

# AGENDA

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**Meeting:** WILTSHIRE POLICE AND CRIME PANEL  
**Place:** Online meeting  
**Date:** Thursday 4 June 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  
Mamie 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 of previous Meetings** (*Pages 5 - 22*)

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.

[Join the online meeting here](#)

*During the ongoing Covid-19 situation the Council is operating revised procedures for public participation. Members of the public can view the meeting online and statements and questions will be taken in written form.*

[Public Guidance on how to access an online meeting](#)

### **Statements**

*Members of the public who wish to submit a statement in relation to an item on this agenda should submit it to the officer named on this agenda **no later than 5pm on Friday 29 May 2020***

*Those statements should:*

- State whom the statement is from (including if representing another person or organisation)*
- State clearly the key points*
- If read aloud, be readable in approximately 3 minutes*

*Those statements in accordance with the Constitution will be included in an agenda supplement.*

### **Questions**

*Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on Friday 29 May 2020*

*Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.*

## **6 The Here and Now (Pages 23 - 58)**

- a) Current crime profiles – a presentation covering OPCC COVID governance, crime profile and trends from March-May
- b) Sickness and resilience within Wiltshire Police
- c) Cash flow implications of Covid19

## **7 Picture Going Forward (Pages 59 - 80)**

- a) Finance and resources - Risk report and risk register - verbal update on the impact on MTFS
- b) Implications for national and local ICT programmes - verbal update
- c) Recruiting officers and staff and implications for the uplift
- d) Recovery phase

## **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)

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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## **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)

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Wiltshire and Swindon  
pcc

# Police and Crime Panel 4<sup>th</sup> June 2020

## Performance Overview

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Agenda Item



# Police and Crime Plan Scorecard – Q4 2019-20



Wiltshire and Swindon  
pcc



Microsoft Excel  
Worksheet

Please double  
click the image  
to access the  
PCP scorecard

POLICE & CRIME PLAN 2017-21																						
Measure	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Context
<b>1. Prevent crime and keep people safe</b>																						
Crime volume	3442	3592	3602	4429	3954	3704	3492	3681	3442	3210	3428	3226										Increasing trend
Crime involving companies	55.5%		63.1%		60.2%	51.8%			85.4%	62.5%	62.2%											Increasing trend, point of high
Crimes logged - Keyword	254	271	291	256	272	229	278	241	255	250	251	283										Decreasing trend
Words of value	42	50	51	70	65	39	47	38	42	50	58	55										Stable, no significant trend
Outstanding	14,715	14,095	14,325	14,471	14,425	14,315	14,315	14,315	14,315	14,315	14,315	14,315										Improving trend, point of baseline of national reduction
A&D volume	1300	1571	1512	1724	1680	1300	1492	1799	1700	1700	1700	1711										Decreasing trend, three point low
Oral confidence with the police (in %)			79%			77%																Stable, no significant trend
ESD Returns	136	21	53	31	31																	Increasing trend, over 100% rise
Special Constables (in %)	6140	5220	5094	4954	5009	4720	4671	5021	4740	4742	4525	4583										Stable, no significant trend
<b>2. Protect the most vulnerable in society</b>																						
13+ assaults	11	21	28	26	21	24	21	23	28	26	28	24										Increasing trend
Violence on CCTV	11	11	11	12	12	7	8	9	6	9	7	8										Decreasing trend
Violence on CCTV (ACPO defined)	109	140	150	161	158	129	115	121	118	128	140	139										Increasing trend
Violence on CCTV (non-ACPO)	10	10	10	10	10	10	10	10	10	10	10	10										Decreasing trend
<b>3. Put Victims, Witnesses and communities of the heart of everything we do</b>																						
Satisfaction of justice with the police experience	76.0%	76.8%	77.2%	77.4%	78.1%	77.2%	76.7%	76.7%	77.0%	78.3%	78.4%	78.4%										Decreasing trend, point of decline
Satisfaction with being kept informed	63.0%	63.1%	64.0%	63.5%	63.0%	62.7%	64.3%	64.5%	64.7%	65.0%	65.0%	65.0%										Decreasing trend, point of decline
Satisfaction with ease of contact	92.3%	92.7%	92.9%	94.0%	92.7%	94.4%	94.0%	92.9%	92.6%	92.9%	92.9%	94.0%										Increasing trend, three point high
Satisfaction with treatment	88.7%	88.8%	89.4%	88.7%	88.9%	89.4%	88.7%	89.2%	89.4%	89.4%	89.4%	89.4%										Decreasing trend
Confidence in us	63.0%	62.9%	63.5%	63.5%	63.4%	63.7%	63.4%	63.5%	63.4%	63.4%	63.5%	63.5%										Decreasing trend
Trust in police to protect the public	62.0%	62.2%	62.2%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%										Decreasing trend
<b>4. Secure a quality police service that is trusted and efficient</b>																						
Investment per police officer	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000										Increasing trend, investment data affected by ST change
Ministry response time	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000										Increasing trend, investment data affected by ST change
Average time to answer 999 call	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04										Increasing trend, investment data affected by ST change
Average time to answer 101 call	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04	00:00:04										Increasing trend, investment data affected by ST change
CRB non-conviction rate	2.2%	2.1%	2.9%	2.1%	4.7%	8.7%	5.2%	4.9%	4.2%	4.7%	4.2%	4.2%										Increasing trend, investment data affected by ST change
Quality of 4.8 (per 100)	1.8%	4.2%	3.8%	3.2%	3.0%	3.0%	3.2%	3.2%	3.4%	3.2%	3.2%	3.2%										Stable trend, no significant trend
Volume of complaints	16	14	23	10	11	14	11	14	11	14	11	14										Increasing trend
% Complaints resolved or action taken	94%	94%	92%	92%	93%	94%	93%	93%	93%	93%	93%	93%										Increasing trend, slight decline in 2019
Complaints resolved or action taken (in %)	5	5	5	4	5	4	5	4	4	5	5	5										Decreasing trend, eight point low, 10% rise in 2019
Percentage of appeals upheld	6%	4%	2%	6%	1%	2%	0%	3%	0%	3%	0%	0%										Decreasing trend, eight point low, 10% rise in 2019
Number of 101 calls per person	1.0	1.0	1.3	1.0	1.2	1.2	1.4	1.3	1.4	1.4	1.4	1.4										Increasing trend, consistent high
Percentage of 101 'at work'																						Stable development
Percentage of 101 'not at work'																						Stable development

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# Op Talla – National Position



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The data reported is the 4 week period ending 10/05/2020 compared to the equivalent 4 week period in 2019

## National Position

Reported Crime nationally **reduced by 24%**. Week on week trends suggest that the implementations of lockdown has influenced these large reductions. Serious violent crime has reduced by 29%. Trends have been difficult to interpret, but all forces are reporting reductions. Shoplifting has decreased by 53%. It is anticipated for this reduction to be maintained. Whilst more stores begin to open, there is heavy focus on security to support social distancing and monitor customer behaviour. Other forms of acquisitive crime including vehicle crime have reduced by 41%, with residential burglary reducing by 35%. Recorded rape has reduced by 27%, with all forces recording reductions. Recorded domestic abuse incidents have increased by 4%. Trends in DA are not consistent across all forces and remain aligned to trends in 2019 with increased reports on both bank holiday weekends

## Wiltshire's Position

Reported Crime **reduced by 26.6%**, slightly above the national reports of 24% although trends do reflect the national picture. Serious violent crime has reduced by 21.7%, 7.3% lower than the national reports for the same time period. Shoplifting has decreased by 62%. Wiltshire also expects maintained reduction as reported nationally. Other forms of acquisitive crime including vehicle crime have reduced by -36.9%, with residential burglary reducing by 50.7%. 15.7% above national reported. Recorded rape has reduced by 36.4%, 9.4% above the reported national average. Recorded domestic abuse incidents have increased by 17%. DA levels during Covid have remained within predicted levels, although the last week (w/c 10-14 May) saw our lowest level of reporting since lockdown began

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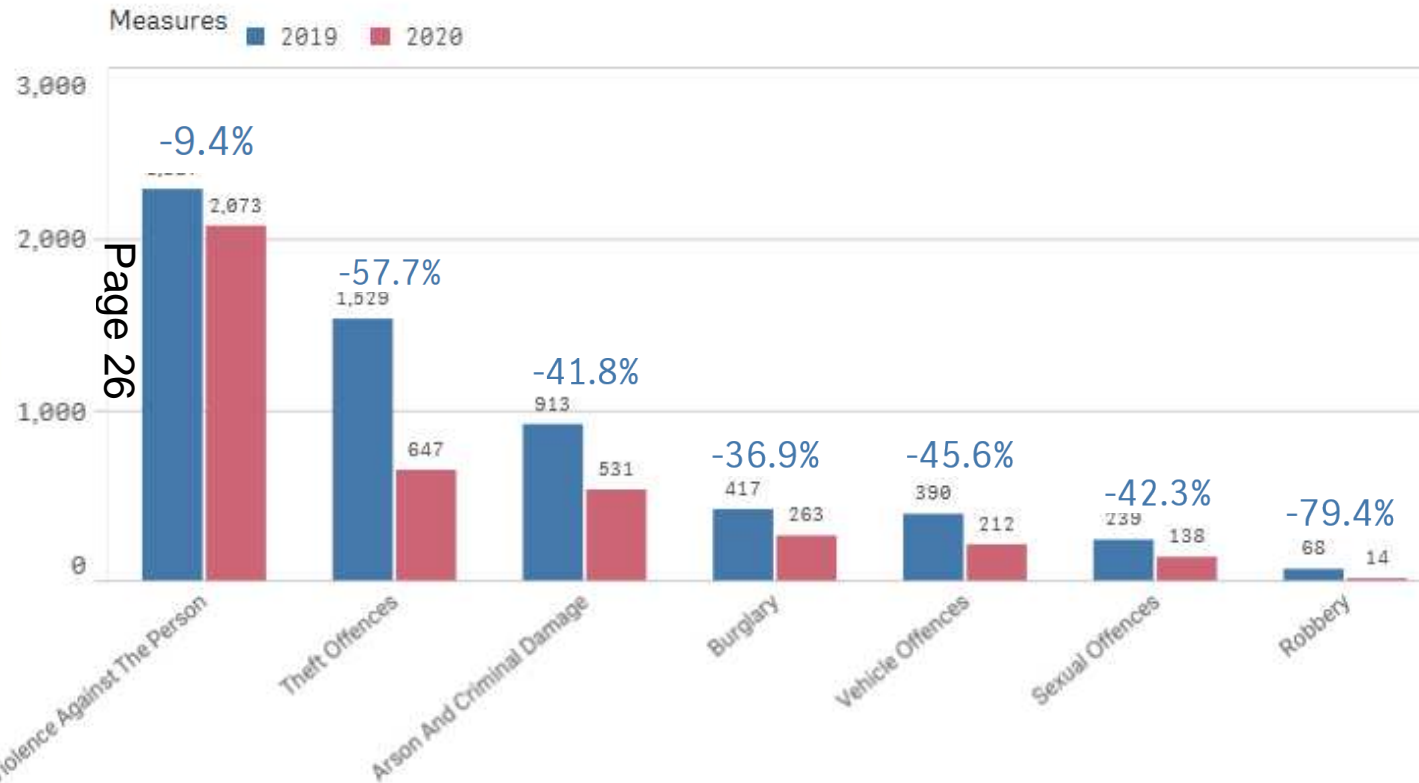
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# Crime Group – Volume Changes



\* data collected 4 weeks to 10/05/2020 compared to same period last year (SPLY)

19 period from 23/03/2020 to 17/05/2020 compared to same period last year



## EXECUTIVE SUMMARY

- 24% fall in National overall crime in last 4 weeks (w/e 10/05/2020), compared to the same period last year
- **26.6 % fall** in overall crime in the 4 weeks to (w/e 10/05/2020) for the whole of Wiltshire. With a 33% and 22.2% decreases in Swindon Borough and Wiltshire Council respectively
- Force level exceptional volumes in crime groups has increased from 4 in March-2013 in April-20
- Patrol strategies looking at hotspots of A and non-compliance within the requirements



# Covid-19 Related Crimes and Incidents



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\* data collected 23/03/2020 to 17/05/2020

## CUTIVE SUMMARY

Since the government announcement of lockdown on the 23<sup>rd</sup> of March 2020, Wiltshire police have recorded 167 crime and 349 incidents that have been identified as being Covid-19 related

During the same period, there were 6,402 incident logs created through our Crime and Communication Call Centre, with 79.5% requiring no deployment and 14.1% a scheduled response

Number of request for police Logs created

6,402

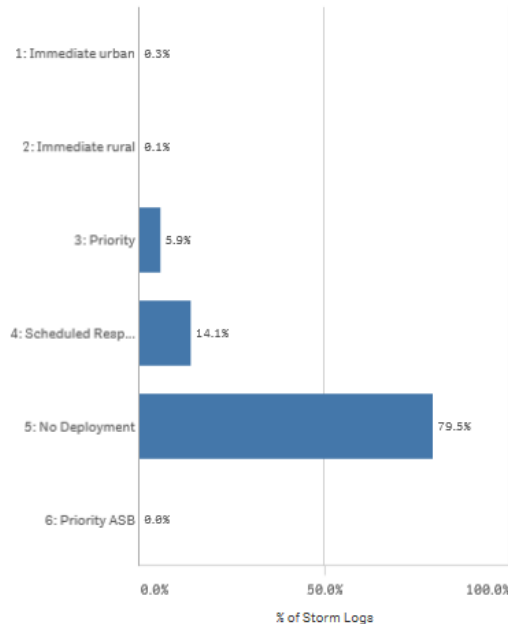
Number of Crimes

167

Number of Incidents

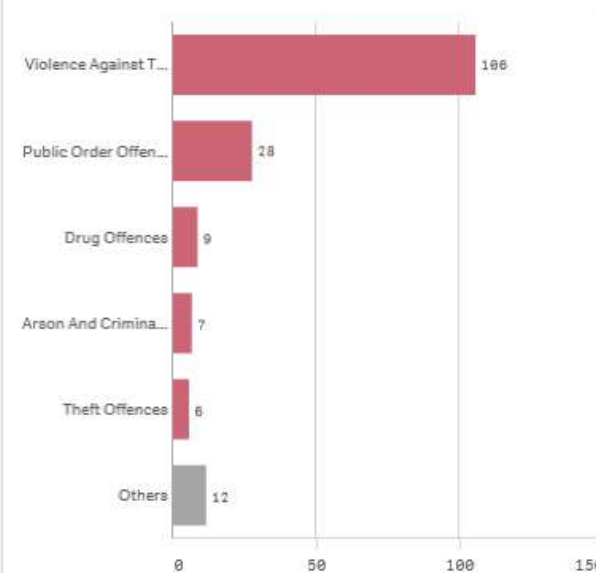
349

Number of Storm Logs by Priority



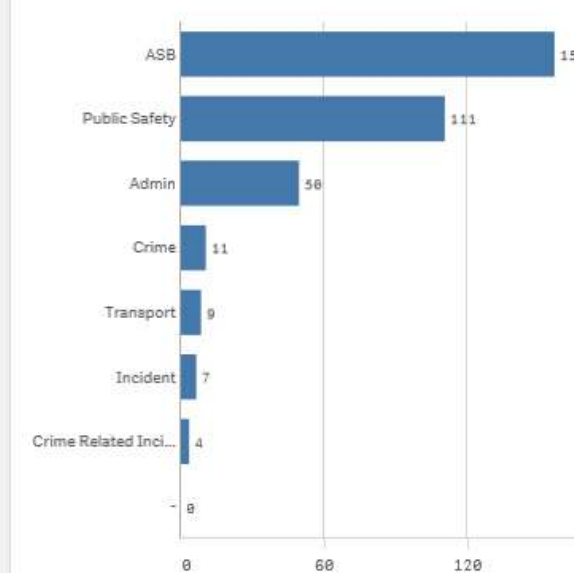
Number of Crimes by Crime Group

Click bar to drill down



Number of Incidents by Incident Group

Click bar to drill down



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# Crime Volume – Year on Year



