established which OPCC attends</li> <li>• Contingency plans in place for OPCC and every Force business area</li> <li>• APCC cross party Brexit Working Group established and updates / briefings circulated to PCCs</li> <li>• Close monitoring of national developments</li> <li>• Chief Constable risk register managed operational policing risks</li> </ul>	1	2	1	2	20-Feb-20	REMOVE - Brexit took place on 31st January 2020, arrangements going forward following transition period are being reviewed

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Meeting	Police and Crime Panel
Date	19 March 2020
Report Title	Risk Update – ICT Services (RR18)
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

## **1. PURPOSE OF REPORT**

- 1.1 This paper provides Police and Crime Panel with an update on progress to mitigate the risk identified in relation to ICT services recorded as Risk 18 on the Police and Crime Commissioner’s risk register which was reported to this panel in December 2019.

## **2. INTRODUCTION AND BACKGROUND INFORMATION**

- 2.1 The existing partnership arrangement with Wiltshire Council was reviewed in light of the divergence of ICT strategies between the partners and the concerns recorded in risk register entry number 18.
- 2.2 On 15 July 2019 Commissioners Monitoring Board received ‘The Wiltshire Police and Wiltshire Council ICT Review 2019’. The purpose of the paper was to provide options for the delivery of ICT in the future considering the APCC and NPCC Police Vision 2025.
- 2.3 The Police Vision 2025 is a strategy which prescribes nationally consistent digital services, standards and capabilities through the locally delivered National Enabling Programme (NEP) in Wiltshire. To implement the vision Wiltshire Police must comply with mandatory national accreditation standards that ensure each local force is managing risk appropriately. The review identified that the only viable option was to separate from the council and purchase our own police infrastructure. The reviews recommendation was agreed by the PCC and the council.
- 2.4 Since this time we have been working with HR resources, ICT Consultants and our own staff on building the new infrastructure and department under the overall ICT Transition Programme. A police Head of ICT (Adrian Hudson) was appointed and took up his role in November 2019.
- 2.5 Separation from the Council will commence on 1 April 2020 with an intention that full separation will occur by 31 March 2021.

## **3. PLANNED MITIGATION ACTIVITIES**

- 3.1 The police ICT Department will provide services to both the OPCC and the Force. The volume of work provided to the Force is significant and has a direct impact on the Chief Constable’s ability to police Wiltshire. Due to this reliance it is considered appropriate that the ICT

Department sits under the Chief Constable for employment purposes. It will however be a shared service with the OPCC governed with a Service Level Agreement.

- 3.2 This model will deliver a 12 hour service (0700-1900) from Monday to Friday with out-of-hours response for serious incidents. In addition, an ICT Hub, similar to an Apple store, is being created at Headquarters to provide drop-in and pre-booked support appointments, advice and repairs. This is an improvement on the current 0900-1700 service provided via the partnership arrangements. To move to an on-site 24 hour service is currently considered cost prohibitive.
- 3.3 The Police ICT Tactical Transition Board is in place, chaired by Mark Levitt, meets fortnightly to monitor progress of delivery against the project plan for each of the work streams identified in the transition.
- 3.4 Recruitment of staff and arrangements for the transfer of “in-scope” council staff is already underway. A communication plan is in place using social media (Twitter, Facebook, Instagram and LinkedIn) to raise awareness of the career opportunities available. The recent live social media “Q&A” hour reached more than 25,000 people.
- 3.5 The infrastructure provision is contained within the NEP project. This project’s SRO is Keith Lewis. A project board is in place which covers risks, timescales, etc. Oversight of this and all other digital projects occurs monthly via the Digital Programme Board chaired by the ACO.
- 3.6 Work is also currently in place to finalise the design of the ICT Operating Model. This will identify any gaps between what is provided by the NEP team and what is needed for BAU. This work will be complete by the end of March.
- 3.7 From April onwards there will be a monthly meeting chaired by the ACO to ensure that the two projects are aligned. It is likely that some additional ICT products will be required to fully transition, these may require further capital requests to the PCC.
- 3.8 The overall delivery of BAU (business as usual) and progress of the strategic transition plan is governed by the monthly Joint Technical Board (JTB). The JTB is chaired alternately by the Wiltshire Police ACO or Wiltshire Council CIO with the focus in recent months, quite understandably, on the transition to two separate departments.
- 3.9 The Tactical Transition board has been working closely with the Estates Team to identify a suitable location for the new department. The majority of the team will be located in HQ with field engineers initially also in Swindon and Salisbury.
- 3.10 The team will be located in the current People Service Centre in Devizes. Estates have produced a plan identifying suitable replacement locations for the current users of the centre. The costs in changing the current centre are expected to be containable within existing budgets, there may however need to be funding for some improvement work for the replacement locations.
- 3.11 This is a good visible space for the ICT team to be established and should be completed by June 2020. Combined with agile and smarter ways of working this will provide sufficient space for current and expected future demand. The location is also close to the new ICT hub which should be complete by the end of March 2020.

#### **4. REVENUE BUDGET**

- 4.1 The review which occurred in the spring of 2019 also set out a high level estimate of the staffing costs required in a new separated department. The initial estimate was a cost increase of £0.217m to £1.551m (excluding staff already employed by Wiltshire Police). The £0.217m has been included in the MTFs.
- 4.2 The Head of ICT has reviewed the high level structure and working with staff developed a new model to deliver the service. It is estimated that the staffing total cost (when fully recruited) will be £1.947m. This is £0.318m more than the 2019-20 full staff budget of £1.629m. In 2020-21 it is expected that there will be delays in recruitment which mean that the £0.217m increase should be sufficient. The additional £0.101m for 2021-22 is included in the MTFs. It is estimated that 50% of the 2020-21 budget will be spent on staff payments with the remaining 50% spent on payments to Wiltshire Council for keeping the current service going. How this work is progressing will be continually reviewed by the JTB.
- 4.3 The new structure does consider the use of apprenticeships in the future. This will be reviewed and is likely to occur as the department embeds itself in the medium term.
- 4.4 The cost of products (licences, support, etc.) has not been changed in the 2020-21 budget. In the medium term it is expected that these costs will be reviewed.

#### **5. TIMETABLE**

- 5.1 It is expected that the transfer of existing Council employees (TUPE) will take place on 1 May 2020 which is aligned to the first phase of recruitment. This will be the start of the Police ICT team coming together. The recruitment of the other posts will take place in March and April with individuals' start dates dependent on notice periods, vetting etc.
- 5.2 The relocation from the People Services Centre will start in March 2020. A number of these individuals will be temporarily relocated to Melksham. It is anticipated that their replacement facilities in HQ will be available early 2021.
- 5.3 The new ICT centre is expected to be complete by June 2020. This should be in line with the start dates for a number of the new recruits.
- 5.4 It is expected that Office 365 will start to be introduced in June/July 2020. This is before the start of the transfer of LOB (Line of Business) services such as Niche etc. O365 is cloud based so should be easier to migrate than the other services. From August 2020 the LOB transfer will start with some of the smaller systems. Business critical systems (Niche/Storm) will be transferred only once the infrastructure has been tested and used to host other systems. Detailed project plans for these migrations are being prepared under the NEP programme.
- 5.5 The target is that 100% of the systems will be run via the new department by 31 March 2021.

#### **6. ON-GOING RISKS AND CONTROL MEASURES**

- 6.1 This is a significant project with a commensurately high degree of associated risk. It has a score on the Corporate Risk Register of 45, the Force's 4<sup>th</sup> highest risk which reflects this. ICT is now critical to delivering a modern police service hence the level of change we are undertaking comes with a large risk. We however have little option but to undertake the change.

- 6.2 Local risk registers are in place for the Tactical Transition and the NEP projects which are reviewed monthly at the Digital Programme Board and JTB.
- 6.3 As detailed in the report there is a large amount of governance and oversight occurring. This is intended to limit risk and ensure good strong planning exists.
- 6.4 We are seeking to continue to work with Wiltshire Council in a collaborative manner. As both organisations are providing services to the same communities and individuals we have a joint vested interest with a strong common purpose.
- 6.5 There is a risk that the salaries on offer will not attract the quality of candidates required and the number of specialist roles may prove difficult to fill at one time in the current labour market. If this is the case we will have to reconsider the structure and cost envelope.
- 6.6 Whilst there has already been significant capital investment in NEP (£3m+) there is a risk that in defining the ICT Operational Model gaps may be identified which may need additional capital funding.
- 6.7 The risks identified in the current council provided ICT service remain and will not be fully addressed until the transition programme is concluded. These are actively managed at the JTB to ensure immediate operational and longer term issues are identified, recorded and action taken, where possible.

## **7. RECOMMENDATION**

- 7.1 The Police and Crime Panel note the progress and timelines of the ICT Transition and NEP programmes to mitigate the risk.



Meeting	Police and Crime Panel
Date	19 March 2020
Report Title	Operation Uplift
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

## **PURPOSE OF REPORT**

1. This report provides an update on Operation Uplift, and how these resources will be added to the organisation and distributed through the policing model.
2. To provide information on police turnover/vacancies, as requested at the previous meeting.

## **INTRODUCTION AND BACKGROUND INFORMATION**

3. The national Uplift programme is an opportunity to increase resourcing and re-invest in policing further to a ten year period of austerity and a fall in police officer numbers.
4. The announcement of a further 20,000 police officers to be achieved by March 2023 was first made back in the summer of 2019. Further announcements have provided some clarification since then, culminating in the recent funding settlement announcements.
5. The service has been asked to introduce 2,000 extra officers by March 2020, rising to 6,000 extra officers by March 2021

## **LOCAL IMPLICATIONS**

6. Wiltshire's approach to the national Uplift programme is governed by the Police Uplift Gold Group. The gold group, chaired by DCC Paul Mills is monitoring many elements, with specific attention to:
  - Accurately planning police officer recruitment
  - Overseeing the delivery of increased police officers
  - Ensuring enabling services are in place in order to efficiently and effectively recruit the additional police officers
  - Maximising equality, diversity and inclusion at all times, creating a more representative workforce
  - Ensuring sustainability and effectiveness of Wiltshire Police during a period of mass recruitment
  - Understanding where the additional police officers should be put in line with delivery of the police and crime plan

- Ensuring full alignment and understanding of the national approach of operation uplift
- The national uplift figures provided have been distributed to individual forces in relation to the distribution of grant funding – which in Wiltshire’s case is 0.81% of the total. The result is that Wiltshire has to recruit 16 extra officers by March 2020, rising cumulatively to 49 extra officers by March 2021. This, along with the precept increase will bring the Force to the budgeted figure of 1,050 as reported in the previous Panel report.
  - High level assumptions have been made on financial and workforce plans for beyond March 2021. They suggest a total number of 147 extra officers by March 2023.
  - In order to achieve these numbers, in addition to maintaining the numbers required due to officers leaving the organisation, Wiltshire will be required to recruit over 400 officers up to March 2023. It is estimated at this stage that one in eight applicants get through the process, resulting in needing approximately 3,200 applicants for police officer jobs in Wiltshire – this is a huge requirement.
  - The Force analyses ‘leaver’ information throughout the year and uses this to project required recruitment intakes. In 2019/20, the Force will lose approximately 74 officers: 40 officers due to retirement, 16 resignations, 4 ill-health retirements and 14 officers transferred to other Forces. These officers will be from a variety of roles across the Force. Although projections can be made, the total number of leavers is always variable and subject to large change.
  - In previous years, the total number of leavers is usually between 60-65 officers, and recruitment maintains the establishment.
  - Although there are a lot of officers currently being recruited and trained, it does take roughly a year from recruitment to an officer being out of training and tutorship. The impact on the training team and the process to support officers through is outlined in more detail in a separate paper for the Police and Crime Panel.
  - The current intakes and ‘landing’ dates are as follows:

Start Training	Officers	Landing in teams	Finish Tutorship
Oct-19	37	Apr-20	Jun-20
Feb-20	20	Aug-20	Oct-20
Jun-20 (first PEQF)	40	Nov-20	Jan-21
Oct-20	20	Apr-21	Jun-21
Jan-21	40	Jul-21	Sep-21
Mar-21	20	Aug-21	Oct-21

*Figure one: Officer intake timeline*

- With the time it takes to bring in additional police officers, it is expected that there will be a number of vacancies in the establishment (posts are considered vacant whilst officers are in training although the budget is being spent) and this will continue to be monitored.

## **RECOMMENDATION**

- The Police and Crime Panel is invited to note the contents of the report.

Meeting	Police and Crime Panel
Date	19 March 2020
Report Title	Community Policing Team (CPT) - Resources and Distribution
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

## **PURPOSE OF REPORT**

1. This report provides an overview of the CPT model amendments and how resources will be distributed across Swindon and Wiltshire. This report should be read prior to the regular update report on resource allocation measures.
2. Increasing officers through Operation Uplift and the precept does alter the previous CPT figures provided to the Panel. In addition to this, the changes in the CPT model as reported to the Panel in December, impacts the numbers reported on. This report will now look to outline these changes. The previous summary is provide below for reference.

