Wiltshire Council

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Swindon BOROUGH COUNCIL

AGENDA

Meeting:	**WILTSHIRE POLICE AND CRIME PANEL**
Place:	**Access the On-Line meeting here**
Date:	**Thursday 10 December 2020**
Time:	**10.00 am**

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

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 Vinay Manro – Swindon Borough Council
Cllr Brian Mathew – Wiltshire 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

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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Public Participation

During the ongoing Covid-19 situation the Council is operating revised procedures for public participation.
Access the online meeting here

AGENDA

Part I

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

1   **Apologies for Absence**

2   **Minutes and matters arising** *(Pages 5 - 14)*

To confirm the minutes of the meeting held on Thursday 3 September 2020

3   **Declarations of interest**

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

4   **Chairman's Announcements**

5   **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 4 December 2020. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

6   **Chief Constable update**

Kier Pritchard – Chief Constable, Wiltshire Police

A 10 minute presentation with questions on key operational challenges over last

12 months

11   **Future meeting dates**

To note the future meeting dates below:

- Thursday 7 January 2021

- Thursday 4 February 2021

- Thursday 18 March 2021

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 Council

MINUTES

Meeting: **Wiltshire Police and Crime Panel**

Place: **On-Line Meeting**

Date: **3 September 2020**

Start Time: **10.00 am**

Finish Time: **12.15 pm**

Please direct any enquiries on these minutes to:

Kevin Fielding,Tel: 01249 706612 EXT 21612 or (e-mail)
kevin.fielding@wiltshire.gov.uk

Papers available on the Council's website at www.wiltshire.gov.uk

In Attendance:

Wiltshire Councillors
Cllr Junab Ali, Cllr Abdul Amin, Cllr Alan Bishop, Cllr Richard Britton,
Cllr Ross Henning, Cllr Vinay Manro, Anna Richardson, Cllr Tom Rounds,
Cllr Jonathon Seed and Cllr John Smale

Also Present:

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Chris McMullen – OPCC
Adrian Jones - OPCC

Kevin Fielding – Wiltshire Council

Agenda Item No.	Summary of Issues Discussed and Decision
87	Appointment of Chairman and Vice-Chairman • Cllr Richard Britton was elected Chairman for the forthcoming year • Cllr Junab Ali was elected Vice-Chairman for the forthcoming year
88	Apologies for Absence • Apologies were received from Cllr Peter Hutton – Wiltshire Council and Mamie Beasant – Independent Member
89	Minutes and matters arising **Decision:** • **The minutes of the meeting held on Thursday 4 June were agreed as a correct record and signed by the Chairman**
90	Declarations of interest There were no declarations of interest
91	Chairman's Announcements There were no Chairman's Announcements
92	Public Participation There was no Public Participation
93	Quarterly data (Q1)- Risk / Performance / Finance / Complaints The Commissioner presented his report for data reported for Quarter 1 - 2020/2021 Performance Overview which was contained in the agenda pack. Points made included: Crime Volume • April-2020 was highlighting as a significant exceptional low with 2,518

crimes recorded. This was to be expected considering the recent impact of COVID-19 on the overall crime position within particular crime groups.

- The increases in recorded crime for May and June-2020 correlated with the relaxation of lockdown guidelines by the government.

- The monthly and rolling 12 month forecast was showing a decline in volumes.

- The year on year change to June-2020 of -4.4% had been significantly impacted by the decrease in reported crime.

- Police recorded crime had decreased nationally by -3.9 per cent in the 12 months to May 2020 and -2.8 per cent regionally. Meaning Wiltshire was in line with national increases but significantly below forces within our most similar group (MSG).

Hate Crime

- There were 81 reported hate crimes in June-20, highlighting as an exceptional high and breaching the upper limit, 54 (66%) were racially motivated. There were also 25 hate incidents recorded, also considered as exceptional.

- Exceptional increases were experienced in Salisbury (15), Amesbury (8) and Chippenham (6) CPTs.

- Hate Crime volumes increased week on week in June-2020, with the week ending 28/06 being most impacted.

- The Black Lives Matter Movement saw: (resulting in 8 hate crimes being reported), 300 people gathered in Trowbridge on the 04/06, 1,000 people gathered in Swindon and Salisbury on the 06/06, 150 people gathered in Melksham on the 07/06.

A discussion ensued. It was agreed that the OPCC would bring a report to the December meeting outlining how Wiltshire Police were supporting victims of hate crime.
Volume of Domestic Abuse

- That the long term trend for domestic abuse crime in Wiltshire continued to increase in line with the national trend with June-2020 being the first exceptionally high month in the last 2 years. These increases were reported as exceptional highs within Chippenham, Royal Wootton Bassett and Swindon CPT's. This exception correlated with the easing in

lockdown restrictions.

- That there had been a significant reduction in reported high risk cases. In contrast, partner agencies were reporting an increase in more complex cases.

- Wiltshire Police had invested in radio media campaign, Facebook live sessions and promoted multiagency social media campaign all encouraging reporting.

It was agreed that the OPCC would email the panel members with statistics highlighting - How does Wiltshire Police compare to its MFS group.

Number of Actual Sickness Days lost per person

- That Quarter 1 2020/2021 had seen a reduction in sickness. With June-2020, being the lowest volume since September 2017 with 1738 sickness days lost (0.8 days lost per person).

- June-2020 experienced 42% of all sickness being classified as psychological.

- A slight increasing trend over the previous 24 months was still present (7%). However, if volumes continued to reduce or remain stable a downward trend was likely over the coming months.

- The reduction in volume was attributed to long term members of staff returning from sickness and increased data quality. Staff from our human resources department were focusing on ensuring the records were accurate, in conjunction with daily data quality meetings to identify anomalies within records.