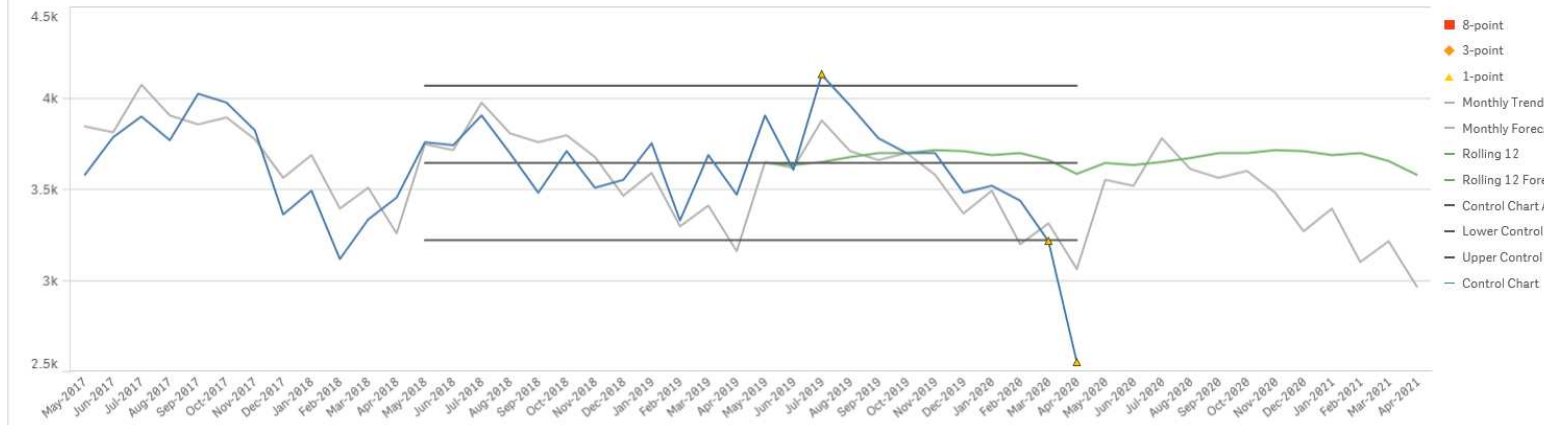
Crime Volume - Last 12

42,888

% Change

-1.5%

Apr-2020 - Crime volume (PCP Measure)



Month Year	May-2019	Jun-2019	Jul-2019	Aug-2019	Sep-2019	Oct-2019	Nov-2019	Dec-2019	Jan-2020	Feb-2020	Mar-2020	Apr-2020
% Change - 12m to month end compared to same period the year before	-0.3%	-0.5%	0.1%	0.8%	2.8%	3.4%	4.7%	4.1%	2.9%	2.6%	0.7%	-1.5%

## Executive Summary

April-2020 is highlighting as a significant exceptional low. This was to be expected considering the recent impact of COVID-19 on the overall crime commission within particular crime groups

The monthly forecast is showing a decline in volumes, whereas the rolling 12 months continues to look stable

Overall crime in April-20 was exceptionally low with 2,543 crimes recorded. Compared to April-19, this was a 27% decrease with 92 fewer crimes.

The year on year change of -1.5% has been impacted by the significant decrease in reported crime (shown in the above table)



# Crime Volume – Daily Overview



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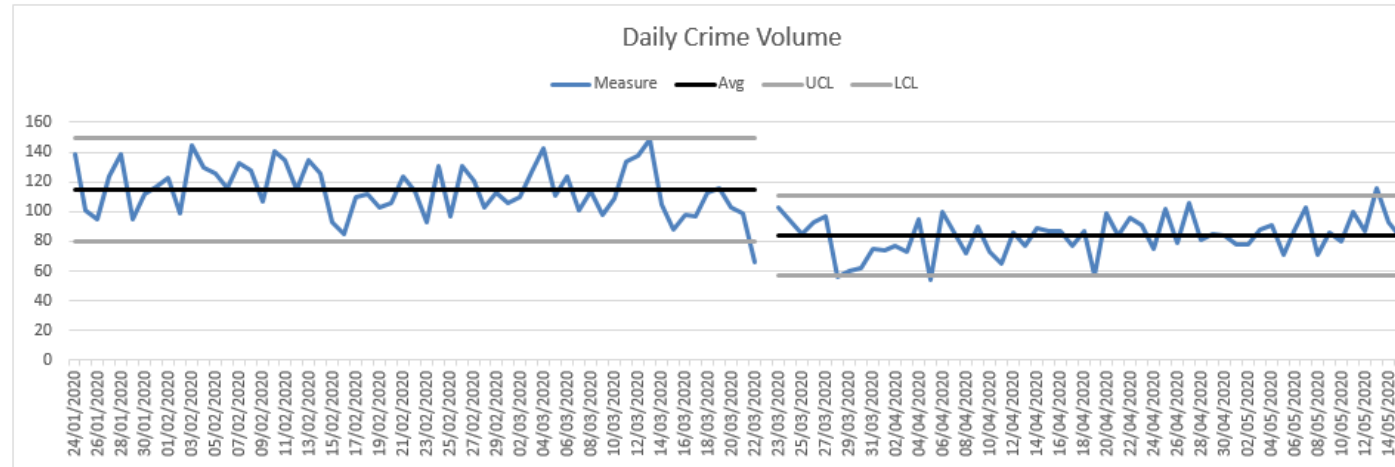
Daily Average Pre Covid-19: 115  
 Daily Average during Covid-19: 83  
 -27.8% (n=32)

## Executive Summary

On the 23<sup>rd</sup> March 2020 the government announced a countrywide lockdown.

In the seven days leading up to the announcement, Wiltshire were already experiencing a slight decline in the number of crimes reported.

Following the announcement the daily volume continued to decline, with daily volumes sitting low average and a significant number of daily volumes below the lower control limit.



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# ASB Volumes



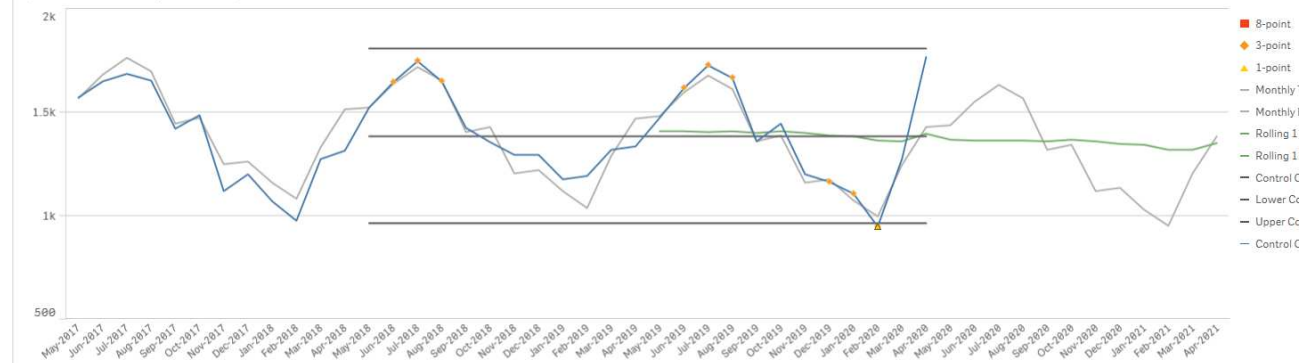
## EXECUTIVE SUMMARY

Apr-20 volumes are not highlighting as exceptional as they are close to the upper control limit at **1763**, considerably above the seasonal monthly forecast. Apr-20 volumes have exceeded the seasonally anticipated increase in demand, which usually is expected in July each year.

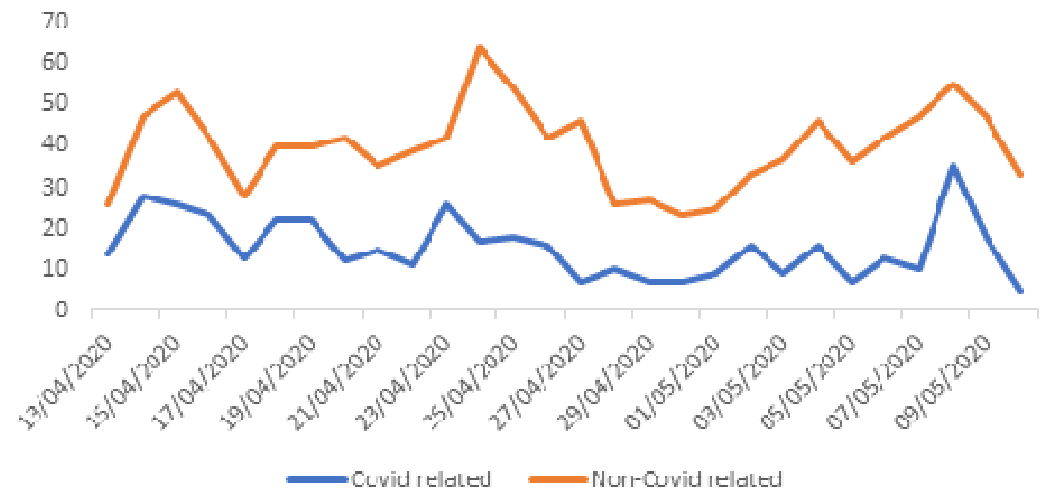
Apr-20 is 19.3% above the forecasted volumes. In the 12 months to April-2020 there were 16,256 ASB incidents recorded, -3.7% (n=629) decrease on the previous 12 months.

Throughout the period of COVID-19 there has been a spike within the volume of overall ASB incidents. Notably, over Easter weekend and the May bank holiday. Analysis of these increases demonstrated that the rise was reflective of the overall increase in the number of 'covid-related' incidents, as anticipated during these periods. When covid incidents were excluded from the data set, ASB volumes are considered 'normal'.

Apr-2020 - ASB volume (PCP Measure)



Total ASB Incidents by Covid and Non-Covid related  
4 weeks to 10/05/2020

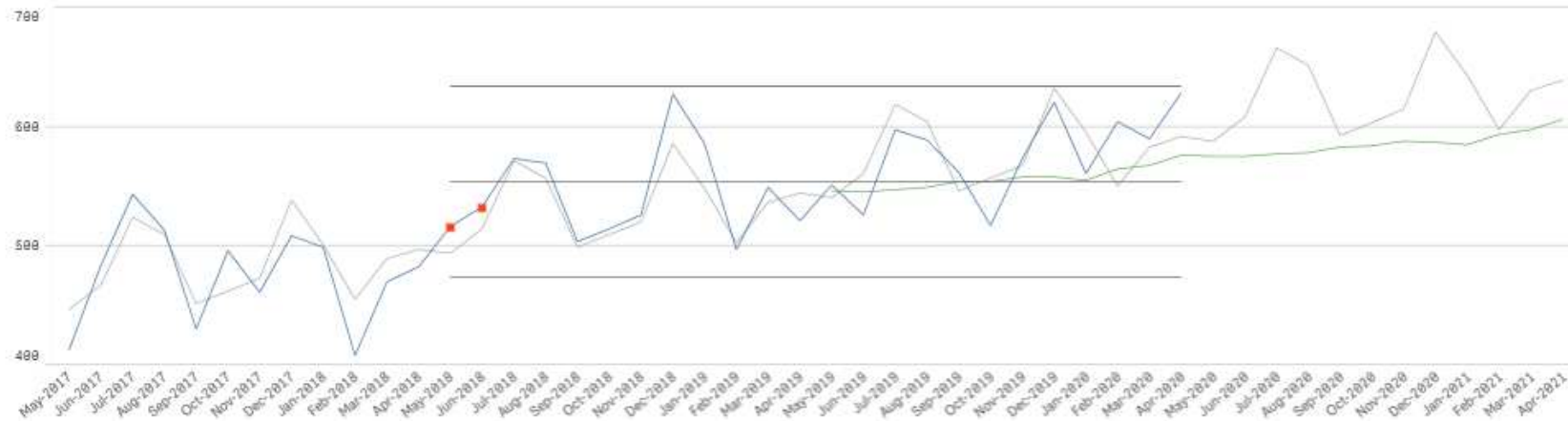


# Domestic Abuse Volumes



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Apr-2020 - Volume of DA Crime (ACPO defined) (PCP Measure)



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## EXECUTIVE SUMMARY

The long term trend for domestic abuse crime in Wiltshire continues to increase in line with the national trend with Apr-20 volume exceeding the upper control limit.

There were concerns of under reporting of DA crime during the Covid-19 lockdown. A specific DA campaign was launched in the press and social media to encourage reporting. Despite these concerns, overall DA levels (crimes and incidents) have remained within expected levels during covid-19 lockdown. Although, last week (w/c 11<sup>th</sup> of May) saw our lowest level of reporting since lockdown began.

There has also been a change in risk ratios, with more standard risk and less high risk than in pre Covid times.