CPT Staff		TOTAL
Roles	SGT	55
	CON	412
	LCI	69
	PCSO	131
TOTAL		667

*Figure one: CPT budgeted resources pre Dec 19*

## **INTRODUCTION AND BACKGROUND INFORMATION**

3. As reported in December, the organisation critically assessed the CPT frontline model and following feedback and analysis, Wiltshire Police decided to alter the existing model and move to a new optimal model which established neighbourhood and response functions.
4. The CPT Operational Improvement Programme was established to implement improvements and focus on delivering Neighbourhood Policing, driving our workforce towards identifying and mitigating threat, harm, risk and vulnerability. The plan is co-ordinated under the following work streams:

- a. CPT Model
- b. CPT Shift Pattern
- c. Investigative Standards
- d. Beat profiles
- e. Neighbourhood training
- f. Response Training
- g. Analytical capability and QlikSense
- h. Tasking Team
- i. Roles profiles, expectations and toolkits

- 5. In November 2019, the Executive Leadership Team (ELT) agreed to adopt the new model which has two variants, one for Swindon and one for the Wiltshire County which have been detailed in the appendix, figures 1 and 2.
- 6. The new CPT model contains 8 distinct areas, detailed below:

Previous Model	New Model
Swindon North	Swindon
Swindon South	
North	RWB
	Chippenham
West	Trowbridge
	Warminster
East	Devizes
South	Amesbury
	Salisbury

Figure two: CPT area changes

- 7. Alongside a new model Wiltshire Police is also piloting what is locally called an Early Resolution Unit. This unit centralises and builds upon the CPT support function, providing an effective desktop investigation and filtering process which where Police Officers on recoup can still assist with demand.
- 8. The Early Resolution Unit is based in the communication centre at HQ, with a satellite location in Gablecross, Swindon. The team improve investigative and resolution standards, ensuring that crimes are resolved at the earliest opportunity and that CPT Officers are focused on the highest levels of threat, harm and risk.
- 9. The new model has been established since December 2019 with full implementation including shift changes on 15 June.

**CHANGES TO MEASURING AND REPORTING RESOURCES**

- 10. Over the last two years, the Force and OPCC have developed a range of information in which to monitor and understand resourcing levels in CPT. This has been an iterative process as the OPCC and PCP have worked together to try and distil a complex resourcing and staffing



mechanism into strategic indicators. Within previous reports, police officers and staff were aligned under one team and this was reported upon, providing an overall breakdown of the CPTs.

11. Due to the change in the model, uplift and precept increases, this results in the following adjustments to the resource distribution:

Rank	Pre CPT Change	New CPT Model 1st Dec 2019 - Mar 21	Difference	Funded	Narrative
Inspectors	17	22	+5	Uplift	Increase CPTN (Neighbourhoods) Inspectors, ERU Inspector and Proactive Inspector. Delivered between now and March 2021.
Community Sgts	55	68	+13	Uplift	Increase CPTN Sgts. Delivered between now and March 2021.
Proactive/Support/ERU Sgts*	11	13	+2	Uplift	Increase in Proactive Sgts. Delivered between now and March 2021.
Community PCs	412	431	+19	Uplift	Increase in CPTN and CPTR (Response) Pcs. Delivered between now and March 2021.
Proactive PCs**	27	45 (includes +16 Precept)	+18	+2 Uplift +16 Precept	Increase in Proactive PCs. Delivered between now and March 2021.
ERU PCs	0	8	+8	Uplift	Increase in early investigative and resolution unit. Delivered between now and March 2021.
<b>Total</b>	<b>522</b>	<b>587</b>	<b>+65</b>		+49 Uplift and +16 Precept. Realise resourcing up until March 21
LCIs	69	80.5	+11.5		Result of a modernisation of previous roles.
PCSOs	131	131			

\* Includes Community Tasking Team, Investigative Standards and Strategic Sgts.

\*\* Includes Community Tasking Team, Early Intervention, Rural Crime.

Figure three: CPT resource adjustments

12. Due to Uplift (+49) and the precept increases (+16), CPT will increase officer numbers by 65 between now and March 2021. Figure four details the overall number of Community PCs which in the new model equates to 380 Response PCs and 51 Neighbourhood PCs.

13. Within the new model, all 30 Community Co-Ordinator PCs have moved across to Neighbourhoods and have been re-named and re-profiled as “Neighbourhood PCs”. An additional 21 Neighbourhood PC posts have been created and agreed as part of the model change. A phased resourcing strategy is in place and officers will be recruited into these roles over the first 6 months of 2020.

14. The remaining PCs will form part of “Response”. At full establishment, this will equate to 380 PCs on “Response”. Officers from Response will be the primary units tasked to calls for service. That being said, we must acknowledge that in some immediate and urgent situations, Neighbourhood PCs and indeed PCSOs may be deployed to incidents. Similarly, it is also important to monitor resourcing within this part of the business to assess preventative and problem solving capacity.

15. Within the new model, all 131 PCSOs have moved across to Neighbourhoods.

16. All 80.5 LCIs have been aligned to “Response”. LCI posts have grown over the last twelve months as a result of a modernisation of previous roles.

17. The changes are displayed in the following tables by CPT area, initially under the previous model, and then under the new model:

CPT Staff Previous model		Swindon North	Swindon South	North	West	East	South	TOTAL
Roles	SGT	10	10	10	10	5	10	55
	CON	77	81	64	77	34	79	412
	LCI	13	13	9	17	5	12	69
	PCSO	25	23	21	26	13	23	131
TOTAL		125	127	104	130	57	124	667

Figure four: Previous CPT model resources by area. Numbers at Dec 2020 prior to national uplift and precept

Previous CPT areas		Swindon North	Swindon South	North		West		East	South		Total
Newly adopted CPT areas		Swindon		RWB	Chippenham	Trowbridge	Warminster	Devizes	Salisbury	Amesbury	
Roles	SGT (CPTN & R)	23		6	7	7	6	6	7	6	68
	PC (Neighbourhood)	26		2	4	5	3	3	5	3	51
	PC (Response)	150		20	37	53	25	30	40	25	380
	PC (Proactive)	12		0	6	6	0	3	2	0	29
	LCI	34.5		5	7	12	5	5	7	5	80.5
	PCSO	50		6	14	19	9	10	15	8	131
TOTAL		295.5		39	75	102	48	57	76	47	739.5

Figure five: Total CPT Resources by new CPT areas by March 2021

18. It should be noted that the additional 16 officers from increasing the precept form part of the Proactive PCs in the Community Model, however are yet to be added to the figures above as they will be recruited and aligned to locations within 2020/21.

19. Resources were distributed utilising the 20+ point demand algorithm detailed in previous papers.

### **CPT RESOURCE MEASURES**

20. The display of resources to the panel has been in place to understand what proportion of the resourcing budget within CPT is 'at work', and additionally how well the Force is positioned to respond to emergency incidents.

21. As a result of the above changes, the following recommendation will be made regarding the monitoring of resources:

	CPT RESPONSE AND NEIGHBOURHOOD MEASURE										CPT NEIGHBOURHOOD MEASURE	DEMAND REDUCATION AND DEPLOYABILITY	
	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level Includes CPT Response and Neighbourhoods	Number of PCs allocated to CPT Neighbourhoods (including Early Intervention and Community Tasking Team)	Number of PC allocated to Early Resolution Unit	PC's allocated to respond to 999
Swindon CPT													
RWB CPT													
Chippenham CPT													
Trowbridge CPT													
Warminster CPT													
Devizes CPT													
Amesbury CPT													
Salisbury CPT													
TOTAL													

Figure six: New CPT model, resource measures

22. The process for measuring vacancies, sickness, maternity leave, suspensions and abstractions remains exactly the same as quarter two.
23. The first section of the new monitoring process will look at all roles across CPT and detail an "At Work" level.
24. The second section of the new monitoring process will look at a Neighbourhood capacity. This will include Early Intervention Officers and Community Tasking Teams who form part of a preventative and proactive focus.
25. The last section measures the number of recoup Officers reducing demand within our Early Resolution Unit and then finally the number of PCs able to and allocated to responding to 999 calls.

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Meeting	Police and Crime Panel
Date	19 March 2020
Report Title	Community Policing Model Resource Measures
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

## **PURPOSE OF REPORT**

1. This product provides a summary of the developments of the performance measures for the PCC and Police and Crime panel related to areas of Community Policing Teams (CPT).

## **INTRODUCTION AND BACKGROUND INFORMATION**

2. Over the last 18 months work has been undertaken to develop a range of information in which to monitor and understand resourcing levels in CPT. This has been an iterative process as the OPCC and PCP work trying to distil a complex resource and staffing mechanism into strategic indicators. Since the last report, a number of changes have taken place such as Operation Uplift, an increase in precept and changes to the CPT model.
3. These changes are outlined in a separate paper entitled “Operation Uplift and CPT - Resources and Distribution”, and this should be read prior to reading this report.

## **METHODOLOGY**

4. This report uses the following to strategically monitor CPT resources:
  - a) CPT staff budget (Establishment)
  - b) Total CPT officers and staff “At Work” (as against establishment)
  - c) Police Constables allocated to respond to 999 (as against establishment)
5. A number of impacts affect these overall measures and are included to assess planning and management of CPT resources. These include:
  - CPT vacancies
  - Long term sickness in CPT
  - Maternity leave
  - Suspension
  - Posting outside of CPT
  - Short & medium term absences such as annual leave and sickness
6. As the organisation brings more officers in under Operation Uplift, it is anticipated that the number of vacancies will increase. The scorecard will also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.

7. This report continues to assess working days “lost” to short and medium term sickness and annual leave and calculates how many FTE posts this equates too.
8. The methodology for this is to count the total number of days lost to sickness and annual leave within the last three months. This results in a “days lost” figure which is then divided by 48, which is the average number of shifts (working days) for officers across a quarter. This provides an indication regarding the number of posts lost to sickness and annual leave (capacity of 1 post = 48 “days lost” over 3 months).
9. Calculating short-term reasons (less than 27 days) for absence within CPT is complex and subject to more variance than longer term reasons.

### CPT RESOURCING SCORECARD

Measure	Quarter 3
CPT establishment	460 police constables (staggered through Uplift and precept, anticipate reaching this figure in March 21) 131 police community support officers
Percentage of CPT “at work”	70.7%
Percentage of police constables in CPT “available to respond”	61.6%

*Figure one: CPT Resourcing Scorecard*

10. The percentages above have been influenced by the increased vacancies within the model, and also the abstraction from CPT to support the establishment of the new Early Intervention Unit. The team improve investigative and resolution standards, ensuring that crimes are resolved at the earliest opportunity and that CPT Officers are focused on the highest levels of threat, harm and risk.
11. Removing uplift vacancies increases the percentage ‘at work’ to 74.1%, and the PCs in CPT ‘available to respond’ to 66.6%.
12. Figure three below presents the strategic measures and supplementary measures by staff roles and by each community police team.
13. Although there are a lot of officers currently being recruited and trained, it does take roughly a year from recruitment to an officer being out of training and tutorship. The impact on the training team and the process to support officers through is outlined in more detail in a separate paper for the Police and Crime Panel.
14. The current intakes and ‘landing’ dates are as follows:

Start Training	Officers	Landing in teams	Finish Tutorship
Oct-19	37	Apr-20	Jun-20
Feb-20	20	Aug-20	Oct-20
Jun-20 (first PEQF)	40	Nov-20	Jan-21
Oct-20	20	Apr-21	Jun-21
Jan-21	40	Jul-21	Sep-21
Mar-21	20	Aug-21	Oct-21

15. CPT have lost the capacity of 42 posts across CPT over Quarter 3 to short and medium term sickness and annual leave. Analysts have re-run this methodology for Q2 where CPT had lost the capacity of 38 posts. This is expected as this covered the Christmas period.
16. As a result of this, the following recommendation will be made regarding the monitoring of resources:

	CPT RESPONSE AND NEIGHBOURHOOD MEASURE										CPT NEIGHBOURHOOD MEASURE	DEMAND REDUCTION AND DEPLOYABILITY	
	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level Includes CPT Response and Neighbourhoods	Number of PCs allocated to CPT Neighbourhoods (including Early Intervention and Community Tasking Team)	Number of PC allocated to Early Resolution Unit	PC's allocated to respond to 999
Swindon CPT	295.5	83	59	4	0	1	2	18	84	71.6%	20	0	72.0%
RWB CPT	39	28	7	2	0	1	3	2	15	61.5%	2	1	55.0%
Chippenham CPT	75		4	2	0	1	8	3	18	76.0%	9	4	51.4%
Trowbridge CPT	102.5	33	11	4	3	0	8	5	31	69.8%	10	3	54.7%
Waminster CPT	48		9	0	1	0	5	2	17	64.6%	3	0	56.0%
Devizes CPT	57	15	4	2	0	0	4	4	14	75.4%	6	3	53.3%
Amesbury CPT	47	35	7	1	0	0	5	2	15	68.1%	3	2	52.0%
Salisbury CPT	76		7	1	1	0	8	6	23	69.7%	6	3	60.0%
<b>TOTAL</b>	<b>740</b>	<b>194</b>	<b>108</b>	<b>16</b>	<b>5</b>	<b>3</b>	<b>43</b>	<b>42</b>	<b>217</b>	<b>70.7%</b>	<b>59</b>	<b>16</b>	<b>61.6%</b>

Figure three: CPT resource detail by area

17. The overall process for measuring vacancies, sickness, maternity leave, suspensions and abstractions remains exactly the same as quarter two.
18. Annual leave has been extracted from GRS. Leave was calculated by extracting the volume of days used as annual leave over 11 months (financial year) and then analysts established a 3 month typical average. Due to the changes in County we were unable to give an exact figure of the County breakdown (at this time) by hub, therefore analysts utilised a proportionality approach.
19. The first section of the new monitoring process will look at all roles across CPT and detail an "At Work" level.
20. The second section of the new monitoring process will look at a Neighbourhood capacity. This will include Early Intervention Officers and Community Tasking Teams who form part of a preventative and proactive focus.
21. The last section measures the number of recoup Officers reducing demand within our Early Resolution Unit and then finally the number of PCs able to and allocated to responding to 999 calls.
22. The below figure provides the full breakdown of the resource measures against the new CPT areas.

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	51	18	0	0	0	2	1	21	58.8%		
PC (Response)	380	50	13	5	3	34	25	130	65.8%	16	61.6%
PC (Proactive)	29	1	0	0	0	0	1	2	93.1%		
SGT (CPTN & R)	68	17	2	0	0	2	2	23	66.2%		
LCI	80.5	8	1	0	0	1	5	15	81.4%		
PCSO	131.5	14	0	0	0	4	8	26	80.2%		
TOTAL	740	108	16	5	3	43	42	217	70.7%		
	Number	Hours (Oct - Dec)	Hours per person per month								
Specials	194	12819	22.00								

Figure four: CPT resource detail by role



Swindon	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	26	17	0	0	0	0	1	18	30.8%		
PC (Response)	150	26	4	0	1	2	9	42	72.0%	0	72.0%
PC (Proactive)	12	1	0	0	0	0	1	2	83.3%		
SGT (CPTN & R)	23	5	0	0	0	0	1	6	73.9%		
LCI	34.5	3	0	0	0	0	3	6	82.6%		
PCSO	50	7	0	0	0	0	3	10	80.0%		
TOTAL	295.5	59	4	0	1	2	18	84	71.6%		
	Number	Hours (Oct - Dec)		Hours per person per month							
Specials	83	6297		25.00							
RWB CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	2	0	0	0	0	0	0	0	100.0%		
PC (Response)	20	2	1	0	1	3	1	8	60.0%	1	55.0%
PC (Proactive)	0	0	0	0	0	0	0	0			
SGT (CPTN & R)	6	2	1	0	0	0	0	3	50.0%		
LCI	5	2	0	0	0	0	0	2	60.0%		
PCSO	6	1	0	0	0	0	1	2	66.7%		
TOTAL	39	7	2	0	1	3	2	15	61.5%		
	Number	Hours (Oct - Dec)		Hours per person per month							
Specials (RWB + Chippenham)	28	2308		27.00							
Chippenham CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	4	1	0	0	0	0	0	1	75.0%		
PC (Response)	37	2	2	0	1	7	2	14	62.2%	4	51.4%
PC (Proactive)	6	0	0	0	0	0	0	0	100.0%		
SGT (CPTN & R)	7	1	0	0	0	0	0	1	85.7%		
LCI	7	0	0	0	0	0	0	0	100.0%		
PCSO	14	0	0	0	0	1	1	2	85.7%		
TOTAL	75	4	2	0	1	8	3	18	76.0%		
	Number	Hours (Oct - Dec)		Hours per person per month							
Specials (RWB + Chippenham)	28	2308		27.00							
Trowbridge CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	5	0	0	0	0	1	0	1	80.0%		
PC (Response)	53	7	3	3	0	5	3	21	60.4%	3	54.7%
PC (Proactive)	6	0	0	0	0	0	0	0	100.0%		
SGT (CPTN & R)	7	2	1	0	0	1	0	4	42.9%		
LCI	12	0	0	0	0	0	1	1	91.7%		
PCSO	19.5	2	0	0	0	1	1	4	79.5%		
TOTAL	102.5	11	4	3	0	8	5	31	69.8%		
	Number	Hours (Oct - Dec)		Hours per person per month							
Specials (Trowbridge + Warminster)	33	1738		17.00							
Warminster CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0	0	100.0%		
PC (Response)	25	5	0	1	0	3	2	11	56.0%	0	56.0%
PC (Proactive)	0	0	0	0	0	0	0	0			
SGT (CPTN & R)	6	3	0	0	0	1	0	4	33.3%		
LCI	5	0	0	0	0	0	0	0	100.0%		
PCSO	9	1	0	0	0	1	0	2	77.8%		
TOTAL	48	9	0	1	0	5	2	17	64.6%		
	Number	Hours (Oct - Dec)		Hours per person per month							
Specials (Trowbridge + Warminster)	33	1738		17.00							
Devizes CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0	0	100.0%		
PC (Response)	30	2	2	0	0	4	3	11	63.3%	3	53.3%
PC (Proactive)	3	0	0	0	0	0	0	0	100.0%		
SGT (CPTN & R)	6	0	0	0	0	0	0	0	100.0%		
LCI	5	1	0	0	0	0	0	1	80.0%		
PCSO	10	1	0	0	0	0	1	2	80.0%		
TOTAL	57	4	2	0	0	4	4	14	75.4%		
	Number	Hours (Oct - Dec)		Hours per person per month							
Specials	15	816		18.00							
Amesbury CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0	0	100.0%		
PC (Response)	25	4	1	0	0	3	2	10	60.0%	2	52.0%
PC (Proactive)	0	0	0	0	0	0	0	0			
SGT (CPTN & R)	6	2	0	0	0	0	0	2	66.7%		
LCI	5	1	0	0	0	1	0	2	80.0%		
PCSO	8	0	0	0	0	1	0	1	87.5%		
TOTAL	47	7	1	0	0	5	2	15	68.1%		
	Number	Hours (Oct - Dec)		Hours per person per month							
Specials (Amesbury + Salisbury)	35	1660		16.00							
Salisbury CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	5	0	0	0	0	1	0	1	80.0%		
PC (Response)	40	2	0	1	0	7	3	13	67.5%	3	60.0%
PC (Proactive)	2	0	0	0	0	0	0	0	100.0%		
SGT (CPTN & R)	7	2	0	0	0	0	1	3	57.1%		
LCI	7	1	1	0	0	0	1	3	57.1%		
PCSO	15	2	0	0	0	0	1	3	80.0%		
TOTAL	76	7	1	1	0	8	6	23	69.7%		
	Number	Hours (Oct - Dec)		Hours per person per month							
Specials (Amesbury + Salisbury)	35	1660		16.00							

23. It is important to note that % calculations are based on budget posts that include all 49 posts assigned as part of Op Uplift.
24. As recruitment is lengthy, a number of these posts will show as “vacant” on the frontline, however will be filled by a student officer in training.
25. % statistics may therefore appear lower until new recruits are physically out in CPT within posts.
26. The % of “PC’s allocated to respond to 999” compares current available resource against the budgeted posts assign to CPT Response only. The % is the minimal expectation level.

### **AREAS OUTSIDE CPT**

27. Resources within the Force are distributed based on changes in demand identified during the budget build process and are built into the current year’s budget. However they are regularly reviewed against important mechanisms throughout the year such as:
  - Corporate Risk Register
  - Performance against the Police and Crime Plan
  - Force Management Statement
  - HMICFRS Inspections
  - Continuous Improvement Reviews
  - Legislative and statutory changes.
28. This review then concludes with the development and publication of the Medium-Term Financial Statement (MTFS).
29. Information on the resources that Wiltshire Police has and how they are distributed, compared to other Forces in the Country, is available through the below link:  
  
<https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/>
30. This uses the current data through an online interrogation tool called Power BI. For access to the previous PDF version which was conducted in 2017, please use the below link:  
  
<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/wiltshire-2017-value-for-money-profile/>
31. The current distribution of resources across the Force is published through the PCC website as follows (NB: the data is taken from current year budget):

## How we spend your money:

HMIC Value for Money Basis: (uses the CURRENT 2019/20 Budget)						
Net revenue expenditure (NRE)	NRE £'000	FTE Officer	FTE PCSO	FTE Staff	FTE Total	NRE
Local Policing exc LCIs	33,364	531	132	46	708	28%
Dealing with the Public	7,813	8		188	196	7%
Criminal Justice	7,319	22		151	173	6%
Op Support	7,551	112		12	124	6%
Intelligence	4,751	27		62	89	4%
Investigations inc LCIs	16,697	155		156	311	14%
Public Protection	6,775	67		84	151	6%
National Policing	833	24		11	35	1%
Support Functions	27,458	39		253	292	23%
OPCC Office Cost	2,967			23	23	3%
Capital Financing/Pensions	2,559				-	2%
	<b>118,087</b>	<b>985</b>	<b>132</b>	<b>985</b>	<b>2,101</b>	<b>100%</b>
Modernisations due		-10				
		<b>975</b>				

Figure 5 – budget distribution.

32. The work on CPT 'at work' rates above is also being developed outside of CPT and although this continues to be in development and challenging to accurately report upon, progress is being made.

33. Below is Quarter 3 data, which shows the % at work.

Department	% at work
Contact Management	78.6%
Crime Standards and Justice	80.9%
Specialist Operations	78.7%
Dogs	78.4%
Firearms	78.8%
Roads	78.9%
PPD and Safeguarding	73.1%
CID	80.1%
Intelligence	81.9%
Specialist Crime	78.3%

Figure 6 - '% resources at work'

34. This uses the same methodology as figure one, removing vacancies, sickness, annual leave, maternity, and suspensions.

### **IMPROVING RESOURCING LEVELS**

35. The Force and OPCC has been working for some time to develop and present a granular understand of resourcing within CPT. Overviews have been provided in separate reports on the work being done to improve this resourcing level where possible. This includes the Force's approach to sickness management, amending the CPT model, Operation Uplift and recruitment along with local responses through the Resource Management Panel.

36. It is not intended within this section to repeat an overview of the work ongoing to improve resource levels within CPT and ensure officers within the model are performing their role.

**37. STAFFING IMPLICATIONS**

38. There are no staffing implications. Any staffing implications are contained within this report.

**39. FINANCIAL IMPLICATIONS**

40. There are no financial implications.

**41. LEGAL IMPLICATIONS**

42. There are no legal implications.

**43. SUSTAINABILITY**

44. There are no sustainability implications.

**45. DIVERSITY**

46. There are no diversity or equalities implications.

**47. CONTRIBUTION TO THE POLICE AND CRIME PLAN 2017 - 2021**

48. Effective use of resources contributes to all four priority areas of the Police and Crime Plan 2017-2021:

- a. Priority One - Prevent crime and keep people safe
- b. Priority Two - Protect the most vulnerable people in society
- c. Priority Three - Put victims, witnesses and communities at the heart of everything we do
- d. Priority Four - Secure a quality police service that is trusted and efficient.

**49. RECOMMENDATIONS**

50. Members note this report and the updated measures for monitoring CPT resourcing levels

51. Members are asked to accept the revised information, which will be included in the performance framework

52. Members are asked to take note of the work being done to improve resourcing levels within CPT.

## Appendix

### Technical notes on measures

**CPT “At Work” Level:** This measure compares the budget FTE against the reasons why CPT Officers and Staff are not at work. This identifies longer term reasons, such as long term sickness, vacancies, maternity leave, suspensions and abstractions outside of CPT. The figure includes posts lost to short terms sickness and annual leave.

**Short Term absence:** Calculating short-term reasons (less than 27days) for absence within CPT is complex and subject to more variance than longer term reasons. A method for measuring this has been developed and is included, however requires further testing and allow for a longer time period to able an annual rolling average. Further testing is also ongoing to ensure the distinction between short term and long term sick is in the correct category for this report. Therefore the specific numbers on short term absences should be treated as preliminary.

**Number of PCs allocated to proactive policing and community support:** This measurement includes officers and staff who are partially available to respond. There are 79 Officers and Staff working in roles that allocated to proactive policing such as priority crime teams (21 PCs, 6 vacancies at present) and community coordinators (30PCs).

In general, these roles do not provide resource for general dispatch. This is to enable them to conduct their roles. However they are available to provide a response in the community or can be activated in priority circumstances. For example, our Community Tasking Teams all carry radios, wear uniform (unless on a specific operation) and are able to help. Similarly, many of our Community Co-Ordinators are in full uniform in their communities and at times attend calls for service if nearby. As such they are not included within PCs allocated to respond to 999, but are providing a vital policing role.

The remaining number of PCs are provide CPT support, such as desktop investigations, interviewing witnesses etc. due to being on recuperative duties.

**PCs allocated to respond to 999:** This measure assesses the percentage of Police Constables available and allocated for 999 response. This is the PC establishment, minus those not at work (long term and short term) and minus PCs allocated to preventative policing (7.3)

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Meeting	Police and Crime Panel
Date	19 March 2020
Report Title	Absence Management
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

## **PURPOSE OF REPORT**

1. This product provides a summary of the activity in place to manage and reduce sickness.

## **INTRODUCTION AND BACKGROUND INFORMATION**

2. Sickness management continues to be a key activity for Wiltshire Police, which is overseen by the PCC on a monthly basis. The performance of sickness has been reported to the Police and Crime Panel since its inception, providing insight into the number of days lost and various trends.
3. There were on average 15.9 days lost per person in the 12 months to December 2019, with the forecast demonstrating an increasing trend. Forcewide sickness has increased by 16.7%, with 4644 more sickness days within 2019 when compared with 2018. January to December 2019 saw a total of 32481 working sickness days lost in comparison to 27837 for 2018.
4. The increase in sickness days lost is driven by police officer sickness (21%). A total of 2858 more sickness days were lost in 2019 compared to the previous year. Police staff sickness has seen an increase of 12% (1786 days).
5. Broken down by sickness reasons, 'psychological disorders' and 'miscellaneous reasons' account for the largest proportions across the force. Psychological disorders accounted for 37% (11988 days lost) of sickness which is an increase on last year's volume of 8867 days. Miscellaneous reasons are the second biggest absence reason, with 23% (7435 days lost), which is an increase from the previous year where 5984 sickness days were lost. Miscellaneous reasons include some of the following reasons: absences for operations, cancer treatment and appointments.
6. The comparison to other Forces show that while increases are being experienced within sickness levels, the Wiltshire position nationally is not an outlier, with Wiltshire being on the national average for Police Officer "hours lost" (20<sup>th</sup> out of 43) and below average for Police Staff (14<sup>th</sup> out of 43).
7. As previous reported to the Panel, comparisons to other Forces can be problematic as this is recorded one a year centrally. In addition to this, the way that this information is recorded, the quality and the culture of a Force in relation to sickness are all unknown, which makes interpreting sickness comparison slightly challenging.
8. The Force recognised that the levels of sickness has been high and the Force has set up a sickness improvement group which focusses on delivering an improvement plan. The improvement of sickness can be a long-term challenge which often requires continued and co-ordinated effort across the organisation to improve.