Every DA victim is being offered the opportunity to work with our commissioned services, no matter whether this offer has been made before or not

Details of cases where there has been 5 incidents in 12 months are shared with partners whether they are high risk or not

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# Positive Outcome Rate



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## EXECUTIVE SUMMARY

The rolling 12 month to April-2020 positive outcome rate is stable at 16.5%

Discrete volume for April-20 is 21.9%, the volumes of detected crime remains stable. The decrease in overall crime volumes has inflated this discrete monthly percentage

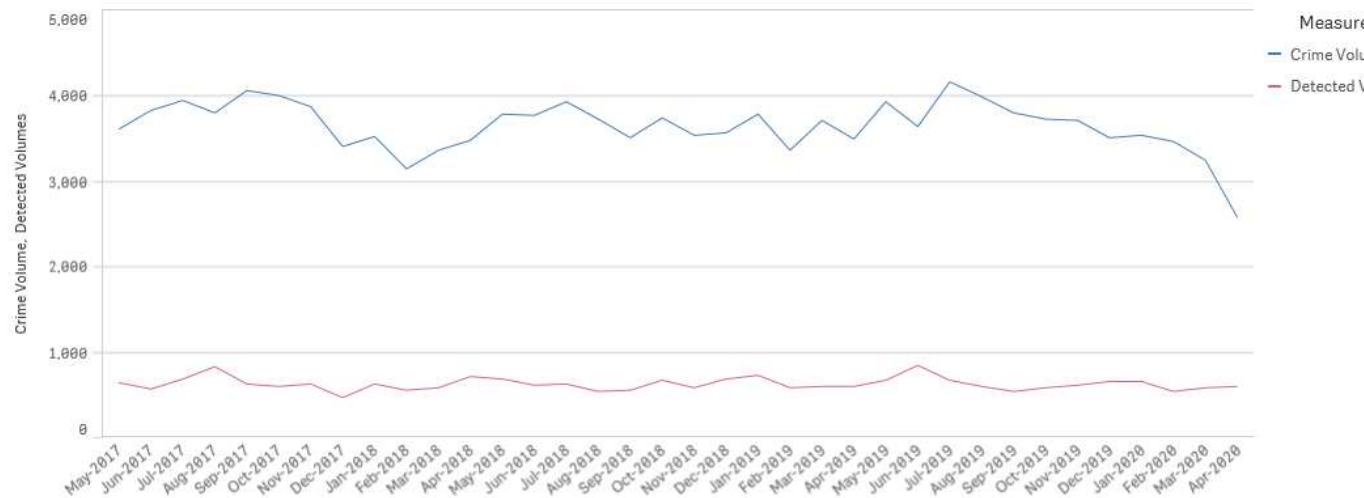
Decreases in Crime Volume will produce a false positive outcome rate within Wiltshire and Nationally if detected volumes stay consistent

R12m Outcome Rate

16.5%

Month End Outcome Rate

21.9%



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# Call Answer Rates



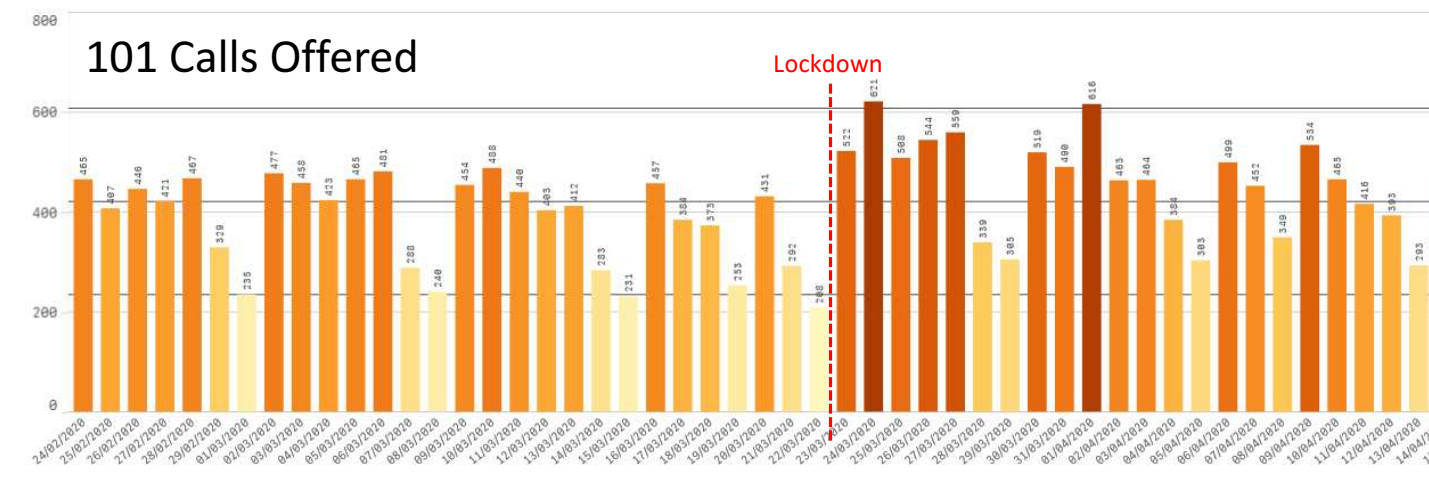
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## EXECUTIVE SUMMARY

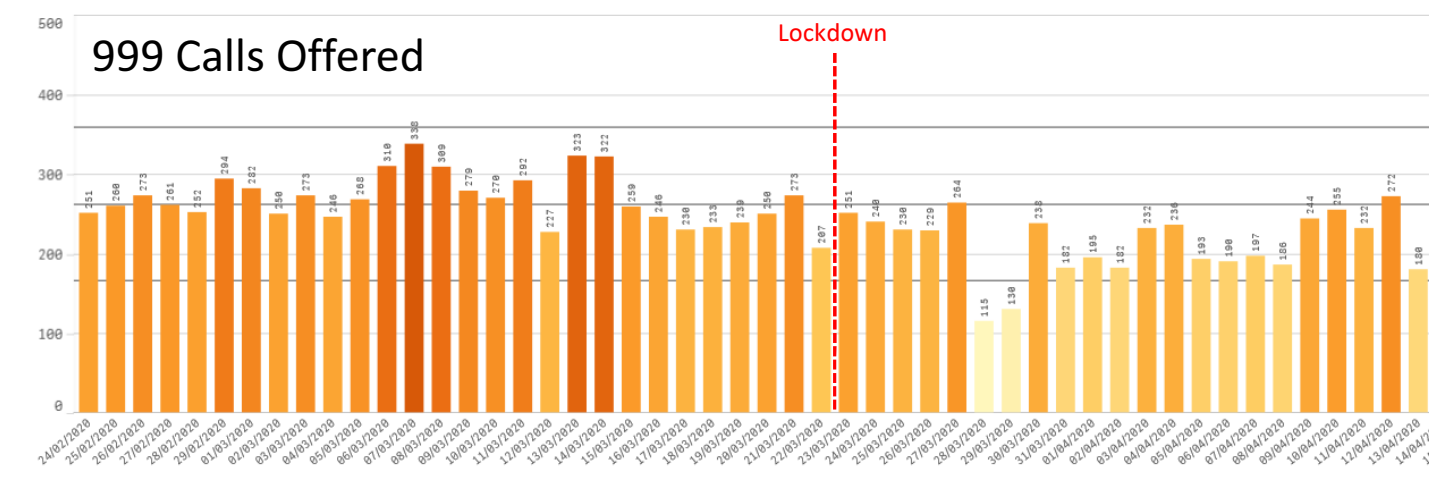
From the 16<sup>th</sup> of April the staff in the Crime and Communication Call Centre were divided between two working locations to ensure social distancing measures could be adhered to and ensure the safety of staff whilst carrying out their duties

Due to these changes data is now split between two systems and is currently being manually collated until this can be automated through our analytics software Qlik Sense. During the covid-19 period 101 calls have been answered within an average of 10 secs, 999 calls within an average of 6 secs and CRIB calls within an average of 1:09mins. 999 calls volume have experienced the lowest call volumes since feb-19 at 6156

Control Chart - Calls Offered



Control Chart - Calls Offered



# Response Times



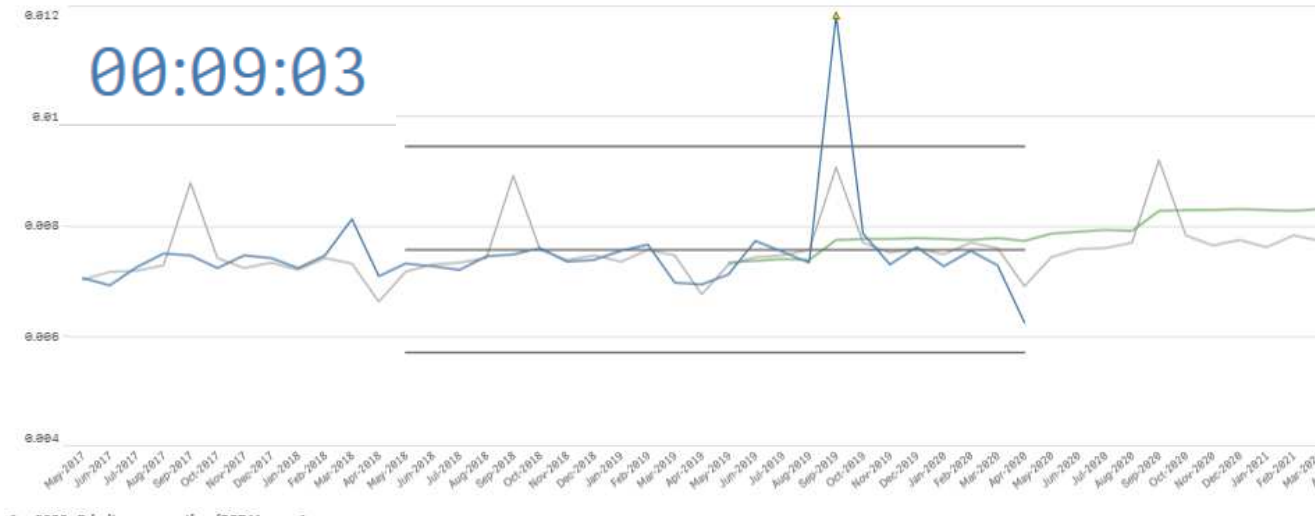
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## EXECUTIVE SUMMARY

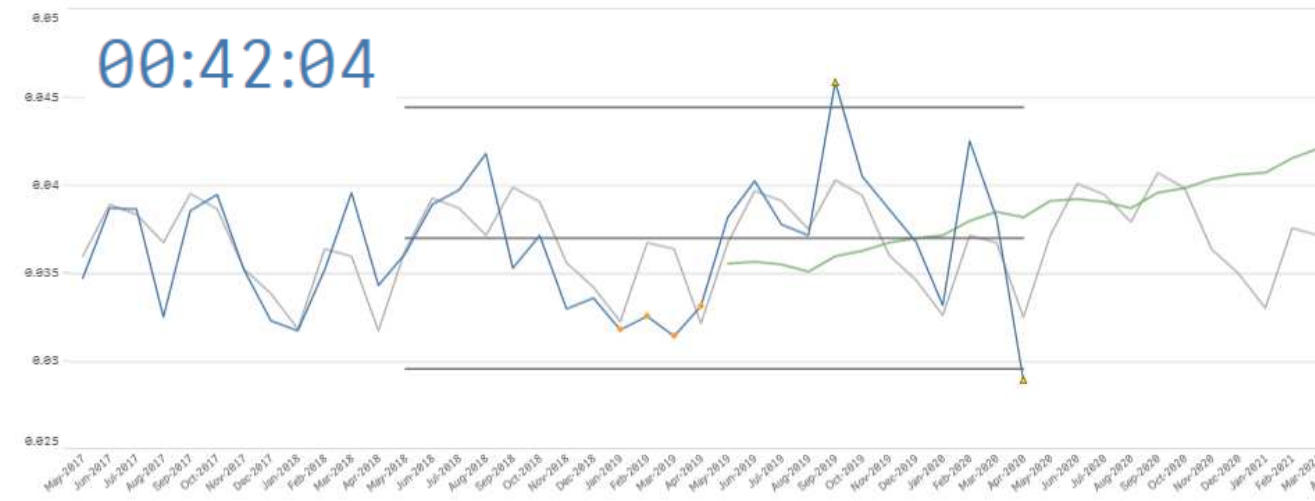
Between the 23/03/2020 and the 17/05/2020 the average immediate response times were 8min3sec, for the same period priority responses were 42min4sec

For the month of April-20 average immediate response times was 8min59sec, 1min53sec quicker than the most recent 24 month average. Average Priority response time was 42:04, 10min41sec quicker than the 24 month average

Apr-2020 - Immediate response time (PCP Measure)



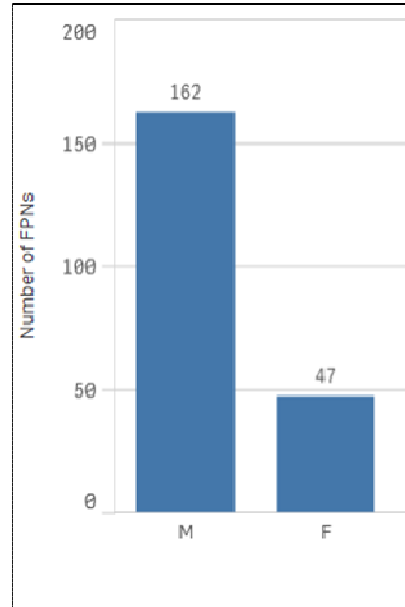
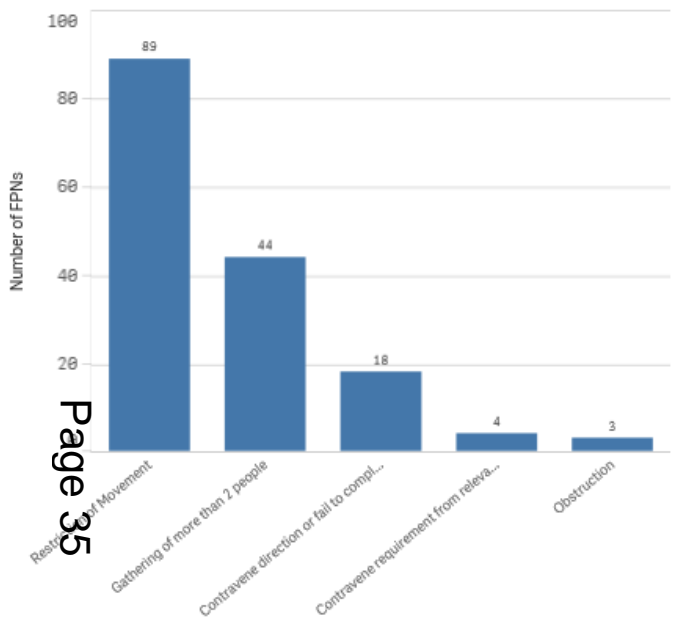
Apr-2020 - Priority response time (PCP Measure)



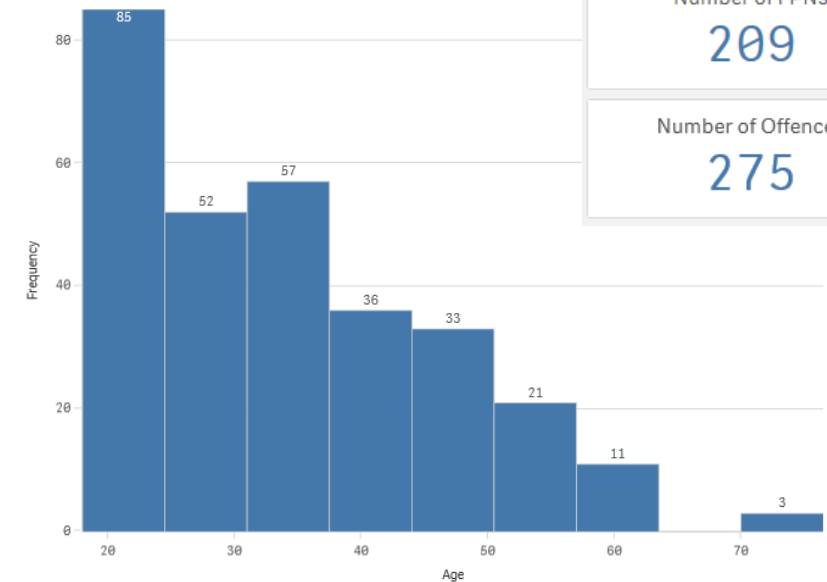
# Covid-19 Issued Fixed Penalty Notices



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FPNs Issued by Age (click on a bar for further age breakdown)



Number of FPNs	209
Number of Offences	275

## EXECUTIVE SUMMARY

COVID-19 FPN's were introduced nationally on the 23<sup>rd</sup> March 2020 and guidance given to officers to prevent the public breaking the national guidelines on COVID-19 social distancing and lockdown restrictions

Since that date 209 FPN's have issued for 275 offences due to contraventions of these national guidelines. With 55% being issued during the first 14 days of the lockdown being introduced into Wiltshire and 42.5% being issued due to breaches in restriction of movement

162 issued to 162 Males and 47 Females, with highest volumes issued to 18-28 years old. Chippenham and Salisbury have the highest number of FPN's issued with 53 and 36 respectively

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# Covid-19 Issued Fixed Penalty Notices Scrutiny



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## FPN Scrutiny and Rescind Process

21/05/2020

The Coronavirus regulations have been developed in response to a dynamic and complex situation. We understand that officers and the wider organisation has had to rapidly learn and develop our understanding of the the new regulations.