9. The improvement plan includes many activities such as developing a communication strategy, toolkits and education for the workforce. The progress of this plan will be outlined in more detail throughout this report. The group meets monthly and reports to the Strategic People Board chaired by the Director of People and Change.
10. It is expected that the improvement group will start to generate improvements in this area, and regular updates will be received from the Force on a regular basis through the PCC's monitoring board.

## DATA CAPTURE

11. The Force uses QlikSense to display all information on sickness. The current app is able to display the breakdowns by location, department, role, sickness reason and length amongst other factors. This is used by HR advisors when assessing sickness trends and supporting local teams.

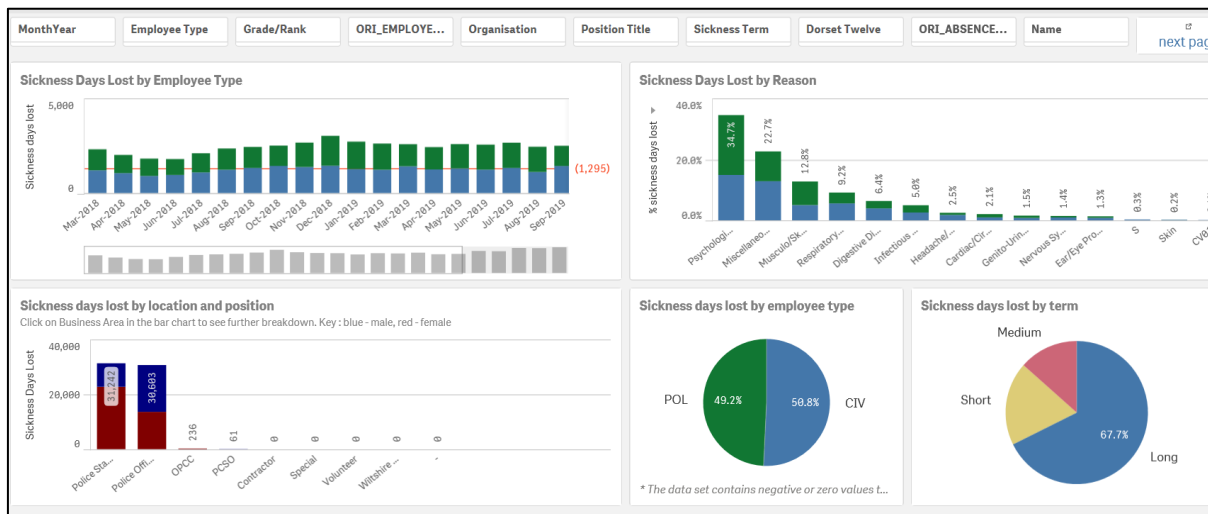


Figure one: QlikSense sickness application

12. Locally line managers use a system called 'Origin' to track sickness and record interactions and progress. This system is has a number of improvements which are required and can often cause issues with data quality. This will at times result in line managers not updating the system and sometimes the wrong line managers being assigned, therefore resulting in people being classified as absent whereas actually they have returned to work. This means that a large proportion of existing sickness on the system could be administrative error in not closing previous sickness. The HR team work closely with local departments to reduce this however due to the volume of sickness occurrences, this continues to be a challenge.
13. Although QlikSense is a valuable tool, it is only as good as the information which links into it. This is due to be improved through the new Enterprise Resource Planning (ERP) system in 2020/21, which the PCC has signed off.

## EXISTING ACTIONS IN PLACE

14. To address the high levels of sickness, there are many actions and procedures which are already in place within Wiltshire Police which are implemented and the PCC holds the Chief Constable to account for:
15. **Return to work procedures:** A standard process across the organisation takes place for when staff return to work after a period of illness.



16. **Absence monitoring tools:** The Bradford Score method is one of the recognised diagnostic tools used to trigger a management review of an individual's sickness history. The Bradford Score is a numerical weighting produced on the basis of a calculation of instances and duration of absence over a 12 month period. It is based on the position that more frequent absences from the workplace are more detrimental to an organisation, and encourages staff to return to work when fully recovered.
17. A recent benchmark to all 42 Forces revealed that out of the six that responded, two use Bradford Scores. All use some form of trigger to understand and highlight sickness.
18. **Line management advice and guidance:** wide selection of guidance documents and overviews to support line managers across the Force and OPCC.

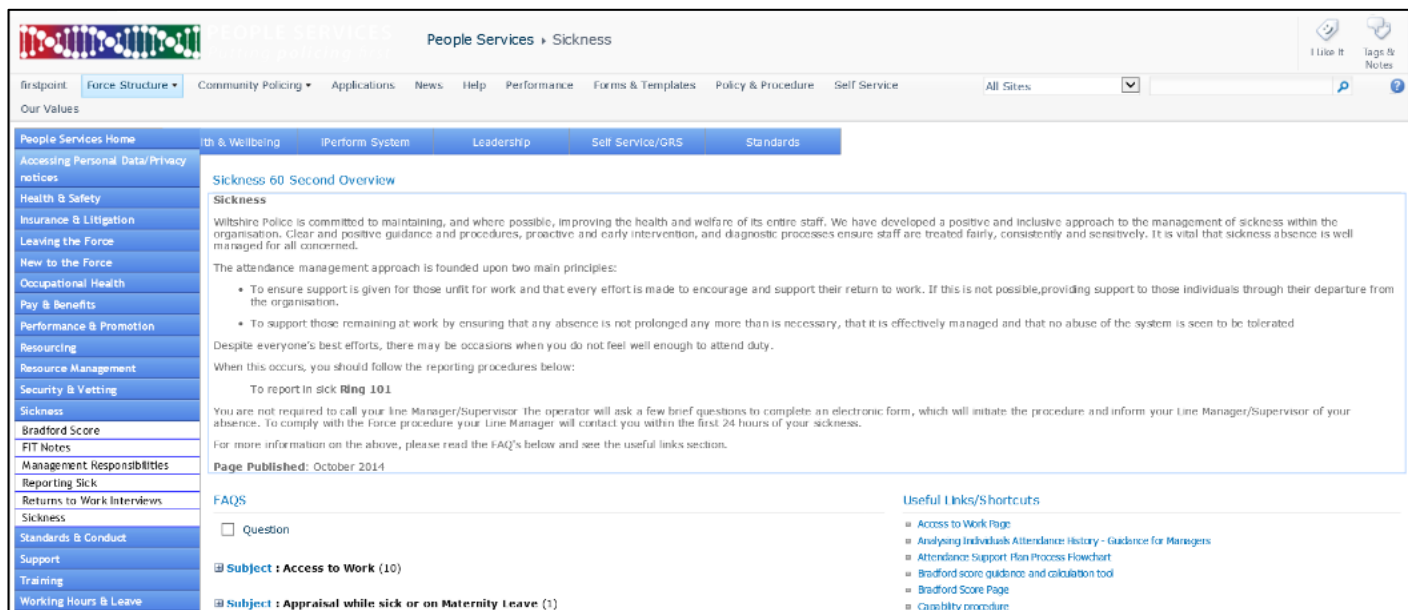


Figure two: Intranet guidance for managing sickness

19. **Occupational Health services:** an advisory service, whose role is to provide impartial advice regarding medical fitness for work to line managers who are responsible for the management and monitoring of sickness absence and staff.
20. **Support during sickness:** Sickness is managed locally by line managers and supported by the professional guidance of HR advisors. During a period of sickness, a case conference will be called in the attempt to discuss the situation and seek a suitable co-ordinated way forward.
21. **Confidential Care by CiC:** This is an independent, free and completely confidential advice service, run by CiC, offering assistance ranging from managing challenges at work to relationship difficulties at home, and from legal problems to family dilemmas.
22. **Chaplaincy:** The chaplaincy to Wiltshire Police offers a service, which is available to the Force and all within the Force whether they are individuals and groups of any or no faith/religious tradition.
23. **Unsatisfactory Performance and Attendance Procedures (UPP):** Where all attempts to encourage good attendance have failed to meet acceptable standards or there are serious concerns about the individual's attendance record, the manager may initiate the formal process that may eventually result in the individual's exit from the organisation.

## **IMPROVEMENT PLAN**

24. In the previous report on CPT Resource Measures in December 2019, the improvement plan was outlined which includes a number of actions aimed to improve sickness across the Force. The PCC has been briefed on the progress against the plan and holds the Force to account for delivery. This plan, along with consistent and robust governance, leadership and improved analysis products will likely see sickness improve. The below content provides an overview of activity.
- 23.1. **Communications:** An internal communications plan has been completed outlining keep messages and reminders for supporting and managing sickness.
- 23.2. **Sickness Task Force:** A small group takes a monthly focus on specific areas, reviewing support and intervention and raises any concerns to the monthly People Intelligence Board.
- 23.3. **Early Intervention:** The HR team take existing early intervention activities one step further by reviewing cases at 1 and 6 weeks to assess actions.
- 23.4. **Short Guided Management Questionnaire:** Providing the line manager with a short set of questions in order to best support return to duty.
- 23.5. **Immediate Referrals to OHU for all Stress/Depression/Anxiety related absences**
- 23.6. **Tighten Recruitment Procedures:** For internal applicants with high sickness scores, they will be reviewed and overseen by a senior HR manager as part of the recruitment process. For external applicants, where an issue of previous history exists or OHU identify a concern, a senior HR practitioner will review the file and determine whether to proceed with the offer.
- 23.7. **Implement a pre-placement screening:** The process for all applicants within the parameter of legislation (Equality Act 2010) will identify where individuals require support and/or reasonable adjustments.
- 23.8. **Recuperative Duties:** Review all officers who are on recuperative duties
- 23.9. **Adjusted Officers:** undertake a review of all adjusted officers to ascertain if onward referral to the Selected Medical Practitioner (SMP) is appropriate.
- 23.10. **Review the protocol regarding the right to self-certificate:** If there continues to be a trend of regular short term sickness absence, the Force will review the right to self-certify.
- 23.11. **Maintain annual review of appropriate recognition mechanisms:** For those who manage sickness well, the Force will recognise this behaviour through the reward and recognition panel.
- 23.12. **Manager/Supervisor performance measurement:** All leaders will be performance managed on how they manage the performance and sickness of their staff.
- 23.13. **Structured sickness management workshops:** The Force will run local workshops (within Hubs/Departments) to encourage robust management and embed learning.
- 23.14. **Provide easy to use crib sheets for line managers:** These are currently being created to

provide an easy to use guidance sheet in support of managing sickness.

23.15. **Promote EAP (Employee Assistance Programme):** which provides telephone and face to face support for issues such as stress, relationship counselling, debt & finance counselling, Peer support, chaplaincy etc.

23.16. **Through analysis:** Information access is now much improved and the organisation can identify departments/teams that have high sickness volumes and report findings to the People Intelligence Board for further discussion.

23.17. **Conduct a Peer Review:** This provides an opportunity to identify areas of policy/procedure which would benefit from changes and understanding of where we are doing well.

### **STAFFING IMPLICATIONS**

24. There are no staffing implications. Any staffing implications are contained within this report.

### **FINANCIAL IMPLICATIONS**

25. There are no financial implications.

### **LEGAL IMPLICATIONS**

26. There are no legal implications.

### **SUSTAINABILITY**

27. Sustainability implications are implied in this report and covered within the resourcing paper.

### **DIVERSITY**

28. There are no diversity implications.

### **CONTRIBUTION TO THE POLICE AND CRIME PLAN 2017 - 2021**

29. Effective use of resources contributes to all four priority areas of the Police and Crime Plan 2017-2021:

- Priority One - Prevent crime and keep people safe
- Priority Two - Protect the most vulnerable people in society
- Priority Three - Put victims, witnesses and communities at the heart of everything we do
- Priority Four - Secure a quality police service that is trusted and efficient.

### **RECOMMENDATIONS**

30. Members note this report and the extensive work taking place to manage and reduce sickness.

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Meeting	Police and Crime Panel
Date	19 <sup>th</sup> March 2020
Report Title	Force approach to Operation Uplift and the Policing Education Qualifications Framework (PEQF)
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

## **PURPOSE OF REPORT**

1. This paper notifies the Panel of the force response to Op Uplift and PEQF, specifically providing an outline of the overall requirements, recruitment, training and ‘landing’ processes.

## **INTRODUCTION AND BACKGROUND INFORMATION**

### Op Uplift

2. Over the next three years, new police officers will be recruited to the force, with the Government committing funding for 20,000 additional officers shared among the 43 forces. Wiltshire Police will use this funding to recruit, train and deploy an increased number of officers.
3. This paper will describe the Force’s response to this requirement and the implications it has had on recruitment, training and the longer-term impact on Community Policing, including the timescales involved at each stage.