To assure the public that we remain consistent, proportionate and lawful we introduced a objective assessment process.

All FPN's that are issued are objectively assessed and a selection of FPN's are presented to scrutiny panels *(made up of supervisors and representatives from a number of areas of the organisation, including OPCC and Diversity Team).*

The objective of both the FPN assessments and scrutiny panels is to fairly, impartially and objectively assess FPN's for legality and proportionality.

From time to time, officers and PCSO's may be asked provide further information so that we can satisfy the assessment process. This is rare but the purpose of it is to help to protect officers and ensure compliance with the regulations and national procedures.

On rare occasions we have to consider rescinding an FPN as it has been found to not be consistent with the regulations or national procedure. In the interests of transparency and fairness, officers will always be kept informed and will receive feedback.

The whole assessment process and any feedback provided is done for the purposes of organisational and individual learning.

Lessons Learnt may reference real FPN's and incidents, but officers details will never be published on here.

**AS OF 21/05 – OUT OF 209 FPN'S ISSUED, ONLY 15 HAVE BEEN RESCINDED**



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# Covid-19 Issued Fixed Penalty Notice Disproportionality



Ethnicity Group	Overall Number of FPN's	Out of Force People FPN's	% Out of force
Asian or Asian British	7	1	1%
Black or Black British	15	5	33%
Chinese or Other Ethnic Group	0	0	0
Mixed	5	1	20%
White	169	28	17%
Not Stated	13	3	23%
<b>Total as of 21/05/2020</b>	<b>209</b>	<b>38</b>	<b>N/A</b>

## EXECUTIVE SUMMARY

### Overall FPN Disproportionality

#### 1000 Population (as of 21/05/2020)

number of FPN's issued by Wiltshire Police per 1000 population is **0.31 (209 FPN's)**  
 rate of FPN's per 1,000 of white British or any other white background population is **0.26 (169 FPN's)**  
 rate of FPN's per 1,000 of Asian background population is **0.36 (7 FPN's)**  
 rate of FPN's per 1,000 of black or black British background population is **2.46 (15 FPN's)**  
 rate of FPN's per 1,000 of Mixed background population is **0.51 (5 FPN's)**  
 rate of FPN's per 1,000 of Chinese background population is **0 (0 FPN's)**

### Disproportionality excluding Out of Force FPN's

#### 1000 Population (as of 21/05/2020)

number of FPN's issued by Wiltshire Police per 1000 population is **0.25 (171 FPN's)**  
 rate of FPN's per 1,000 of white British or any other white background population is **0.22 (141 FPN's)**  
 rate of FPN's per 1,000 of Asian background population is **0.31 (6 FPN's)**  
 rate of FPN's per 1,000 of black or black British background population is **1.64 (10 FPN's)**  
 rate of FPN's per 1,000 of Mixed background population is **0.41 (4 FPN's)**  
 rate of FPN's per 1,000 of Chinese background population is **0 (0 FPN's)**

Disproportionality figures when excluding out of force FPN's have reduced. The most notable in the 'Black or Black British' figures we have seen a drop from 2.46 to 1.64 due to 5 of the FPN's issued in that self-defined category being issued to out of force individuals.



# Officer Assault and Injury

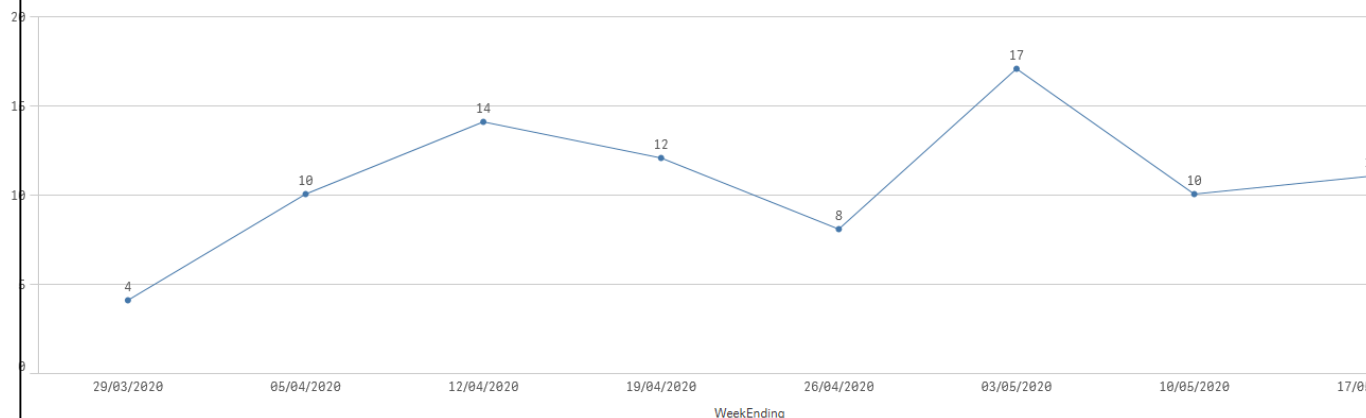


## EXECUTIVE SUMMARY

Between the 23/03/2020 and the 17/05/2020 there have been a total of 86 incidents

44% of incidents were Assaults (60% without injury, 40% with injury) whilst the remaining 56% were other incidents;  
38 (14.5%) of these Assaults were relating to OVID-19.

All details of assaults are being managed through a quarterly Health and Safety Board

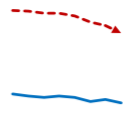
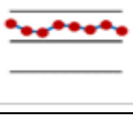

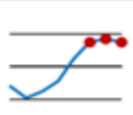
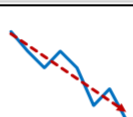
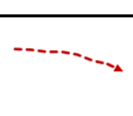
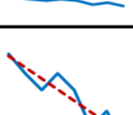






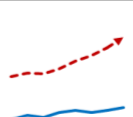
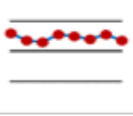


Incident Type	Number of incidents
<b>Totals</b>	<b>86</b>
Assault no Injury	33
Assault	22
Near Miss	19
Accident	10
Medical Condition	1
RTA	1

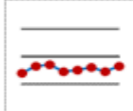



POLICE & CRIME PLAN 2017-21

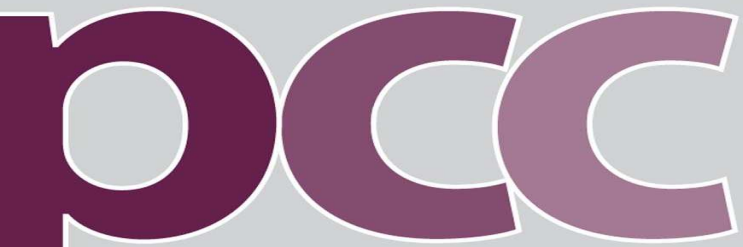
Measure	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Infographic	Context
<b>1. Prevent crime and keep people safe</b>														
Crime volume	3465	3902	3600	4129	3956	3774	3693	3687	3465	3510	3439	3206		R12m showing increasing trend
Crime recording compliance	90.3%		88.1%		90.2%	91.3%				89.4%	92.1%	92.9%		Increasing trend
Cyber flagged + Key word	224	241	231	266	272	239	275	243	255	263	357	300		Discrete increasing trend
Hate crime volume	45	68	51	70	65	59	47	38	45	50	58	62		Stable, no significant trend
Outcome ratio*	16.1%	16.0%	16.5%	16.6%	16.6%	16.5%	16.3%	16.3%	16.3%	16.2%	16.1%	16.1%		Improving trend against a backdrop of national reduction
ASB volume	1328	1471	1613	1724	1660	1358	1442	1195	1160	1105	941	1276		Decreasing trend; three-point low
Overall confidence with the police in this area			78%			77%								No trend to identify; awaiting further data
KSI- Collisions	19	21	22	31	22									Increasing trend; awaiting further data
Special Constables hours deployed	6145	5223	5096	4954	5569	4723	4671	5021	4146	4162	4535	3830		Four month discrete monthly low below average. Correlates with decline in Special Constabulary headcount
<b>2. Protect the most vulnerable in society</b>														
S136 Arrests	15	27	28	26	24	24	21	22	29	38	29	26		Increasing trend
Volume of CSE crimes	11	14	11	15	13	7	8	6	6	9	7	10		Discrete decreasing trend
Volume of DA Crime (ACPO defined)	519	549	523	595	586	559	515	571	618	558	602	587		Increasing trend

Volume of Sexual Offences (Recent / Non Recent)	119	128	133	153	136	127	112	102	94	121	132	111		Decreasing trend
<b>3. Put Victims, Witnesses and communities at the heart of everything we do</b>														
Satisfaction of victims with the whole experience	76.3%	76.0%	76.8%	77.0%	77.4%	76.9%	77.5%	76.7%	76.7%	77.3%	78.2%	78.4%		Demonstrating increasing trend after period of decline; eight-point high
Satisfaction with being kept informed	64.8%	63.8%	65.1%	64.9%	65.4%	64.8%	65.7%	64.9%	64.9%	65.2%	65.9%	66.9%		Discrete increasing trend after 12 month decline
Satisfaction with ease of contact	92.7%	92.7%	93.9%	94.0%	93.7%	94.4%	94.8%	93.5%	93.6%	93.9%	93.8%	94.0%		Increasing trend; three-point high
Satisfaction with treatment	90.7%	90.0%	90.9%	90.1%	90.1%	90.4%	90.1%	89.5%	89.4%	89.6%	89.5%	89.6%		Discrete decreasing trend
Conviction rates	90.2%	93.9%	88.2%	89.5%	85.3%	85.6%	88.7%	88.4%	89.9%	87.4%	90.4%	86.3%		Decreasing trend
% of cracked or ineffective trials due to prosecution	25.0%	19.2%	19.2%	19.7%	21.6%	8.5%	17.1%	14.3%	11.8%	18.4%	16.7%	10.9%		Discrete decreasing trend
<b>4. Secure a quality police service that is trusted and efficient</b>														
Immediate response time	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	00:10:27	00:10:51	00:10:28		Stable , no significant trend
Priority response time	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	00:47:40	01:01:04	00:54:46		Stable , no significant trend
Average time to answer 999 call	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	00:00:04	00:00:04	00:00:05		Stable , no significant trend
Average time to answer CRIB call	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	00:00:50	00:00:56	00:01:06		Stable , no significant trend
CRIB Abandonment rate	3.3%	3.1%	3.9%	5.7%	4.7%	6.7%	5.6%	4.8%	4.2%	4.1%	4.5%	5.0%		Stable , no significant trend
Quality of full files (error rate)	1.9%	4.5%	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%		Stable trend; one-month high in May
Volume of complaints	46	64	70	63	81	56	91	55	63	61	94	87		Increasing trend
% Complaints recorded within 10 working days	94%	94%	90%	78%	95%	96%	99%	98%	98%	97%	91%	94%		Increasing trend; eight-point high. Positive improvements during 2019/20



Complaints average number of days to record	5	5	8	9	5	6	3	4	4	7	3	3		Decreasing trend; eight-point low. Positive improvements during 2019 and consistently meeting IOPC expectations of within 10 working days
Percentage of appeals upheld	0%	67%	0%	0%	17%	20%	0%	0%	50%					Awaiting further data
Number of actual days lost per person	1.2	1.3	1.3	1.3	1.2	1.2	1.4	1.3	1.5	1.5	1.4	1.9		Increasing trend; one-point high
Percentage of CPT "at work"														Under development
Percentage of CPT "available to respond"														Under development

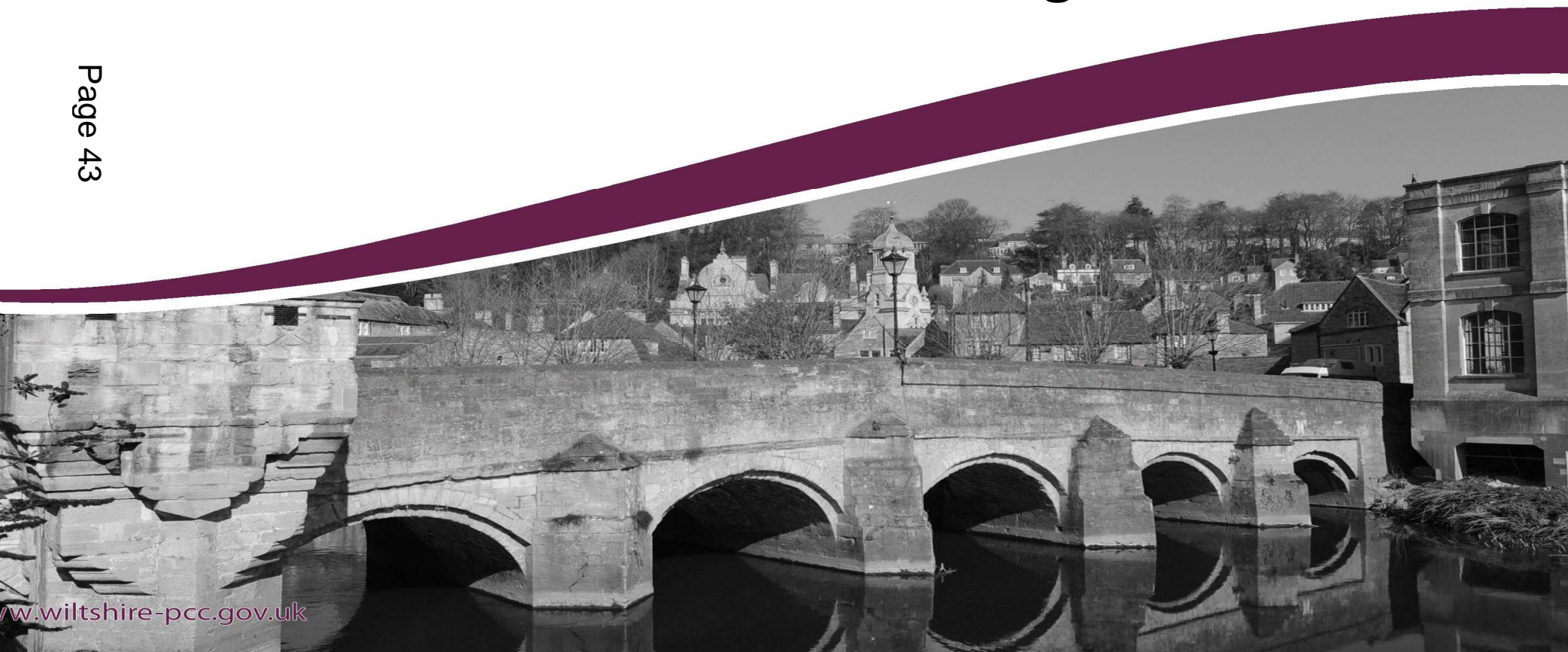
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Police & Crime Commissioner  
for Wiltshire and Swindon