### PEQF

4. The PEQF is a new, professional framework for the training of police officers and staff. The College of Policing (CofP), as the professional body for the police in England and Wales, has developed the PEQF to define the fundamental requirements and standards of the policing profession.
5. The PEQF is broad and ambitious in its scope. The purpose of this paper is to highlight significant and impending changes to the training and probationary period for student police officers and the impact this will have on CPT.
6. In 2016, the CofP worked with all key stakeholder groups including staff associations, police force representatives, as well as higher education partners to develop three new entry routes into the policing profession at the rank of police constable (PC).
7. In June 2020, Wiltshire Police will make the transition to the new PC entry routes. This paper will describe what the new entry routes are, how they differ from each other and the existing entry route. The implications on CPT and the potential impact of these changes will also be outlined.

## **OP UPLIFT: RECRUITMENT AND TRAINING IMPLICATIONS**

8. The local implications to the national Uplift programme is covered in detail in other reports 'Operation Uplift' and 'CPT – Resources and Distribution'.
9. The current intakes and 'landing' dates with CPT are as follows:

*Table 1: intakes*

Start Training	Officers	Landing in teams	Finish Tutorship
Oct-19	37	Apr-20	Jun-20
Feb-20	20	Aug-20	Oct-20
Jun-20 (first PEQF)	40	Nov-20	Jan-21
Oct-20	20	Apr-21	Jun-21
Jan-21	40	Jul-21	Sep-21
Mar-21	20	Aug-21	Oct-21

10. There will be an increase in the frequency of police officer recruitment campaigns because of Op Uplift. We last advertised in September 2019 and we will advertise again in March 2020 to ensure a sufficient 'pool' of future student officers, up until March 2021. Further recruitment campaigns will be required throughout the three years of Op Uplift.
11. Due to the increase frequency of student officer intakes, we will use Marlborough Police station as an additional training venue between June and October 2020 (approved for use by the Acquisitions and Disposals board in 2019).
12. The use of Marlborough will not in any way delay and/or prevent its sale. Marlborough station affords a large classroom space that can accommodate up to 20 students and trainers, enabling other intakes of student police officers, PCSOs and LCI to run concurrently at Devizes HQ, Gable Cross and Melksham.
13. Recruitment of staff and police officers into the enabling services has been necessary to meet the increased pre-employment and training demand. There have been increases in Equality, Diversity & Inclusion, Corporate Communications and Engagement, Professional Standards and Occupational Health, along with a requirement to purchase more technology and equipment. There is an increase of 8.5FTE in People Development in order to deliver against Op Uplift:

*Table 2: people development uplift*

Role	Staff/Officer	FTE	Status
Assessment Supervisor	Sergeant	1.0	Started Jan 2020
Student Officer Trainer	Officer	1.0	Started Oct 2019
Student Officer Trainer	Staff	1.5	Pending start dates
Safety Trainer	Officer	1.0	Started Jan 2020
Assessors	Officer	3.0	Started Nov 2019
Training Admin	Staff	1.0	Started Jan 2020

14. The 'new' police officers brought into People Development are existing Wiltshire Police officers who hold the relevant training/teaching skills and/or qualifications. The 'release' from their previous post has been subject to close monitoring of any adverse impact on the deployability of CPT.
15. The increase in staff and officers into People Development is a proportionate response to the training plan for student police officers. The increase in personnel will enable the training of an increased volume and frequency of student officers. At time of writing, there are 57 student officers in training within People Development. This is an unprecedented figure in recent history.
16. We have capacity to deliver training for other large cohorts, such as PCSO and LCI; however, there is an implication on the timings of courses, in years 2 and 3 in particular. We cannot do everything at once (we do not have trainer capacity) and we will be restricted by our physical estate. Without Marlborough, we can accommodate a maximum of four large classes (of up to 20 students) at any one time across Devizes HQ, Gable Cross and Melksham.
17. When a student officer 'lands' with their CPT, after their training with People Development, referred to as the initial police learning phase (IPL), they start a period of tutorship. During this 10-week tutorship, they are accompanied on patrol, alongside their TC. As such, the student officer is not an independently 'deployable' resource. The student officer becomes deployable once they have successfully completed their tutorship.
18. The number of Tutor Constables (TC) is another consideration for the Force. TCs are essential when developing and supporting a new PC through their tutorship, and our TC cohort will need to be increased. We currently have 83 TCs across CPT. Our estimates, based on the recruitment and training plan for new TCs, indicates an increase of 42% is required by the summer 2021, resulting in a cohort of 118.
19. People Development have delivered TC training at an increased frequency since October 2019, with four further courses due up until the end of April. CPT Superintendents and Strategic Support Officers continue to nominate TCs for these and future training courses.
20. To ensure the continued recruitment and retention of our TC cohort, we will enhance the training package during 2020, with a series of 'refresher courses'. Working with the University of South Wales (USW), it is our intention to offer an accreditation to TCs who complete the course. This will be in addition to the weekly payment they currently receive.
21. With the IPL and tutorship combined, it can take 36 weeks for a student officer to be counted as an independently deployable officer. After the 36-week period, the officers remain within their two-year probation, with a significant amount of learning and assessment ahead of them. The probation period and the level of learning will fundamentally change because of PEQF.

## **PEQF**

22. In June 2020, Wiltshire Police welcomes its first student officers under PEQF entry route conditions. February 2020 is the 35<sup>th</sup> and final student officer intake under the Initial Police Learning and Development Programme (IPLDP). This represents a significant transformation of our student police officer training.
23. There are three new entry routes into policing under PEQF. These are nationally mandated, with all forces expected to transition to PEQF during 2020/21. Extensions of IPLDP are by exception only and on the authority of the CofP. We do not require any such extension.

24. The three entry routes are detailed in the table below. Entry routes 1 & 2 are available now and our June intake will be a mix of these two entry routes (as will every intake thereafter). Entry route no.3 will become available during 2021. Entry route 4, IPLDP, will be decommissioned.

Table 3: different entry routes

Entry Route	Status	Probation Period	Qualification	Starting Salary
Police Constable Degree Apprenticeship (PCDA)	Practical on-the-job learning, alongside academic theory and knowledge.	3 years	Degree in Professional Policing Practice (level 6)	£21,249
Degree Holder Entry Programme (DHEP)	Individuals joining with a degree (in any subject) commence a work-based programme, supported by off the job learning.	2 years	Graduate Diploma in Professional Policing Practice (level 6)	£21,987
Pre-Join Degree	Offered by organisations licensed by the CofP, an academic knowledge-based degree, based upon the national curriculum.	TBC	TBC (level 6)	TBC
IPDLP	Last intake started February 2020. Programme is no longer supported for new starts post June 2020.	2 years	Diploma in Policing (level 3)	N/A

25. There are a number of notable difference between the new entry routes and IPLDP: financial, including starting salaries; educational levels attained and the length of the probation period. This report, starting with education levels, will go into more detail to explain why.

26. The CofP intend the PEQF to become far broader and encompass staff roles, such as PCSOs, the promotion framework, in addition to the changes to police officer training and assessment conditions. For the purposes of this report and the immediate changes ahead of June 2020, the focus will be on the police officer training pathways.

27. The CofP identified common ‘core’ elements that define a profession:

- A specialist knowledge base
- A distinct ethical dimension
- Continuing professional development (CPD) requirements, and
- Standards of education

28. The CofP concluded that policing did not have “consistent, national education levels for all policing roles or ranks which reflected its current and future challenges, nor an entry level qualification that would be considered commensurate with that of a profession.”

29. To support the NPCC and APCC Policing Vision 2025 (“By 2025 policing will be a profession”), PEQF was introduced, following significant consultation in 2016, to make “practical and necessary changes”.



30. Since the changes were announced, Wiltshire Police have established a PEQF project team, including an implementation manager, project manager and subject matter experts to ensure a successful transition.
31. The three new entry routes will ensure every student officer will attain a qualification to degree level (level 6), regardless of the entry route in which they joined. IPLDP is level 3, and as police forces are not higher education institutes (HEI), training and assessing officers to level 6 requires partnership working with a university.
32. The CofP have produced, per entry route, curricula specifying the 'minimum content' forces and HEIs are required to deliver per topic, per module.
33. Every force will work with a university to determine how and when the partnership will deliver its PCDA and DHEP training. A single university may collaborate with multiple forces, but each force retains autonomy in determining the volume and frequency of training.
34. Wiltshire Police will work with the University of South Wales (USW). We have entered into a contract with this HEI as our chosen partner. Cross-force and/or regional collaboration has been considered prior to the procurement process and we worked very closely with our regional forces and South West Procurement on exploring these opportunities.
35. However, each force has different requirements. The timing of courses, frequency and cohort size are very different for Wiltshire, compared with Gloucester, Devon & Cornwall and Dorset. There were, and remain, too many practical barriers for effective training collaboration to occur. Our cohorts will be a mix of PCDA and DHEP students, other forces have chosen to separate.
36. We have collaborated with the aforementioned regional forces during the extensive procurement exercise to identify a preferred HEI partner. This has led to cross-force efficiencies and regular transferring of new knowledge between the respective PEQF working groups, with a single HEI.
37. Irrespective of the entry route, the force appoints the student officers. Wiltshire Police will deliver 100% of the IPL for PCDA and DHEP. This training will take place on Wiltshire Police estate, primarily Devizes HQ, Gable Cross and Melksham (with Marlborough a short-term option). Wiltshire Police trainers, all of whom hold the relevant teaching status and/or training qualification, will deliver this training.
38. USW will deliver modular input throughout years 2 (PCDA/DHEP) and 3 (PCDA). This will be a blended approach of face-to-face and distance (e.g. online and webinar) learning. Whilst student officers will benefit from additional support USW can provide, including access to their campus, library, tutors and online material, there is no plan or expectation for students to travel to the university campus.
39. The USW have employed a senior lecturer to work from Wiltshire Police estate. It will be the role of the senior lecturer to ensure years 2 and 3 are delivered effectively.
40. PCDA has a three-year probation period. This reflects the degree standard the student officers will need to achieve whilst working as a police officer. As PCDA is an apprenticeship standard, the force will fund all associated costs through its apprenticeship levy.
41. DHEP has two-year probation period. Unlike PCDA, DHEP student officers already have a degree; therefore, the extent of learning at level 6 is not as great for DHEP.

42. The force has made the decision *not* to significantly reduce the starting salary for PCDA joiners. Wiltshire Police wants to attract a diverse range of people to the profession and concerns were raised that an ‘apprenticeship’ could be off-putting to certain groups. A reduced starting salary would compound any existing views on the apprenticeship entry route.

**PROTECTED LEARNING TIME**

43. PCDA and DHEP officers will require protected learning time (PLT) during their 2 or 3-year probation period. PLT is a mandated requirement for any apprenticeship standard, where students spend 20% of their time at work ‘off the job training’.

44. As PCDA and DHEP students are achieving level 6 qualifications, PLT is necessary to ensure they are able to qualify. PLT will have a significant impact on CPT, both culturally and practically.

45. IPLDP students, post IPL and tutorship, have not had PLT. CPT have been able to count these officers as deployable 100% of the time during the rest of their probation. This will no longer be the case. Whilst PCDA and DHEP student officers will be deployable post tutorship, their PLT will not be encroached.

46. This will require good understanding from CPT colleagues, as practically there will be a reduced level of deployable resource in the future, despite an increased presence of student officers. The chart below is indicative, and subject to change:

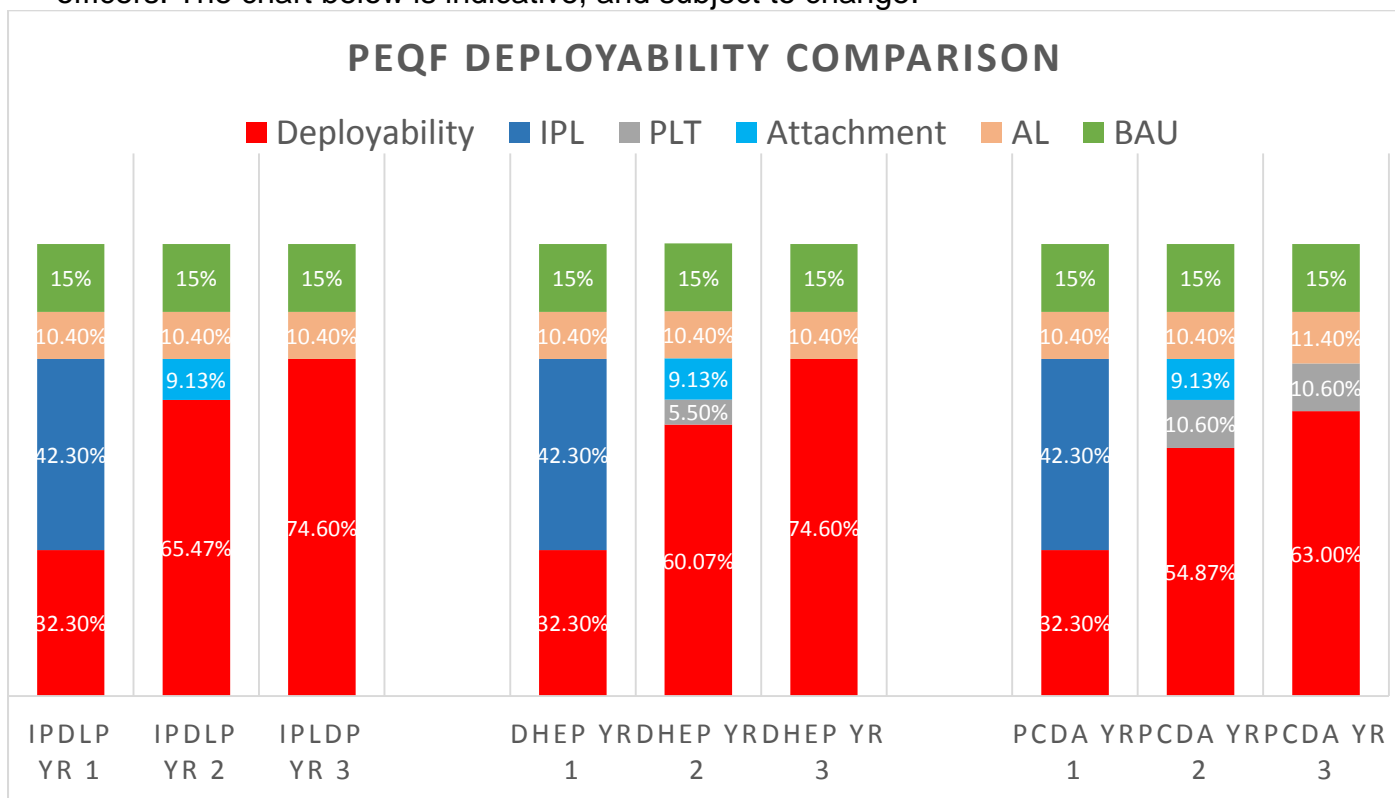


Figure 1: deployability comparison

47. Deployability remains a risk for the PEQF project team. Wiltshire Police Federation and the Superintendents Association have said this risk is their primary concern. Work is underway to

mitigate the impact on CPT and to ensure front line services remain effective, whilst affording our student officers the mandated level of PLT required.