# Sickness and Resilience Police and Crime Panel Presentation by Chris McMullin, Director of People and Change

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# Introduction

- These slides provide a summary of:
  - COVID categories
  - Sickness levels due to COVID-19
  - Other sickness levels
  - Wider resilience

# Managing Sickness

plemented COVID categories to enable us to understand our workforce

COVID categories:

- Working from home: Symptomatic – Individual and line manager agree they can still work
- Working from home: Family/Co-habit symptomatic – Having to isolate for at least 14 days in line with national guidance, but can still work
- Dependants Leave: Dependent symptomatic and staff member unable to work from home
- Dependants Leave: Dependent non symptomatic (e.g. school closure), staff member is able to work full or reduced hours from home
- Specials Leave – For those whose role will not allow them to work from home and they cannot do any other work
- COVID-19 – Counted as Sickness. Unwell with suspected or confirmed COVID19 and unable to work
- COVID-19 – Lock- down. Only for staff working from home based on Government guidance

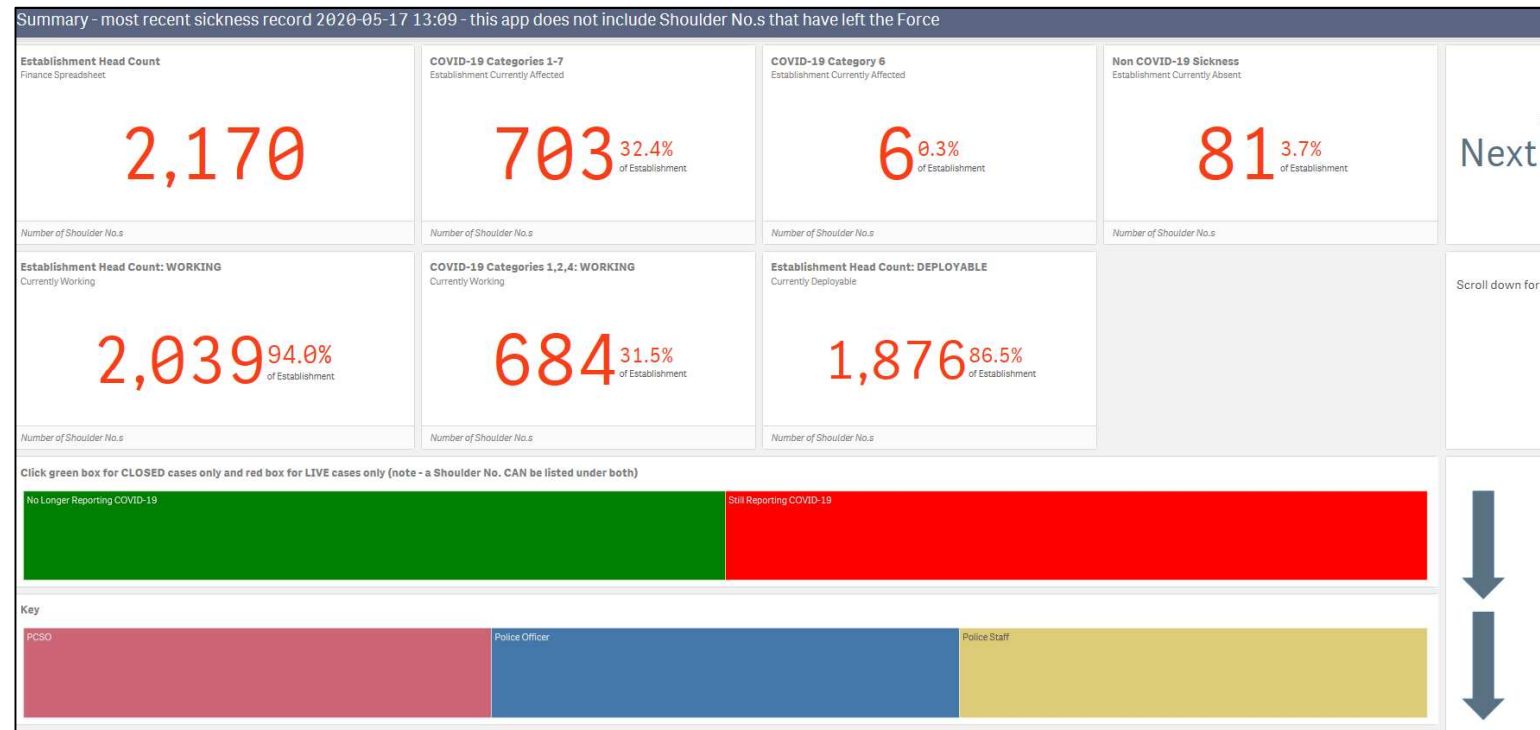
Sickness Cell analyses and supports COVID absence on a daily basis (welfare, recording, testing)

Support materials in place for the Force and OPCC, discussing many topics such as anxiety, financial management, and working from home

# Sickness App

Has the ability to manipulate data and display multiple breakdowns:

- Role
- COVID category
- Trends
- Department
- Working status
- Vulnerabilities
- Exceptions



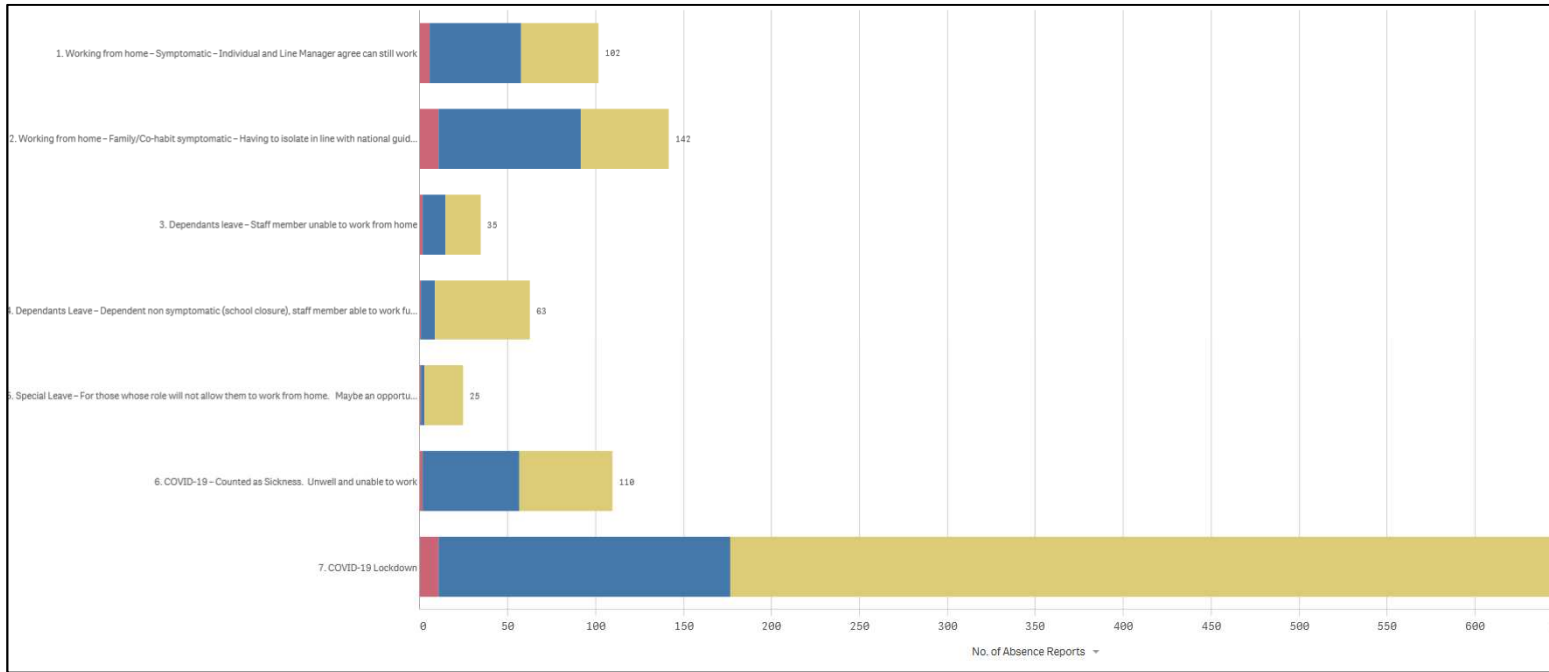
# COVID Sickness summary

- 108 people have been off sick with COVID since 9<sup>th</sup> March (5.3% of organisation)
- This has equated to 913 days away from work
- 52% Police Staff, 48% Police Officers
- 102 people have been working from home with COVID symptoms
- All staff with vulnerabilities have been assessed, recorded and acted upon if necessary

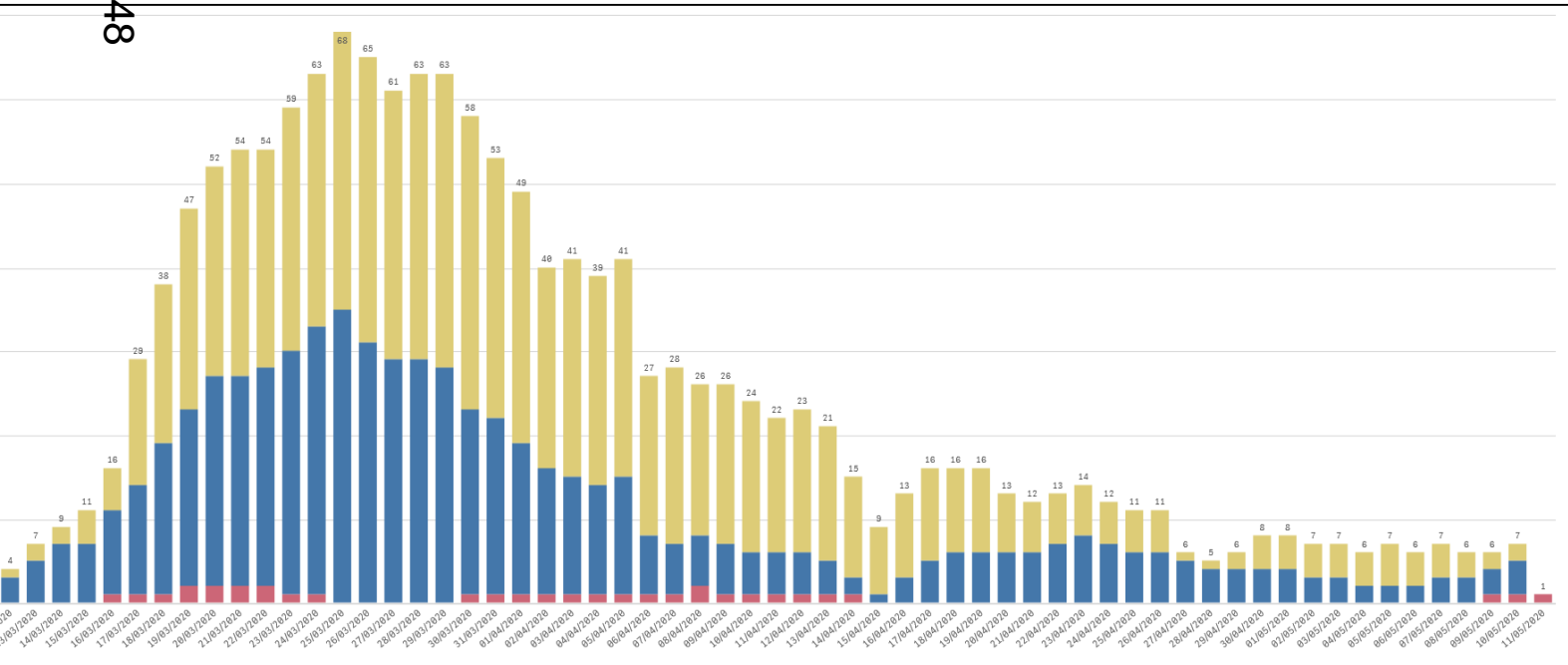
# Sickness

## Categories

A large majority of COVID categories are those who have been WFH in lockdown (59%) and have been classified as COVID sickness and have been working from home with COVID symptoms



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### Not Working Categories

- Peak in late March
- 67% with COVID symptoms
- 22% Dependents Leave
- 11% Special Leave



# Operating Status Criteria

Each Department summarises current staffing levels and provides a BRAGB status with rationale

This is analysed locally on a daily basis for validity and consistency

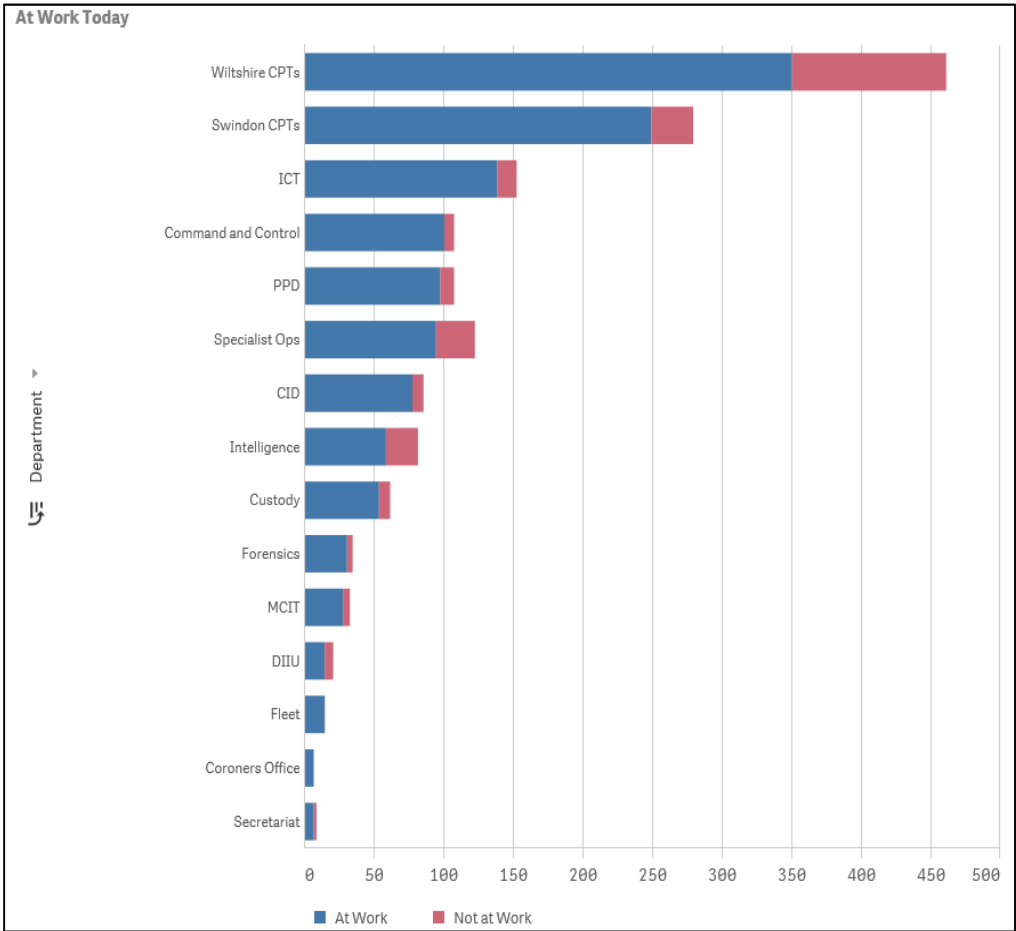
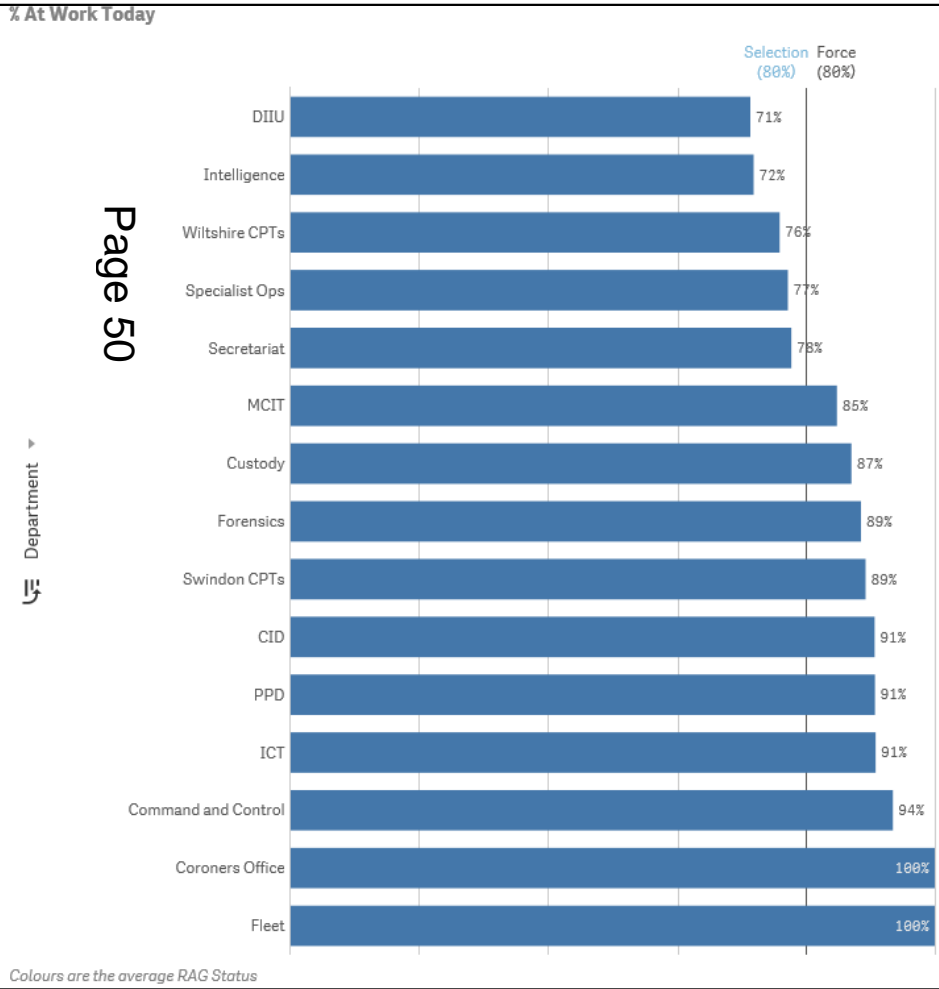
It is also submitted nationally for collection

Operating Status	Description of situation and implication on the police	Consideration
Status Blue	Business as usual. No functions disrupted other a normal demand deviations and levels of sickness.	Baseline situation – Business as usual with advice to and staff on hygiene and health care. Containment mitigation measure to reduce the risk to each depa including home working, separation, upskilling / tra officers and staff to undertake ‘essential’ critical servi
Status Green	Moderate temporary impact. There are some occasions where demand is exceeding capacity, or where there are abnormal level or sickness and absenteeism.	Temporarily re-deploying officers from ‘non’ critical ac to critical functions. Deliberate dispersal of workf support delay phase and to minimise impact of wo community infection.
Status Amber	Moderate sustained impact. Crucial activities cannot be sustained due to demand being exceeded or where there are levels of sickness which require non critical activities being re-deployed for sustained period of time.	Redeploy all officers from significant number of ‘non activity, to ensure ‘essential’ and ‘desirable’ critical a are maintained. Cessation of non-critical staff fu redeployment, and training to provide sustainable fu to support operations.
Status Red	Severe impact. Inability to meet demand or there are significant levels of sickness / absenteeism, resulting in officers and staff being deployed from ‘desirable’ critical services.	‘Essential’ critical service can only be sustained by rede all officers from ‘Desirable’ critical activities. Attend immediate and priority incidents. Capacity will focus areas: <ul style="list-style-type: none"> <li>• Command &amp; Control.</li> <li>• Emergency response.</li> <li>• Firearms response.</li> <li>• Major incident response.</li> <li>• Public Order response.</li> <li>• Serious Crime (Cat 3 crimes).</li> <li>• Serious Vulnerability (high risk missing person</li> <li>• Intelligence functions.</li> <li>• Custody.</li> <li>• Coroners Officers.</li> <li>• Mission Critical Support Functions (eg IT).</li> </ul>
Status Black	Critical Impact. The situation has moved beyond the capacity of the constabulary to deliver ‘essential’ critical activities (either for a temporary or sustained period).	All deployable officers to ensure the capacity in Statu maintained around protection of the public from maintaining the Queen’s peace and preventing and d crime.

# Operational Service Delivery Status Review

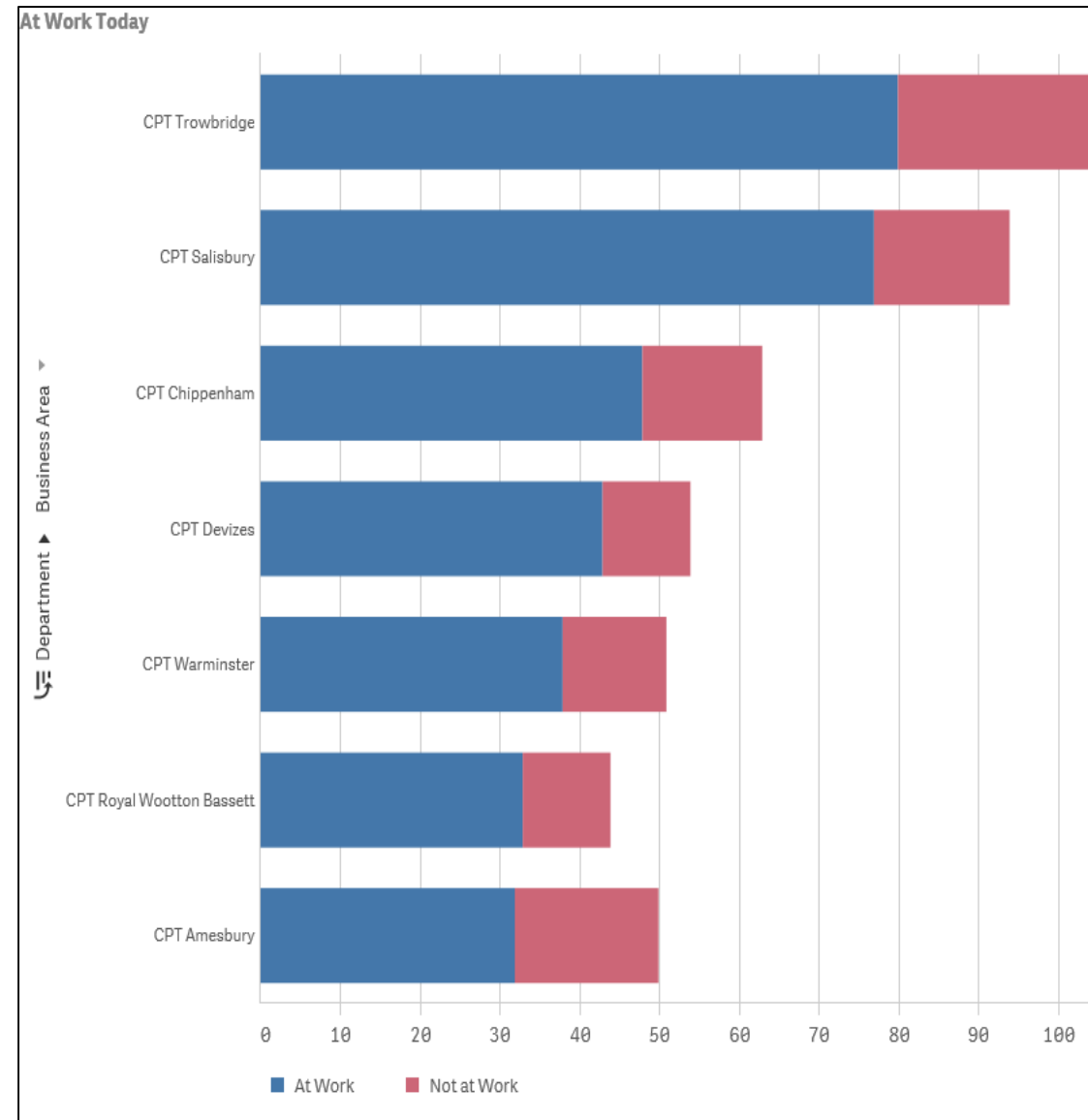
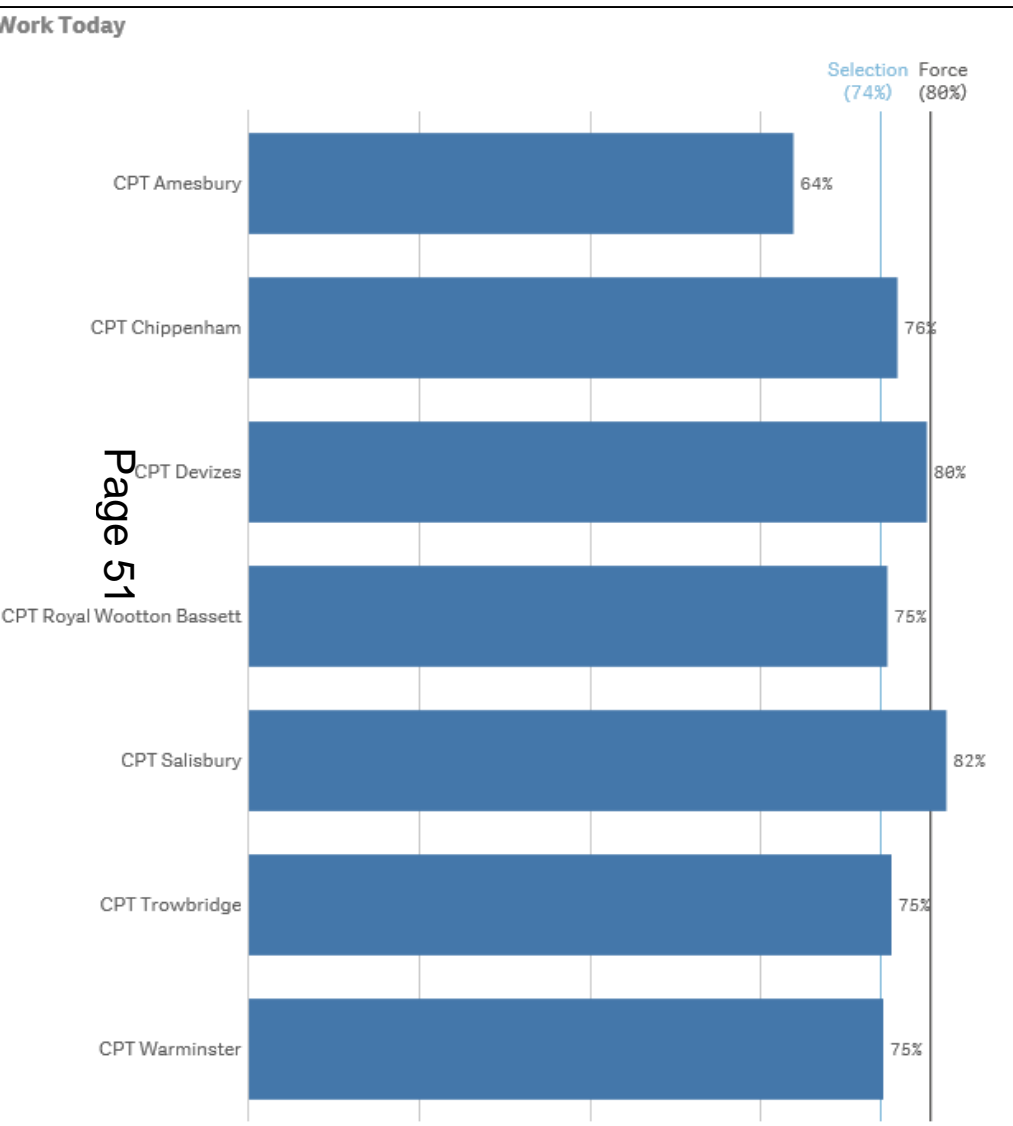
No area has gone into Amber during the COVID response phase

Daily status and workforce resilience of departments is logged and assessed



Colours are the average RAG Status

# Operational Service Delivery Status Review – CPT Only



# Overview of the establishment

		03-May	04-May	05-May	06-May	07-May	08-May	09-May	10-May	11-May	12-May	13-May	14-May	15-May
Non Covid Sickness (Sick and outside the COVID categories)	Number	82	80	76	73	73	73	75	76	78	72	77	75	78
	%	3.8%	3.7%	3.5%	3.3%	3.3%	3.3%	3.4%	3.5%	3.6%	3.3%	3.5%	3.5%	3.6%
Covid - Other Absence (Unable to work but not sick - Cat 3 & 5) Live picture	Number	11	11	11	12	11	11	12	12	13	13	11	11	11
	%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.6%	0.6%	0.5%	0.5%	0.5%
Covid Absence (Sick Cat 6)	Number	9	9	9	8	8	9	9	9	7	6	5	4	6
	%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.3%	0.3%	0.2%	0.2%	0.3%
Total Absence	Number	102	100	96	93	92	93	96	97	98	91	93	90	95
	%	5%	5%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Daily Change	Number	-2	-2	-4	-3	-1	1	3	1	1	-7	2	-3	5
	%	-1.9%	-2.0%	-4.0%	-3.1%	-1.1%	1.1%	3.2%	1.0%	1.0%	-7.1%	2.2%	-3.2%	5.6%
Force headcount		2183	2183	2183	2183	2183	2183	2183	2183	2183	2183	2173	2173	2173

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**Daily sickness and proportions analysed during response phase**

# Business Continuity

Since the start of this incident, Wiltshire Police has put in place a Capacity, Deployability and Surge capability

This articulates how the Force will operate should resilience level drop due to COVID-19

It defines all functions which are Essential, Desirable and Not Critical, their key functions and operational options to maintain service delivery

Finally, it outlines the mechanism for making immediate decisions required to maintain the essential services of the Police

Fortunately the need to use these tactics has yet to be seen

In support of Business Continuity, a QlikSense app has been built which provides a dynamic overview of available resources

Thank you, any  
questions?