48. The PEQF project team are working closely with the CPT and the resource management unit (RMU) to ensure plans are in place early to allow PLT without significant detriment to deployability.
49. Some of the practical steps we are taking include the spread of resources, reducing abstractions during peak demand times and encouraging continuation of study outside of work.
50. This is a national problem, as highlighted by Lincolnshire’s judicial challenge to PEQF, and the CofP are responding with national tool kits for forces to use to monitor and further mitigate deployability concerns.
51. Wiltshire Police’s PEQF project status is currently ‘Green’. The PEQF team has a relatively small ‘core’ of individuals, supported by a much wider team effort from expertise across people services & development and CPT. The table below summarises the key successes to-date, and the next steps the force will be taking to ensure success for June 2020 and beyond:

Table 4: success and next steps

Achieved to-date	Next Steps
The CofP and USW independent panels have validated PCDA & DHEP programmes. This was a significant exercise, led by the PEQF project team, to ensure our programmes were fit for purpose and we were ‘licensed’ to deliver them.	It is too early to note any impact PEQF has/will have on recruitment and the levels of interest we have seen. A post-recruitment campaign review will consider the influence PEQF is having.
We have successfully reapplied for a supporting status on the Registry of Apprenticeship Training Providers (RoATP). The application process is detailed and lengthy and a prerequisite for our ability to deliver any part of an apprenticeship standard, such as PCDA.	We will re-write our tutor course, enhancing the course content in line with PEQF changes and ensuring payments and accreditation is available to our existing and new TCs.
People Development have committed approximately 300 training hours to the development of the PCDA and DHEP curriculum and lesson planning. More is required between now and May.	The study leave procedures document has been rewritten, taking into account the PEQF changes. This is currently out for internal consultation.
The PEQF project team have commenced workshops with CPT, identifying champions to assist with communicating the changes.	The majority of staff and officer trainers are ready for June 2020, with registered teacher status. We will continue to work with USW on the offer to our trainers and assessors, to ensure they access any relevant qualifications.
We have increased the number of TCs by approximately 15 since October 2019. With a further 35 TCs required by 2021.	Preparations for the Pre-Join degree entry route will commence post-June 2020.

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<b>Meeting</b>	Police and Crime Panel
<b>Date</b>	Thursday 19 <sup>th</sup> March 2020
<b>Report Title</b>	2020-21 Commissioning Intentions
<b>Presented by:</b>	Angus Macpherson, Police and Crime Commissioner
<b>Author</b>	Kieran Kilgallen, Chief Executive

## 1.0 Purpose of Report

1.1 To inform the Panel of those services and projects which will be funded by the Police and Crime Commissioner for 2020-21.

## 2.0 Introduction and Background Information

2.1 The Community Safety Fund (CSF) budget for 2020-21 is £2,122,021 and the Victims Fund (VF), which is wholly funded by the Ministry of Justice, is £841,710.

## 3.0 Proposed 2020-21 Community Safety Fund Allocations

3.1 This is the first year where the OPCC is utilising its newly established commissioning team. Building on our previous processes, the new team has enabled further development of commissioning capability.

3.2 This capability is in line with the OPCC Commissioning Strategy and enables the OPCC to meet its role and responsibilities across the community safety, policing and justice system. We anticipate that this processes continue to evolve and refine over the coming financial years.

3.3 During 2019-20 the OPCC received 'reasonable assurance' from internal audit. There are no significant concerns in the decision making and allocation of funds.

3.4 There are three portfolio areas within the Commissioning Team and these are aligned to the three Commissioning Manager roles. They are:

<b>Portfolio Areas</b>	<b>Commissioning Manager's areas of responsibility includes:</b>
<b>Demand and Prevention</b>	Strategic responsibility for wider collaboration to reduce demand, commissioning services to reduce crime, system demand impacting policing demand, early intervention, determinants of crime, troubled families, system integration, youth offending, preventative services, missing, mental health

<p><b>Criminal Justice System and Re-Offending</b></p>	<p>Strategic responsibility for wider collaboration for offenders in criminal justice system (CJS), commissioning services to reduce reoffending, system demand impacting policing and criminal justice, reducing reoffending portfolio within Wiltshire Criminal Justice Board (WCJB) (all aspects of reoffending pathways), force scrutiny groups, Lammy Review, system integration, female offenders, development and support of probation services, custody commissioning, integrated offender management</p>
<p><b>Victims and Vulnerability</b></p>	<p>Strategic responsibility for all services for victims in the CJS, commissioning services for victims services, Horizon, domestic abuse, sexual violence, child sexual exploitation, vulnerability, victim engagement, court support for victims and witnesses, victims support for emergency planning, Victims Code of Practice, violence against women and girls, modern slavery.</p> <p>This area has been an area of OPCC focus since 2012 and as has the most developed portfolio of contracts and services.</p>

3.5 The Commissioning team produce a Commissioning Intentions report (service strategies) for each of their portfolios. The draft versions of these were considered at the OPCC Commissioning Performance Board (CPB) meeting that took place in December. Following this, a project brief was produced for each proposed project / service to be funded in 2020-21, whether this be a new project / service or continued funding from existing contracts / agreements.

3.6 The project briefs were considered at the CPB meeting held on 30<sup>th</sup> January 2020 by the Deputy Chief Executive and the Commissioning Team. A report setting out the proposals agreed at that meeting was considered and approved by the Police and Crime Commissioner at the Commissioner’s Monitoring Board held on 28<sup>th</sup> February 2020.

3.7 An overview of the services and projects that the Police and Crime Commissioner has agreed to fund for 2020-21 can be found attached at Appendices A and B.

**4.0 Commissioning Intentions**

4.1 In line with the OPCC commissioning strategy and best practice draft commissioning intentions have been produced for each portfolio area. These have been developed with a range of documents and engagement with partners. This includes the Joint Strategic Assessment, Force Management Statement, Community Safety Partnerships, service delivery performance reports, partners, and operational colleagues within the Force.

4.2 This process is led by the OPCC and aligns with Wiltshire Police as part of the integrated business planning cycle. This process ensures that commissioning plans align with work of the Force and community safety partnerships.



Figure 1 Wiltshire OPCC / Police integrated planning cycle

**5.0 Scoring Matrix**

5.1 A scoring matrix was developed to ensure each project brief was fairly considered. All projects / services had to support the objectives set out in the [Commissioner’s Police and Crime Plan](#) and / or the [Wiltshire Criminal Justice Board strategy](#).

5.2 They were also scored on the following areas:

**Business Need**

Why do it? What are the problems associated with the status quo? What are the opportunities?

**Drivers and Main Benefits**

Why do it? What improvements does the proposal address (select from the list below and summarise the driver):

- An economic (a budget saving)
- An efficiency (doing more for less)
- An effectiveness (improve the quality of a service)
- A re-procurement (replace elements of an existing service) Compliance (with legislation, regulations, organisational standards)

**Deliverability**

(eg. complexities of service / project, what barriers are there to successful delivery, are there any dependencies to success, if so what)

5.3 Scoring ranged from 0-3 with all three scores multiplied together to give a total overall score.

**Scoring Matrix**

- 0 = no reason for pursuing and no evidence
- 1 = fair reason for pursuing but lacks evidence
- 2 = good reason with evidence for pursuing
- 3 = excellent reason with sound evidence for pursuing

- 5.4 Further work will be undertaken in 2020-21 to develop the scoring matrix further and fully integrate the work into the medium term planning.
- 5.5 Due to the recent recruitment of the Demand and Prevention Commissioning Manager, there still remains some work to do on the commissioning intentions for this portfolio. An allocation for the funding of these has been made which the Commissioner will be asked to approve once further details are known.
- 6.0 Staffing Implications**
- 6.1 There are none.
- 7.0 Financial Implications**
- 7.1 The proposed funding allocations for the CSF and VF are set out in Appendix A and B respectively. It is important to note that the overall budget figure for the CSF has been agreed as part of the Medium Term Financial Strategy. This report sets out the detailed allocation of that budget.
- 7.2 Due to a new Commissioner taking office in May 2020, it is felt prudent to allocate funds which would assist them in delivering their election pledges and manifesto. This is currently set at £50k.
- 7.3 Budget monitoring will take place throughout the year.
- 8.0 Legal Implications**
- 8.1 All funds will be spent in line with financial regulations and once the Commissioner has given his approval to proceed with these projects / services, the relevant contracts and agreements will be put in place.
- 9.0 Sustainability**
- 9.1 There are no sustainability implications.
- 10.0 Equalities Impact Assessment and Diversity Issues**
- 10.1 The project briefs which have been approved by the Commissioner for funding will now be updated to include any issues relating diversity. Going forward, this heading will be included within the project brief template.
- 11.0 Contribution to the Police and Crime Plan 2017-2021**
- 11.1 All proposed projects are assessed against meeting the PCC's Police and Crime Plan objectives or the Wiltshire Criminal Justice Board Strategy.
- 12.0 Recommendations**
- 12.1 That the Panel note the content of this report.

**Appendices:**

Appendix A – Community Safety Fund Allocation for 2020-21

Appendix B – Victims Fund Allocation for 2020-21



**APPENDIX A: Community Safety Fund Allocations for 2020-21**

2020-21 Budget:	2,122,021
Allocated:	2,122,021 see below
To be allocated:	0

Business Area	Service / Project	Provider(s)	Allocation (£)	Commitment	Summary
<b>Demand and Prevention - approximate budget £597,128</b>					
Demand and Prevention	Mental Health Triage	Avon and Wiltshire Mental Health Partnership NHS Trust	121,667	Ongoing	24/7 mental health professionals in police control room, to advise officers dealing with people in mental health crisis
Demand and Prevention	Community Speedwatch	Wiltshire Police	80,000	Ongoing	Service to educate speeding motorists
Demand and Prevention	Junior Good Citizen	Wiltshire Police	3,060	Ongoing	Contribution to preventative project in school
Demand and Prevention	Youth Offending Team (Swindon)	Swindon Borough Council	83,341	31-Mar-21	Core cost contribution to Swindon Youth Offending Service
Demand and Prevention	Youth Offending Team (Wiltshire)	Wiltshire Council	152,592	31-Mar-21	Core cost contribution to Wiltshire Youth Offending Service
Demand and Prevention	Commissioning Intentions	tbc and requires PCC approval	269,571		
		<b>Sub-total:</b>	<b>710,231</b>		
<b>CJS and Re-Offending - approximate budget £539,372 + £13,500 (AA) + Custody Healthcare costs (tbc)</b>					
CJS and Re-Offending	Turning Point	Wiltshire Council - Lead (with SBC, total £175,372)	105,992	31-Mar-21	Substance misuse service with Turning Point. Joint with Wiltshire Council and Swindon Council
CJS and Re-Offending	Turning Point	Swindon Borough Council (with WC total £175,372)	69,380	31-Mar-21	Substance misuse service with Turning Point. Joint with Wiltshire Council and Swindon Council
CJS and Re-Offending	Offender Management Support	Circles South West	14,000	Reviewed annually	Perpetrator work with sex offenders
CJS and Re-Offending	SW Reducing Reoffending Regional SRO	Avon and Somerset PCC Lead	11,500	17-Nov-21	To support the reducing reoffending work on a regional basis, taking forward projects as agreed by the South West Regional Reoffending Board
CJS and Re-Offending	Lammy Review	tbc	5,000	one-off <b>NEW</b>	Embedding recommendations of Lammy Review into Wiltshire Criminal Justice System
CJS and Re-Offending	Offender Housing Support Worker	Jointly funded with BGSW CRC	20,000	12 months <b>NEW</b>	Pilot to understand the benefits and issues of developing direct offender housing support
CJS and Re-Offending	Offender Voice	tbc	20,000	ongoing <b>NEW</b>	Review of current process for engagement and consultation with offenders in the criminal justice system leading to development of consistent and robust processes and systems to ensure offender voice is heard
CJS and Re-Offending	Strengths Based Wellbeing Service	tbc	120,000	<b>NEW</b>	Development of service offering psycho-social talking therapeutic support for offenders with mental health issues
CJS and Re-Offending	Engagement Prevention Worker (Turning Point)		25,191	12 months <b>NEW</b>	Will enhance services of Integrated Offender Management and increase engagement with providers of alcohol and substance misuse service, reducing risk of reoffending
CJS and Re-Offending	Domestic Abuse Perpetrator Programme	Splitz	40,000	ongoing	Behaviour change support for males and females who have used abusive behaviours towards partners / family members and have a desire to change
CJS and Re-Offending	Custody Healthcare	G4S	tbc		Custody healthcare staff work closely with custody staff to ensure all detainees are assessed for health needs and vulnerabilities
CJS and Re-Offending	Appropriate Adults		13,500	ongoing	Appropriate Adult Service provision for vulnerable adults in police custody and those voluntarily attending custody
CJS and Re-Offending	Commissioning Intentions	tbc and requires PCC approval	113,103		
		<b>Sub-total:</b>	<b>557,666</b>		
<b>Victims and Vulnerability - approximate budget £332,500 plus MoJ Victims Fund (plus £64,910 and £254,611)</b>					
Victims and Vulnerability	Horizon	Wiltshire Police	332,500	Ongoing	Support and navigation through justice process
Victims and Vulnerability	SARC	Firstlight (via NHS England)	64,910	31-Mar-21	Provision of support services including crisis work, outreach and liaison with criminal justice services
Victims and Vulnerability	SARC	G4S	254,611	31-Mar-21	Provision of sexual offence examinations and forensic collection
Victims and Vulnerability	Sexual Assault Community Support	tbc	30,000	Ongoing	Provision of additional community support within the Independent Sexual Violence Advisors service
Victims and Vulnerability	Improving access for victims	tbc	9,000	One-off	Production of 3 videos to promote victim services and assist victims to access services
Victims and Vulnerability	Commissioning Intentions	tbc and requires PCC approval	113,103		
		<b>Sub-total:</b>	<b>804,124</b>		
Community Fund	Community Fund	OPCC	50,000	<b>NEW</b>	Fund available for PCC to seek community projects that would help him / her to achieve their Police and Crime Plan objectives
		<b>Sub-total:</b>	<b>50,000</b>		