## Agenda Item 6c

Meeting	Police and Crime Panel
Date	4 <sup>th</sup> June 2020
Report Title	Covid 19 Impact on Finances
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Clive Barker, Chief Finance Officer

### **PURPOSE OF REPORT**

- 1 This paper informs the panel of the current financial impact that Covid 19 is having on Wiltshire Police.

### **BACKGROUND**

- 2 Since the start of the calendar year the cost of Covid 19 has been monitored. Separate codes have been set up with the intention that costs can be tracked and if appropriate funding claims can be made. The costs incurred are reported weekly to the Force Covid 19 Gold Group and to the bi-weekly Commissioners Monitoring Board.

### **CURRENT COSTS**

- 3 The table below shows the costs incurred to the end of April 2020. PPE (Personal Protective Equipment) is the highest cost so is shown separately below;

	To March 2020	April 2020
PPE	£0.027m	£0.083m
Staffing Payments	£0.003m	£0.024m
Other Costs	£0.015m	£0.085m
Total Cost	£0.045m	£0.192m

- 4 Other costs include equipment to allow staff to work from home, fleet cleaning and forensic retainer's costs.
- 5 Staffing costs have been contained due to low levels of abstraction. The current 5% abstraction level is being monitored and managed closely by both line managers and the overseeing Gold Group. An overtime strategy has been produced, under current demand the need for overtime should be minimal at this abstraction rate.

### **NATIONAL FUNDING POSITION**

- 6 The Government have not formally agreed any police funding for Covid costs. However on the 6 May 2020 a request for information was received from the Home Office, this contained the following pointers;

- a) *HM Treasury agree to increase flexibility on half of the £168m ring-fenced grant for the Police Uplift Programme to help meet forces' Covid-19 cashflow pressures.*
- b) *From June, your force will be able to draw down its allocation of this funding on a monthly basis to meet a proportion of its additional Covid-19 related spending as well as officer recruitment where it continues to take place.*
- c) *The 20,000 officer uplift remains a top Government priority, and we encourage forces to continue using the ring-fenced grant for this purpose where they are able to, while recognising the need to be flexible and supportive of other unexpected financial challenges at this difficult time.*
- d) *However, this £84m is also intended to relieve immediate pressures on cashflow and support forces for whom recruitment may have slowed due to Covid-19 disruption. It is therefore not "earmarked" exclusively for Covid-19 expenditure, nor will it represent the total money available to forces for Covid-19 pressures, but should be regarded as an early payment against those costs where they are needed and where recruitment has slowed due to the pandemic.*
- e) *Ministers across Government are clear on the importance of policing's contribution to the overall national response, and stand by their commitment to ensuring that forces will get the financial support they need to see through these extraordinary circumstances. Ministers are clear that expenditure incurred by one service on behalf of others will be spread equitably. We have been working together across Home Office, APCC and NPCC finance leads to agree our next steps on capturing ongoing financial pressures on policing and jointly design the following commission.*
- f) *Your estimates will be critical for building an overall case for the policing sector's future funding needs to feed into the Government's overall financial strategy to deal with the impacts of Covid-19.*
- g) *We are aware that some forces have taken on financial liability on behalf of other forces, such as for the procurement of PPE. Home Office officials will work with the Treasury to address specific refunding arrangements to the forces concerned for spending such as this.*

7 From the above it is considered that a balancing out of PPE costs will occur. It is considered that there is a good chance that specific grant will be provided for PPE to resolve the issue of some forces buying PPE for the national good. Wiltshire have not done this however we have volunteered as part of the South West region to provide short term procurement services if necessary.

8 The funding of other costs is not clearly stated. It however is giving Forces the flexibility to use Uplift grant to cover cashflow issues in the short term. It is not clear if the only additional funding will be the 'repurposing' of any Uplift grant.

## **WILTSHIRE FUNDING POSITION**

9 Wiltshire were awarded an Uplift grant of up to £1.384m to recruit 49 officers, 50% of this is £0.692m.



- 10 Wiltshire remain on track to hit the Uplift headcount target of 1074 (1046 fte) (this includes secondments). The recruitment is planned throughout the year with 2 intakes planned in the last 3 months of the financial year. This may lead to some funding slippage. The lack of certainty in this statement exists because no grant forms have been issued to date from the Home Office.
- 11 With current demand the estimated cost to Wiltshire Police is circa £0.108m (excluding PPE). So assuming the current spending levels occur until September the cost estimate (including 2019-20 costs) is £0.666m.

## **RISK ASSESSMENT**

- 12 The PCC obviously would wish to recover all Covid 19 costs incurred. If this was not achievable it is expected that some of this cost can be covered by some of the 'repurposed' Uplift Grant. If this was not the case the PCC would look to reserves to cover the cost in 2020-21. The reserves at the end of March 2020 include a general reserve at 2.5% (equates to £3.1m) and a Chief Constables Operational Reserve of 1% (equates to £1.208m).
- 13 There is a risk that policing demand will increase and in line with this costs will increase. This is partly mitigated by the Covid 19 Governance Structure with significant financial decisions made by the Gold group. This Gold Group is chaired by the Deputy Chief Constable with the Deputy Chief Executive being part of this group.

## **RECOMMENDATIONS**

- 14 The Panel are asked to note the uncertain funding position but appreciate that costs are being closely managed and monitored.

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## Agenda Item 7a

<b>Meeting</b>	Police and Crime Panel
<b>Date</b>	4 <sup>th</sup> June 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 6<sup>th</sup> May 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 Covid-19**

3.1 The risk register has been reviewed in light of Covid-19 and the impact this is likely to have on existing identified risks. It is also identified as a new risk and the impact on policing and criminal justice.

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

4.1 The register identifies eleven inherent risks; seven are considered as either minor or acceptable, and four are considered moderate.

4.2 Details on the four risks considered moderate are:

- *Risk 16: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*  
Local services are under immense pressure as a result of Covid-19 and this is having a knock-on effect on the OPCC and the Force. Resilience cells have been established by both Local Authorities and the OPCC and Force are represented at these. The resilience cells are working well and there is good and effective partnership working taking place. The scoring is maintained at 24 but likelihood has been increased (from 3 to 4) to reflect the pressure being experienced by local services and control reduced (from 4 to 3) due to the good partnership working that is taking place.
- *Risk 17: PCC estate fails to enable effective and efficient policing*  
Covid-19 has created a lot of uncertainty around the timelines and estimated costs that the estate strategy was based on. Covid-19 will have an impact on the successful delivery of this strategy and current estimates are this will be a 3-9 month delay. However, there are also some positives to be taken from the current situation such as the cultural benefits of remote working. These will be embraced by the Police and Crime Commissioner and, where appropriate, fed into his estates strategy. As a result of this the scoring for likelihood and control has been increased from 2 to 3, giving a new overall score of 18.
- *Risk 18: 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. Recruitment for ICT posts has been taking place since January 2020 and has continued during Covid-19. It is considered that good progress is being made and, as a result of this, the likelihood has been reduced from 4 to 3, reducing the overall score to 24.
- *Risk 19: 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.

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

5.1 The register identifies four topical risks (three existing risks and one new risk). Of the existing risks, two are considered moderate. Details on these risks are provided in Paragraph 5.3 below.

5.2 Details on the new topical risk can be found at Paragraph 6.1 below.

5.3 Details on the two existing risks considered moderate are:

- *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire*  
It was anticipated that the Review would take place in Autumn 2020 but this is now likely to be delayed as a result of Covid-19. The score is maintained at 24.
- *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 as new national guidance and a full business case is still awaited.

## **6.0 New Risk**

6.1 The following risk has been identified and considered a major risk. Further information is provided below:

- *Risk T12: Impact of Covid-19 on policing and criminal justice*  
This risk was identified as a new risk in March and has been regularly reviewed since that time. Contingency plans have been enacted and working from home arrangements are working well. Staff sickness for both the OPCC and the Force is being monitored closely and on a daily basis. Gold Group meetings are taking place although these have now been stood down to three times a week. OPCC has regular engagement with partners and service providers to understand the impact of Covid-19 on their services. The OPCC is also represented at the Local Authority resilience cell meetings. Revised governance structures are in place and the detail of these is covered in a separate report.

## **7.0 Future Reviews of Risk Register**

7.1 This report and version of the Risk Register will be presented at the Police and Crime Panel on 5<sup>th</sup> June and the Joint Independent Audit Committee meeting on 6<sup>th</sup> June 2020.

## **8.0 Staffing Implications**

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

## **9.0 Financial Implications**

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

## **10.0 Legal Implications**

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

## **11.0 Sustainability**

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

## **12.0 Diversity Issues**

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

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

13.1 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.

## **14.0 Recommendations**

14.1 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



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

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

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	Residual Risk Score				Date Reviewed	Summary
						L	C	I	Score		
<b>Inherent Risks</b>											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> <li>Failure to discharge role of PCC</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Damage to partnership relationships</li> <li>Criticism from Government / 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> <li>Overall crime below usual levels due to impact of lockdown but this is balanced against increased demand on police to manage Covid-19 restrictions</li> <li>Impact of Covid-19 varies across the Plan, some priorities have continued with limited impact (eg. CPT improvement) whilst other priorities require further work to understand Covid-19 and economic</li> </ul>	2	2	4	16	06-May-20	Maintain - business as usual
	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	06-May-10	Maintain - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
13	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> <li>• Engagement with commissioned services to identify impact on their</li> </ul>	2	1	3	6	06-May-20	Maintain - business as usual
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> <li>• Revised governance structures in place due to Covid-19 and working well - PCC meeting with CC three times a week</li> </ul>	1	2	4	8	06-May-20	Maintain - business as usual
	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> <li>• Covid LCJB Wessex group established, attended by Hants, Dorset and Wilts and meets weekly</li> <li>• Group discuss, understand and find solutions for CJS operational issues as a result of Covid-19</li> <li>• Minutes shared of group meetings and sub-groups shared with OPCC</li> </ul>	2	2	3	12	06-May-20	Maintain - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
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> <li>• Local services are under pressure due to Covid-19 providing knock-on effect on OPCC/Force</li> <li>• Introduction of resilience cells to manage Covid-19 working well and good/effective partnership working taking place</li> </ul>	4	3	2	24	06-May-20	Maintain - likelihood increased (from 3 to 4) to reflect pressure local services are under but control reduced (4 to 3) as partnerships are working well, overall score of 24 is maintained
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> <li>• Covid-19 has created a level of uncertainty on timelines and costs in delivering the Estate Strategy, current estimate is that this will be</li> </ul>	3	3	2	18	06-May-20	Increased (previously 8) - Covid-19 will delay delivery of Estate Strategy
18	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> <li>• ICT vulnerable to cyber attack</li> <li>• ICT is out of date, fails and is unsupported</li> <li>• Missed opportunities of improvement technology</li> <li>• Impacts upon delivering P&amp;C Plan objectives</li> <li>• Use of older / out of date equipment limits capability</li> <li>• Criticism from Government / 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> <li>• Improved relationship with WC</li> <li>• Covid-19 has increased number of staff wanting to work with the Force</li> </ul>	3	2	4	24	06-May-20	Decreased - positive work taking place with regard to ICT transition programme

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I9	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> <li>• Composite funding agreement across all PCCs/Forces to be agreed</li> </ul>	3	3	2	18	06-May-20	Maintain - funding agreement to be agreed across all PCCs/Forces
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> <li>• Current PCC term extended for 12 months and reviewed arrangements to ensure continuation of governance for this period of time</li> </ul>	1	2	2	4	06-May-20	Maintain - business as usual
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	06-May-20	Maintain - business as usual
<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> <li>• Review expected Autumn 2020 but now anticipated to be delayed</li> </ul>	2	4	3	24	06-May-20	Maintain - review likely to be delayed as a result of Covid-19

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
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	06-May-20	Maintain - new business case awaited
T6	13-Feb-18	Unable to provide adequate 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> <li>• Remain on track to deliver uplift of police officer numbers</li> <li>• Increased resources available to frontline due to Covid-19, crime and demand has decreased although offset by Covid-19 incidents</li> </ul>	2	2	4	16	06-May-20	Reduced - deployability is being maintained

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T12	16/03/20	Impact of Covid-19 on policing and criminal justice	<ul style="list-style-type: none"> <li>• Significant impact on BAU</li> <li>• Staff absences due to illness, self-isolating, or caring responsibilities</li> <li>• Impact on partner BAU and resources</li> <li>• Decline in Force performance</li> <li>• Failure to deliver statutory responsibilities</li> <li>• Failure to support the PCC to fulfil his role and responsibilities</li> <li>• Reduced service provided by those services commissioned by the PCC</li> <li>• Public loss of confidence in PCC / OPCC</li> </ul>	Financial Reputational Operational Delivery Performance Legal	<ul style="list-style-type: none"> <li>• COBRA meetings taking place in central government</li> <li>• Government hosting daily televised briefings on outbreak</li> <li>• Gold Group established and attended by OPCC (meeting three times a week, was daily)</li> <li>• OPCC attending key Force / Partner meetings (strategic and tactical groups) - meeting less frequently than when established but still at least weekly</li> <li>• Contingency plans are in place for OPCC/Force and reminders sent to ensure these are up to date</li> <li>• Close monitoring of national developments</li> <li>• Chief Constable risk register managing operational risks</li> <li>• May Mayoral, PCC, and local elections postponed</li> <li>• LRF activated</li> <li>• Internal portal designed for staff to keep up to date with latest developments and advice</li> <li>+A7</li> <li>• Daily update and review of impact on Wiltshire Police, performance and service continuity</li> <li>• Regular communication from PCC and CC to whole force three times a week (was five)</li> <li>• Fortnightly calls are held with all PCCs and Policing Minister (was weekly)</li> <li>• Awaiting announcement from Prime Minister of plans to ease lockdown restrictions - due 10th May 2020</li> <li>• Revised governance structures in place due to Covid-19 and working well</li> </ul>	4	3	4	48	06-May-20	Maintain - mitigation and controls updated

## Agenda Item 7c

Meeting	Police and Crime Panel
Date	4 <sup>th</sup> June 2020
Report Title	Operation Uplift – COVID-19 Implications
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

### Purpose of report

1. This report provides an overview of implications on Operation Uplift and recruitment due to the COVID-19 outbreak

### Introduction and background information

2. 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.
3. The service has been asked to introduce 2,000 extra officers by March 2020, rising to 6,000 extra officers by March 2021.
4. At the last Police and Crime Panel, a paper outlined the local implications for Wiltshire, stating that Wiltshire has to recruit 49 extra officers by March 2021. High level assumptions continue to be made on financial and workforce plans for beyond March 2021, which suggest a total number of 147 extra officers by March 2023.
5. In order to achieve the uplift 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.
6. 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

7. As was outlined in previous Panel reports, the process to bring in new officers is extensive and multi-faceted. It is important that we attract, recruit and train the highest quality candidates in order to carry out such an important role in our society. However, COVID-19 has impacted on every aspect of this. The report will now provide a summary of impacts for current officers in training, adjustments of the curriculum, the most recent campaign in March 2020, pre-medical assessments, biometrics and entry assessments.