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**APPENDIX B: Victims Fund Allocations for 2020-21**

Victims' Services:	783,476	Approx split of confirmed total budget from MoJ
CSA Services:	58,234	Approx split of confirmed total budget from MoJ
<b>2020-21 Budget Total:</b>	<b>841,710</b>	
Victims' Service allocated:	783,476	see below
CSA Services Allocated:	58,234	see below
<b>2020-21 total allocation:</b>	<b>841,710</b>	

Business Area	Service / Project	Provider(s)	Allocation (£)	Commitment
Victim Support Services	Horizon	Wiltshire Police	38,840	Ongoing
Victim Support Services	Victim Support (adults)	Victim Support	196,676	31-Mar-22
Victim Support Services	Victim Support (young people)	Splash (Community First)	108,250	31-Mar-22
		<b>Sub-total:</b>	<b>343,766</b>	
Domestic Abuse Victim Services	Phoenix	Wiltshire Council (Splitz)	120,000	31-Mar-21
Domestic Abuse Victim Services	Swindon Women's Aid	Swindon Borough Council	83,850	31-Mar-22
		<b>Sub-total:</b>	<b>203,850</b>	
Sexual Abuse Victim Services	Phoenix	Wiltshire Council (Splitz)	100,000	31-Mar-22
		<b>Sub-total:</b>	<b>100,000</b>	
Restorative Justice	Restorative Together	OPCC	106,750	Ongoing
		<b>Sub-total:</b>	<b>106,750</b>	
CSA Victims - historical / recent	Unknown	Unknown	58,234	Unknown
		<b>Sub-total:</b>	<b>58,234</b>	
Unallocated			29,110	
		<b>Sub-total:</b>	<b>29,110</b>	

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Meeting	Police and Crime Panel
Date	19 March 2020
Report Title	Additional Analysis on the Police and Crime Commissioner’s Consultation on the Policing Precept for 2020/21
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

## 1.0 PURPOSE OF REPORT

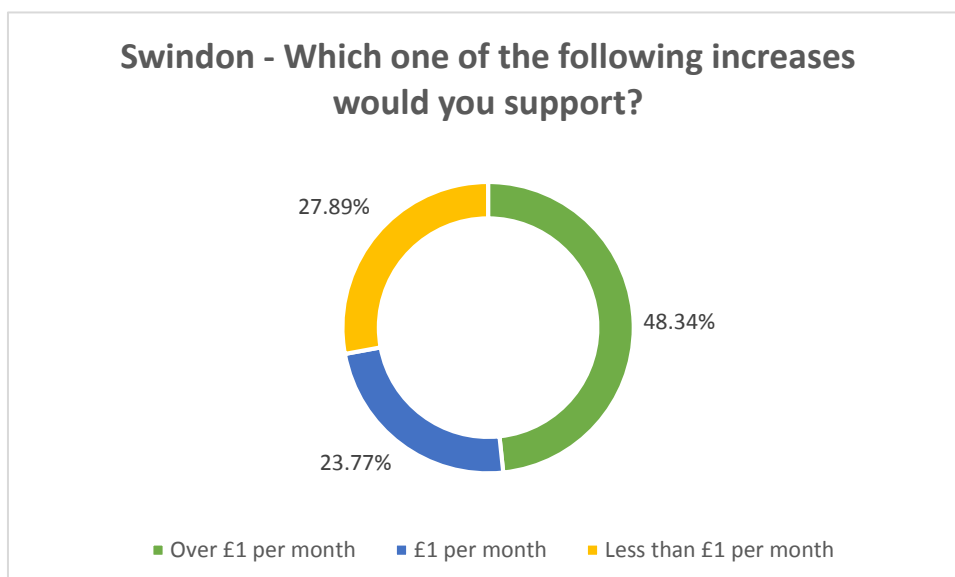
1.1 To provide additional analysis to the panel on the PCCs 2020 policing precept consultation. This is an addendum to the report presented at the panel on Thursday 6 February 2020.

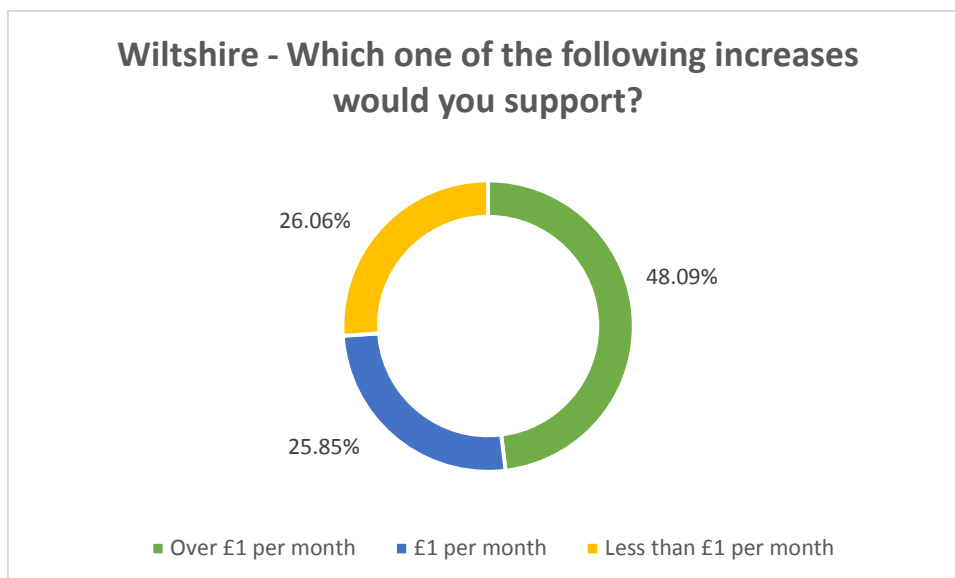
1.2 Sample size: 2542

## 2.0 GEOGRAPHICAL BREAKDOWN OF SUPPORT FOR OVER £1, EXACTLY £1 OR LESS THAN £1 PER MONTH

2.1 As outlined within the Wiltshire PCP Precept Consultation Report in February 2020. 73.52% of respondents were supportive of the proposed increase of at least £1 per month in the policing precept.

2.2 72.11% (455 of 631) of Swindon respondents and 73.94% (1413 of 1911) of Wiltshire respondents were supportive of an increase of at least £1 per month in the policing precept.





2.3 When examining at sector level, there are no significant outliers deviating from the overall 73.52%. Within Salisbury, 72.56% of respondents were supportive of an increase of at least £1 per month; although marginally lower than the Wiltshire average, it is still not significant.

### **3.0 INSIGHT FROM FREE TEXT RESPONSES**

3.1 The survey asked two free text questions, which allows greater insight into the reason respondents are supportive or not of the proposed increase. These were:

3.2 “Which one of the following increases would you support?”

3.3 “Is there anything else you would like to add about policing in Wiltshire and Swindon?”

3.4 Key theme within these comments, regardless of respondent supporting or rejecting increase, was the request that there was an increase in police officer numbers and visibility be increased (788 respondents, 51.5%).

3.5 Of those respondents rejecting the proposal, the strongest running themes within the comments were the same in both Swindon and Wiltshire. 674 (176 in Swindon and 498 in Wiltshire) respondents stated they would only support an increase of less than £1 per month. Of those, 468 (115 in Swindon and 353 in Wiltshire) provided additional comments which fell into the following themes:

3.6 Precept is raised every year and respondents specifically mention that seeing an officer in their town is still non-existent (152 respondents)

3.7 An acknowledgement that Wiltshire Police, particularly the frontline, do a great job in difficult circumstances (115 respondents)

3.8 The government need to provide more funding, it should not be down to the public to supply this. Also mentions that the PCC should do more to get more funding from the government (96 respondents)

- 3.9 The PCC needs to stop asking for more money and the Force should just deal with the resources and funding already available to them (72 respondents).

#### **4.0 Summary**

- 4.1 Responses are consistent across Wiltshire and Swindon with no significant geographical outliers
- 4.2 Respondents expect/request there is more visible policing in their neighbourhoods
- 4.3 Respondents state that there is an increase in the precept year-on-year and they see little difference in terms of policing in their area
- 4.4 There is also an expectation from respondents that the government start to play their part in funding Wiltshire Police fairly, not from local precept.

#### **5.0 Recommendation**

- 5.1 The Panel is asked to note the additional information as well as the precept report submitted at the 6 February 2020 meeting.

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## Questions from the Police and Crime Panel Members – since the previous panel meeting on 19<sup>th</sup> December 2019

### **1. Question raised at the Panel Meeting on 19th December 2019 – responded to 6<sup>th</sup> January 2020**

Special Constables hours deployed – number of hours spent on independent patrols carried out by Special Constables OPPC to provide stats for PCP.

#### PCC Response

- The number of overall hours dedicated to local policing by SPC's is as follows:

Jan-2019	4640
Feb-2019	4000
Mar-2019	4510
Apr-2019	3870
May-2019	3620
Jun-2019	3610
Jul-2019	3560
Aug-2019	4360
Sep-2019	3630
Oct-2019	3600
Nov-2019	3470

- The number of SPC's that are independent is as follows:

Jan-2019	68
Feb-2019	67
Mar-2019	66
Apr-2019	63
May-2019	61
Jun-2019	59
Jul-2019	61
Aug-2019	61
Sep-2019	61
Oct-2019	61
Nov-2019	60.

Although the above does not provide 'the number of hours on independent patrols', it is considered that providing the number of overall hours deployed together with the number SPC's that are independent, provides a good insight to the overall contribution Special Constables make towards local policing.

## 2. Received on 6<sup>th</sup> January 2020 – responded to on 10<sup>th</sup> January 2020

From Councillor Richard Britton

### Question

Please could you tell the Panel how much of the 'basic' training of new officer intakes is done centrally or in collaboration with other forces as distinct from 'In House'?

### PCC Response

I can confirm that all of the initial police learning is done by Wiltshire Police. Historically there have been national training schools, but for a significant number of years each cohort of student officers have been trained by Wiltshire Police officer and staff trainers on Wiltshire Police estate. Training is held primarily at Devizes HQ however, Swindon, Melksham and Salisbury have also been used.

When we adopt the new entry routes in to policing as part of the nationally mandated police education qualification framework (PEQF), we will collaborate with the University of South Wales for our student officer training. The University of S. Wales was selected via a procurement exercise undertaken in collaboration with other forces in the region, with the exception of Avon & Somerset. Wiltshire Police will still have primacy for the initial police learning, which will continue to be delivered by Wiltshire Police trainers on our estate.

With regards to the training undertaken wholly in-house, there are some variances between forces and each has to validate its own approach separately with the College of Policing and the University of S. Wales. There is a 'minimum content' that must be delivered by each force to its students, which is mandated by the College of Policing. Each force retains discretion about its methods to deliver that content and anything else they may wish to include that sits outside the minimum content required.

Each force works with a university to deliver the training required for their force. A single university may collaborate with multiple forces, so there will be similarities in approach, but each force retains autonomy on training its student officers.

Wiltshire Police employ trainers (staff and officers) to ensure we are able to service the demands for its police officers, as indeed other forces do the same. There are shared learning benefits and fortnightly meetings are held with counterparts across the region, including the University of S. Wales and the College of Policing.

Cross-force and regional collaboration was extensively considered when we were initially planning our approach to PEQF. However, given the different requirements per force (e.g. timing of courses, frequency of courses, cohort size etc.) there were no reasonable opportunities to collaborate.

I have also included a presentation I recently gave to students at New College Swindon on Wiltshire Police Career Apprenticeships, including the Police Constable Degree Apprenticeship, which I trust provides further information on the PEQF course.



NewCollegePP\_V1.pp  
tx

### **Supplementary Question Received From Councillor Richard Britton on 14<sup>th</sup> January 2020 – responded to on 5<sup>th</sup> February 2020**

This does not really answer my question and I would be glad if you would revert to OPCC on the matter.

What I wish to understand is the extent of the 'drag' on operational officers and staff of training new intakes. Also, since the training of new officers will, presumably, be the same for every force why is this not being done centrally or by collaboration between forces. Or is it? That was my question

#### PPC Response

I hold the Chief Constable accountable to deliver an effective and efficient policing service for Wiltshire. I am assured that there are robust recruitment and training plans which will deliver an uplift in officers.

With the exception of the academic part of the qualification, which is undertaken by the University of S. Wales, all training is undertaken in-house. There is currently training capacity to deliver PCSO and LCI training, as we have brought in additional training resources to manage the police officer uplift. However, there is a need to phase training intakes to balance demands on training resources.

With regards to the extent of 'drag' on operational officers, the Force has increased trainer resources from other areas of the force, in order to train additional student officers. The officers have been released from other roles in the force, only where there is the ability to do so without compromising front line policing. We have 5.5FTE in total supporting the training to meet the governments' national increase in police officers. This is funded, as well as other costs such as recruitment, via the increase in central government money in the 2020/21 settlement.

The minimum training requirement is the same for all forces, as per the college of policing standard, however the timings of intakes, volume of students, additional subject matter, force operating models, force delivery partners (university) differ force-to-force.

There is a regional forum to share best practice, lessons learnt, which will be particularly important in the first full year of the PEQF. As the PEQF develops options will be explored to share classes run by one Force and utilised by others e.g. webinar, podcasts. This is a future advantage of four SW forces working with the same university.

### **3. Received on 9<sup>th</sup> January 2020 – Responded to on 16<sup>th</sup> January 2020**

From Councillor Jonathan Seed

#### Question

Please could I ask the PCC whether there has been any restriction or brake in the recruitment of special Constables in the last twelve months? If so what effect has this had on the falling number of special Constables serving in Wiltshire?

#### PCC Response

A decision was made in September 2019 to temporarily pause intake number 26 of Special Constables for a number of reasons: There were relatively low numbers getting to the training stage in the previous few intakes and Wiltshire Police wanted an opportunity to review the

processes to ensure they were 'fit for purpose'; A move to focus on quality recruitment rather than quantity; A Continuous Improvement (CI) Review was completed, which made a number of recommendations to improve the special constabulary. These options are currently being considered with a view to which should be agreed and progressed. A decision was made in December 2019 to continue with the pause (i.e. intake 27 also) to allow for the Continuous Improvement Review to be considered.

With regards to current numbers, intake 25 is still ongoing for training and this cohort will go to the front line in April 2020. In terms of impact of the pause on the current number of specials, this would not be realised until late 2020. To clarify, it takes on average 9 months from initial paper sift to the completion of training of specials before they get on the front line. Therefore for example intake 26 would not have been complete until June 2020. The impact of these pauses has no bearing on the current number of specials.

In terms of the current position, at the end of December 2019 Wiltshire Police had 207 specials who performed just short of 14,000 hours of duty over the October to December period. The attrition rate was 4% (9). It is useful to note that Wiltshire Police has recorded a continued increase in the numbers of specials exiting, averaging at 11 in last 3 quarters. The vast majority would site a change of personal circumstances as reason for leaving, along with a high number joining the regulars.

Wiltshire Police are in line with the national decline in Specials. The impact of the PEQF (Policing Education Qualifications Framework) framework for the training of new police officer is that Special Constables are not going to be the natural route into becoming a regular, as it has been in the past. Numbers may decrease as a result. Operation Uplift and the recruitment of additional police officers might also impact further on the Specials headcount, with an approximate estimate of 30% of our Specials joining over the next few years.

Our serving Specials remain a valuable asset to the force, supported by our community police team model and Superintendent lead. They were very much involved and continue to be so, in the Continuous Improvement Review and their feedback will help shape any change going forward.

#### **4. Question raised at the Panel Meeting on 16<sup>th</sup> January 2020 – responded to 17<sup>th</sup> January 2020**

What is the cost Wiltshire Police/OPCC pays to the NPCC?

##### PCC Response

The 2019/20 payment contribution to the NPCC was £9,743.

#### **5. Question raised at the Panel Meeting on 16<sup>th</sup> January – responded to 17<sup>th</sup> January 2020**

From Councillor Jonathan Seed

##### Question

What does local policing actually mean? I want to make sure that this is explained properly in future.

##### PCC Response

The summary CIPFA categories for Police Objective Analysis 'Local Policing' are as follows:

## Local Policing

- a. Neighbourhood Policing
- b. Incident (Response) Management
- c. Total Specialist Community Liaison
  - i. Schools Liaison Units / Youth Offending Teams / Youth Services
  - iii. Local Community & Partnership Functions / Other Specialist Community Liaison / Other
- v. Firearms Licensing
- vi. Liquor Licensing
- vii. Other or Integrated Offender Management Teams
- d. Local Policing Command Team and Support Overheads

Essentially Local Policing is made up by two of our organisation's structural areas:

1. **CPTs**\* with the exception of Escort Officers and Community Speedwatch and

2. **Crime Prevention** (as per the organisational area prior to the recent restructure).  
ALL PCSOs and Specials are Local Policing.

\*LCIs are included as Local Policing for HMIC Value for Money purposes but may be classified under an alternative category of Investigations rather than Local Policing for other Statutory Reporting purposes.

## 6. Received on 29<sup>th</sup> January 2020 - Responded to on 3<sup>rd</sup> February 2020

From Anna Richardson

### Question

A while ago I reported a minor theft from a vehicle. The operator informed me (almost jauntily I felt) that the matter would not / could not be investigated. I explained I knew that, but was calling to report in the interests of accurate statistics.

A few weeks later I received through the post a letter from victim support offering their services.

While the commissioner's aim to "put victims first" is laudable, I wonder if it would be possible somehow to apply a common sense approach - or allow callers reporting minor crimes to opt out of being offered victim support?

I found it slightly ridiculous as well as a waste of time & resources.

I am also concerned that for the vast majority of the law abiding population, calling 101 to report an often minor crime may be the only contact they have with Wiltshire Police.

I feel that the combination of being bluntly advised that nothing can be done to investigate- then followed up by the unnecessary (in my view) contact re support, does not create a good impression.

I understand the aims and processes which have caused the above events to occur, but does the commissioner agree that for the @ordinary person in the street" (i.e. one who does not read the PCC plan or attend PCP meetings) the overall impression could be improved?

## PCC Response

Offers of support for victims of all crime, meet standards outlined by the National Victims Code. This National Code requires all victims of crime to be informed of the support available to them should they wish to receive it. The letter you received outlines that offer and is the same as that received by other victims of crime in Wiltshire. This is regardless of further police investigation into the crime. Crime affects every victim differently, the offer of support is made to all reflecting good practice, in line with the Victims Code and recommendations from national reviews into care for victims.

During the report, the call handlers assess victims against criteria set out in the Victims Code. If a person is assessed as requiring enhanced support, the victim will be contacted by the Horizon Victim and Witness care team by telephone. This OPCC commissioned service has been in operation since 2015 and provides a single point of contact for victims and witnesses. They offer specialised practical and emotional support.

### **7. Received on 31<sup>st</sup> January 2020 – Responded to on 3<sup>rd</sup> February 2020**

From Councillor Vinay Manro

#### Question

I have a question from a Haydon Wick resident.

In the new budget there is allocation for 40+ new recruits.

Are these 40+ on top of existing open vacancies?

If any existing officers leave the force, will they be replaced on top of these 40+ officers?

#### PCC Response

There will be an additional 49 frontline police officers recruited linked to the Central Government Uplift programme.

A further 16 posts are being sought, linked to the additional precept increase proposal. This is a budgeted increase in staff posts.

With regards to officers leaving the force (for example, through retirement) then they will be replaced in order to maintain operational staffing levels.

### **8. Received on 5<sup>th</sup> February 2020 – Responded to on 11<sup>th</sup> February 2020**

From Councillor Vinay Manro

#### Question

Subject: CPT Reports on Wiltshire Police Website

There are important and useful reports available:

<https://www.wiltshire.police.uk/article/1199/Priorities-for-Swindon-North>

These give the public and Councillors useful information. Why have the CPT reports stopped being updated since Oct/Nov 2019?

### PCC Response

Thank you for bringing this to my attention. I am pleased that you have been finding the briefings useful. I understand that CPT information and reports need to be informative and up-to-date as they are a good tool for councillors and public alike.

As Panel members are aware the community policing model has recently been reviewed and changed. As a consequence work is being undertaken to update the Force website to match the new CPT areas, their teams and priorities. The January 'area priorities' and information on the previous CPT arrangements have temporarily been removed from the website to allow these changes to be completed. We expect this work to be completed in the next week and the January briefings will be uploaded. From then the Force will produce and publish Swindon CPT briefing every two months.

### **9. Received on 6<sup>th</sup> February 2020 – Responded to on 11<sup>th</sup> February 2020**

From Mr Andrew Martin (Swindon resident) directed to Councillor Junab Ali

Dear Councillor Ali

The saga of the PCC precept continues and I gather there is another panel meeting tomorrow. When I last wrote to you, Macpherson was "consulting" this year about a further 12% while admitting that the extra staff we were asked for last year and are paying for now were not yet in post. Now that HMG has announced all police may have an extra 10% next year, he seems to have decided to have the 10% as of right without the consultation. He has also failed to publish the results of his consultation.

That might be OK if he had not poached 13% last year. HMG clearly intended a 10% this year but they did not intend 20% plus over two years.

Macpherson needs to do two things. One, publish the results of his consultation, since they relate to proposed increases for 2020/21. Two, admit that he has not yet fulfilled the conditions for which he took the increase last year and hence he should not claim a second increase for the new year. He also owes me an honest answer to my letters, but that is not your problem.

Thank you for your interest

Andrew Martin

### PCC Response

The precept public consultation in January 2019, proposed an increase of £12 per annum and this was subsequently approved by the Wiltshire Police and Crime Panel at its meeting on 7<sup>th</sup> February 2019.

My public consultation exercise on the proposed police precept for 2020/21 asked residents of Wiltshire for their feedback on the following scenarios:

- Support for an over £1 per month to improve police services
- Support for a £1 per month to maintain police services
- A less than £1 per month increase, which would see a reduction in police services.

The consultation exercise was undertaken between Monday 6<sup>th</sup> January and Friday 31<sup>st</sup> January 2020 and commenced before the Home Office announced its police funding settlement for 2020/21. The Home Office settlement was made on 22<sup>nd</sup> January and granted PCCs in England flexibility to increase local funding for 2020/21 by setting the council tax limit to £10 per annum (i.e. for a typical Band D property). This was approved by the Wiltshire Police Crime Panel at its meeting on 6<sup>th</sup> February when members voted unanimously to the £10 per annum increase.

The 2019/20 precept increase has enabled me to provide an additional 43 police officers who are currently in tutorship and are starting to become visible in communities, as part of their ongoing training. As one would appreciate it takes time for new recruits to be trained and become fully operational in our communities. The additional funding has also secured two cyber-crime teams which focus on online fraud and child sexual exploitation. Investment amounting to £500,000 was also made towards crime prevention with a particular focus on early intervention.

The £10 per annum precept increase will provide an additional 16 police officers. This is in addition to a further 49, funded via the National Uplift Programme the Home Office announced in October 2019. These 49 police officers form the first tranche of the Government's pledge to support police forces to recruit an additional 20,000 officers over the next 3 years.

The precept consultation responses for January 2019 were published on both the Wiltshire Police website and the Wiltshire Police and Crime page on Wiltshire Council's website. The 2020 responses are currently on the Wiltshire Council's website – link [here](#) – and will shortly be available on the 'How your money is spent' page of the Wiltshire and Swindon PCC website – link [here](#)

Finally I can confirm that your correspondence has been responded to by myself.



# Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
Thursday 16 January 2020  10am-1pm	Devizes Corn Exchange	<ul style="list-style-type: none"> <li>• PCC Budget 2019/20 and MTFS</li> <li>• Services the PCC commissions - update</li> </ul>
Thursday 6 February 2020  10am-1pm	County Hall, Trowbridge	<ul style="list-style-type: none"> <li>• Formal consideration of PCC Precept proposal</li> </ul>
Thursday 19 March 2020  10am-1pm	Monkton Park, Chippenham	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> <li>• Wiltshire Police IT Systems</li> </ul>

<p>Thursday 4 June 2020</p> <p>10am-1pm</p>	<p>City Hall, Salisbury</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q4)- Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> <li>• Special Ops Transition</li> <li>• Tri-Force – final update</li> </ul>
<p>Thursday 3 September 2020</p> <p>10am-1pm</p>	<p>Corn Exchange, Devizes</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q1)- Risk / Performance / Finance / Complaints</li> <li>• Services the PCC commissions - update</li> </ul>
<p>Thursday 10 December 2020</p> <p>10am-1pm</p>	<p>Swindon Borough Council Offices</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q2)- Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>