### **Current officers in training**

8. On the 18<sup>th</sup> March, the Chief Executive Officer of the College of Policing communicated that due to an inability to comply with College reaccreditation and Continual Professional Development requirements, Forces were able to derogate other training, ensuring accreditation for an initial period of three months until 18<sup>th</sup> June 2020.
9. The Chief Constable agreed that from 18<sup>th</sup> March, only essential training should continue and the derogation should be taken. It is likely that the derogation will cause a number of challenges for the Force when this ends and a backlog of accreditation needs to be resolved.
10. Essential training was defined as Police Officer intakes currently in training having started in October 2019 and February 2020 Initial Police Learning Development Programme (IPLDP) 34 and 35 respectively) and fitness tests for new police officer recruits (June 2020 – Police Education Qualifications Framework (PEQF) and the Special Constables in training intake 35). This effectively means that all other training which requires face to face delivery has been paused, including Police Community Support Officer (PCSO) (originally scheduled in May 2020) and Local Crime Investigator (LCI) (originally scheduled in June 2020) recruitment and training.
11. The College of Policing have said the following in relation to IPLDP:
  - Under normal circumstances, the College would expect IPLDP to be delivered and assessed in line with all relevant guidance issued for the programme
  - The current extenuating circumstances may mean that some delivery and assessment methods are not appropriate, and that changes need to be made in the short to medium term
  - The College supports changes to the delivery and assessment methodologies that are used to encourage social distancing during the time the national COVID-19 virus emergency measures are in place
  - Any changes to IPLDP delivery and assessment should be considered and risk managed locally.
12. Outlined in figure one, October 2019 shows that the Force received and started training 37 officers who were due to arrive within community policing teams in April 2020. On 17<sup>th</sup> March, the Force made the decision to end IPLDP 34 three weeks early in order to release officers into CPTs across the County, providing additional resilience at a time when the workforce would likely be under strain.
13. Officers joined their Community Policing Team (CPT) on 23<sup>rd</sup> March and missed out on practical scenario and role-play sessions that will be addressed through tutorship, assessment and further inputs as required during their probation.
14. IPLDP 35 was also assessed to see if this course could be finished earlier to provide resilience to the frontline. Where at all possible, IPLDP 35 initial learning was delivered online, or remotely (i.e. not face-to-face). Where face-to-face delivery was unavoidable, social distancing and universal hygiene measures (and if relevant, Personal Protective Equipment), were in place. However due to COVID, there were limitations to the level of training that could be provided.



15. In early April, Gold Command made the decision to reduce this course by 6 weeks, with students therefore leaving training and starting in CPT on 1<sup>st</sup> June 2020. This was due to the limitations that the COVID situation would enforce on the training. Students would predominantly lose guest speakers, a trip to Court and role play exercises. Options to mitigate this include online learning packages, knowledge gained from workbooks, covering of topics during tutorship and/or returning to class (or webinar when developed) later in probation. Of the 20 students on IPLDP 35, 18 are former Special Police Constables (SPCs), PCSOs, Detention Officers (DOs) or LCIs. They are an experienced group with practical familiarity.

### **Emergency Curriculum**

16. Due to the resilience challenges faced by some Forces, the College of Policing released an emergency curriculum for early deployment of student officers. This covers the learning associated with the basic operations expected of constables on patrol, such as ethics and values of the service, use of police powers, professional standards expectations, providing public support, protecting the vulnerable and legislation relating to common policing incidents that officers are likely to encounter. After 7-8 weeks, student officers will be able to be deployed on accompanied patrol only.

17. With the next intake in June 2020, the Force reviewed whether this was something to utilise however decided to continue with the Police Education Qualification Framework as this kept consistent joining expectations, improved the quality of training and utilised the partnership with the University. Although the emergency curriculum would work for many larger Forces, it was not felt to be something that would support Wiltshire at this time. When considering these options the force decided to move the start date for the June 2020 intake, from the 1<sup>st</sup> June to the 29<sup>th</sup> June. This affords Recruitment more time for pre-employment checks to maximise the intake numbers, and it provides Professional Development with more time to convert the learning materials to online delivery.

### **March 2020 Campaign**

18. Wiltshire Police launched a campaign on the 9<sup>th</sup> March which aimed to bring in 300 applicants to support the next phase of Uplift recruitment. This was achieved within 5 days and is likely to support the next 12 months of recruitment.

19. It is currently unknown how COVID will impact on recruitment figures and processes in the long term. There is a chance that candidates could be more likely to not want to join due to factors such as instability, finances or risk. Alternatively it could attract more positive attention in the way policing has supported the Country through COVID and how the roles can provide some stability in these uncertain times. Only time will tell on this.

20. In the 2019 campaign, awareness events were carried out which proved to be very positive and beneficial to candidates to get an insight into policing. Under the current environment, the Force hosted awareness events via webinars which took place on the 12<sup>th</sup>, 14<sup>th</sup> and 16<sup>th</sup> of May. This was made up of a 1.5 hour session covering a 'Day in the life of a police officer', the PEQF entry route and assessment processes. A high proportion of the candidates attended the three sessions.

### **Pre-employment medical assessments**

21. To enable Occupational Health (OHU) professionals to progress the police application medicals to achieve Uplift objectives, amendments to face-to-face medicals were made by the College.

22. An additional questionnaire has been devised by the OHU team. The questionnaire is triaged to identify the need for further clinical investigation of declared health problems and to progress those applicants with no declared health problems through the recruitment process. The assessment is performed by a telephone consultation. Prior to the appointment the applicant is required to complete a number of questionnaires providing in-depth medical history and biometric detail. A declaration relating to honesty and integrity is also completed. The College of Policing are due to review this interim process on the 30th June 2020.
23. This questionnaire temporarily replaces the following assessment performed by the biometrics, preventing face to face contact: Height, weight, BMI, urinalysis, blood, protein, sugar, blood pressure, spirometry visual acuity and colour vision, audiometry and muscular skeletal assessment.
24. This questionnaire is to be risk managed by Forces and on appointment the recruit will require a face to face assessment on all the aspects above. The candidate will be asked to self-declare which cannot completely replace objective testing. Should it be later found that the candidate has been dishonest with their disclosure, then the force has the discretion to deal with this robustly. This must be included in the offer letter to the candidate.
25. Applicants with declared health problems requiring further assessment should be assessed by the appropriate occupational health practitioner when appropriate and this will have to be deferred until this can be undertaken.
26. As far as possible, the force's occupational health service should reach a decision about fitness without recourse to seeking reports. Where there are doubts about an individual remaining fit enough to serve until normal pension age, the Force Medical Advisor should assess the applicant and, based on their medical knowledge, experience and careful assessment of the prognostic indicators known, give an opinion about fitness to join the pension scheme. It is recognised that this will be the best possible judgement based on the available evidence.

## **Biometrics**

27. Regulations state clearly that biometric vetting checks must be made prior to appointment. The College cannot advise Forces to test on appointment.
28. Questions were raised as to whether candidates and staff would be unsure as to whether attending biometric screening is an essential activity for which they should travel. The coronavirus restrictions regulations permit travel for the purposes of work, and having discussed this with the Home Office, their clear advice is that this permission also applies to biometric screening activity for candidates and the staff who administer them.
29. COVID-19 issues may however mean that the usual staff are not available to carry out the process. Wiltshire therefore put a process in place where Biometrics can be carried out custody units, with the appropriate PPE used, to enable this essential recruitment activity to continue.

## **SEARCH Assessment**

30. The ability for forces to continue to recruit new officers during the COVID-19 pandemic is crucial to maintaining police officer numbers and keeping the public safe. To enable the service to continue with planned recruitment, the College of Policing have worked at pace, with colleagues

across the service, to develop an interim solution that enables all forces to continue the recruitment of police constables without the need for face-to-face contact.

31. An online assessment process has been developed that enables effective assessment of the required competencies and values and meets the current standards for assessing new recruits. This temporarily replaces the existing SEARCH assessment process for new recruits. The College has put in place a testing and development process and has started the initial roll out to a small number of forces through which they will conduct benchmarking and validate standard setting.
32. The College are working closely with the Police Uplift Programme team and forces on an implementation plan so that the online assessment process is available for all forces by the end of June. Wiltshire is due to use this new system in June which was in the original plan to train officers from the recent recruitment campaign.
33. An online assessment is a positive for Wiltshire as there was always a challenge to get enough spaces in a neighbouring Force, and ensure travel is not an issue for candidates.
34. To ensure consistency and fairness to candidates throughout the period of the pandemic the online assessment process will remain in place throughout the remainder of 2020. The College will conduct a full review later in the year and give forces notice well in advance of any reintroduction of face-to-face assessment centres.

## **Summary**

35. Overall, there has been a significant amount of change for the Uplift programme due to COVID. It has been a clear priority from the College and the Government to continue with this programme and as outlined in this report, the majority of amendments have supported Forces to continue recruiting new officers, and in some cases provided new opportunities.
36. The true impact on the Uplift programme will not be felt for some time to come, however Wiltshire continue to plan and expect to meet the Uplift numbers required.

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## Agenda Item 7d

Meeting	Police and Crime Panel
Date	26 May 2020
Report Title	COVID-19 OPCC and Force recovery
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

### 1.0 **PURPOSE OF REPORT**

- 1.1 To provide a high level update on the OPCC and Force work in recovering from the impact of COVID-19. This report relates to managing the Police and OPCC operations and the wider system work through the Local Resilience Forum.

### 2.0 **BACKGROUND**

- 2.1 The operational and organisational impact of COVID-19 has been managed in line with emergency planning and business continuity plans. There was significant organisational focus initially to ensure that policing and the organisation was prepared to respond and manage the potential risks and impact of COVID-19
- 2.2 The impact of COVID has been global, touching every aspect of society. An event of this magnitude will lead to wider changes in organisations and in society. The COVID-19 regulations and public health guidance created rapid change but the longer term changes will take time to emerge.
- 2.3 Recovery from COVID will be very gradual and we will not enter a 'recovery phase' in the same way as usual emergency planning. This is due to the scale of change, continued managing of public health risk and the length of time this will take. There means that a 'new normal' has emerged and will continue to evolve. It is questionable whether recovery will lead to a return to 'pre-COVID' conditions, as organisations continue to adapt.
- 2.4 Wiltshire Police and OPCC has been adapting to the impact of COVID and the risks on its impact on the workforce. Extensive planning has been completed to mitigate these risks during potential COVID scenarios. Part of this work has reprioritised resources to ensure continued operational capability, new COVID specific capability and ensuring services can be delivered safely and in line with public health guidance.
- 2.5 Operational and strategic risk registers continue to be reviewed in light of COVID and this will continue to be refined as risks and mitigation develop.
- 2.6 The emergency management and governance arrangements have been shared with the Police and Crime Panel in April 2020. As initial COVID-19 response work has be implemented with new operating processes in place (such as PPE distribution, COVID regulations etc), COVID-19 governance has reduced in frequency. A revised diagram is presented below for information.



### 3.0 RECOVERY OF WILTSHIRE OPCC & WILTSHIRE POLICE

- 3.1 Recovery is the focus of Silver command weekly and is reported onto GOLD and respective governance structures. This is led by ACC Deb Smith for Wiltshire Police and D/CEO Naji Darwish for the OPCC. This currently uses the existing gold, silver, bronze structures, however this will continue to be fluid due to the complexity of recovery. All significant medium and long term decisions will continue to be managed by the respective executive leadership teams and CMB structures.
- 3.2 All departments have assessed the impact of COVID on service delivery and are developing plans to return to BAU, within current COVID guidelines.
- 3.3 Operational capability continues to be strong and the high levels of staffing have minimised impact of COVID 19. Enabling services have adapted to continue to deliver services. This includes the immediate shift to homeworking, ICT capacity and resourcing, and managing suppliers and stakeholders.
- 3.4 The people cell are working through extensive actions to ensure Wiltshire Police and OPCC meet 'COVID secure' standards. These standards were published as part of government announcements to relax lockdown restrictions. They include social distancing in the workplace, updating policies and staff risk assessments. In line with government regulations and guidelines all staff who are able to work from home will continue so to do.
- 3.5 There are a range of impacts on workforce, efficiency and effectiveness. Both Wiltshire OPCC and Force recognise that there has been an exceptional level of change due to COVID and this presents both risks and opportunities. A number of assessments have been commissioned looking at the impact on crime and police demand, productivity, future workforce practices and business continuity response.
- 3.6 A review of risks and opportunities to deliver the police and crime plan is underway. Whilst COVID has impacted certain areas of the plan causing some slippage, it may have improved delivery of the Police and Crime Plan through changes to working practices, use of ICT and information in delivering services and modernisation of service delivery.

#### **4.0 RECOVERY OF WIDER SYSTEM**

- 4.1 All partners in local government, health and criminal justice are working towards gradual recovery, dealing with similar challenges. The extent of the change, risks and opportunities are extensive and complex.
- 4.2 The Local Resilience Forum will have oversight and strategically coordinate this work as far as possible. Both Local Authorities lead this coordination and are establishing recovery mechanisms with partners. This will be in addition to the individual organisations and partnership business recovery work.
- 4.3 The WCJB, led by the PCC has requested a detailed assessment of the impact, backlog and recovery plans to ensure CJS partners are coordinating their response and there is an understanding across the CJS system.

#### **5.0 RECOMMENDATION**

- 5.1 The Panel are asked to note the contents of this report.

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