It was agreed that the OPCC would email the panel members with statistics outlining - why 42% of sickness is classified as psychological.

Covid-19 Issued Fixed Penalty Notices

Panel members raised concerned that they felt that Wiltshire Police and Wiltshire Council were not actively enforcing law breaking concerning the non-wearing of masks in shops. It was felt that Wiltshire Police and Wiltshire Council needed to show that they took this issue seriously and would not tolerate any members of the public who were flouting the rule re masks.

Tri-Force

- That Wiltshire Police had worked in collaboration with Avon & Somerset Constabulary and Gloucestershire Constabulary for the shared provision of Specialist Operations including Firearms Officers, Roads Policing & Collision Investigation and Dog Handlers, entering into a 'Tri-Force' collaboration agreement with effect from April 2014.

- As of 19th April 2019, the collaboration had been formally disbanded following concerns over the impact on governance of proposed changes to the model, although some elements such as the shared Black Rock firearms training facility remain in operation.

- Disaggregating the collaboration and bolstering the resilience of the respective specialist teams with additional local resource carried an anticipated cost implication of c.£860k per annum; however, it was anticipated that benefits would be realised in terms of their increased contribution to local policing priorities.

- In anticipation of the dissolution of the Tri-Force collaboration, an internal audit was included within the 2019/20 annual plan.

- Phase 3 of the implementation of HQ Operations involved a review of the performance of the current HQ Operations model and was done in tandem with the Force Management Statement.

- HQ Operations frequently assisted local CPT's with community priorities which either required additional support or specialist assets.

- HQ Operations were tasked via the Force Incident Manager for Spontaneous Work or for Pre-Planned, Force Tasking Fortnightly and also via local Tasking Meetings which the HQ Operations Department Leads attend.

- Local priorities where HQ Operations could be an assistance were provided to the HQ Operations Department Leads and then this was tasked directly to officers on HQ Operations.

- The process of tasking had been noted as being successful, it was responsive to the needs or local CPT's and could flex to provide support in Surge Demand.

It was noted that Wiltshire Police had had to undertake a major exercise in un-ravelling all the strands from the Tri-Force collaboration, and that this should be considered when entering into any future collaborations.

Risk Register

Kieran Kilgallen - Chief Executive, OPCC outlined the risk register which was contained in the agenda pack.

Points made included:

- That the risk register was aligned to the lifespan of the Police and Crime Plan (2017-2021) and had been reviewed and updated as at 30 July 2020.

- That all risks were split into two categories – they were either inherent risks and would remain on the register regardless of score, or topical risks which would be removed when they had a score of 10 or under. This would assist in ensuring focus remains on current risks and what additional mitigations or plans were needed to reduce the score and thus removed the risk from the register.

- That the register was a dynamic document and was intended to capture live management of risk and mitigation, rather than being a record of all possible risks.

The Risk Register was noted.

The OPCC were congratulated for the new style of the risk register, which it was felt was now easier to navigate.

Report on the Monitoring of Professional Standards, Integrity and Complaint Appeals

| | Kieran Kilgallen - Chief Executive, OPCC outlined the report which was contained in the agenda pack. The report provided the Police and Crime Panel with an update on the monitoring of professional standards, integrity and complaint appeals for the period April 2019 to March 2020.

Points made included:

- That a key element in evaluating performance involves comparisons with the performance of our Most Similar Forces (MSFs) and the national picture. IOPC had yet to provide this data or indicate when they would be in a position to do so. The Independent Adjudicator therefore analysed the data available from the Force system at the cut-off date of 31st March 2020. The analysis was likely to err to the pessimistic in consequence, but otherwise gave a reasonable indication of the efficiency and effectiveness with which PSD handled complaints, had monitored and responded to potential corrupt practice and implemented integrity checks.

- The Policing and Crime Act 2017 changed the processes for the handling of complaints and conduct matters as of 1st February 2020. The provisions allow Professional Standards Departments to not record or investigate Complaints below the conduct threshold if they could be finalised by a process of Service Recovery (SR); i.e. a triage process in which complainants are provided with an explanation and, where appropriate, an apology for any failures to provide a reasonable service. This process would be conducted through OPCC from September 2020.

- In June 2019 two Independent Resilience Adjudicators were appointed and trained.

- The change to the system had necessarily confined performance review to the period 1st April 2019 to 31st January 2020. The Adjudicator did however include a short resume of experience in the handling of complaints under the new regime for the two month period 1st February-31st March 2020.

It was agreed that the OPCC would email panel members for information on – Table A: PSD Complaint Handling Performance.

The Chairman thanked the Commissioner and Kieran Kilgallen for their respective reports. |
| 94 | <u>Community Policing Model</u>

Chris McMullen – Director of People and Change, OPCC presented a report which outlined performance measures for the PCC and Police and Crime panel related to areas of Community Policing Teams (CPT). |

Points made included:

- That as the organisation brought more officers in under Operation Uplift, it was anticipated that the number of vacancies would increase. The scorecard would also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.

- That the report continued to assess working days "lost" to short and medium term sickness and annual leave and calculated how many FTE posts this equates too. The methodology for this was to count the total number of days lost to sickness and annual leave within the last three months. This resulted in a "days lost" figure which was then divided by 48, which was the average number of shifts (working days) for officers across a quarter. This provided an indication regarding the number of posts lost to sickness and annual leave (capacity of 1 post = 48 "days lost" over 3 months).

- Calculating short-term reasons (less than 27 days) for absence within CPT was complex and subject to more variance than longer term reasons.

The report was noted, it was felt that this report was very comprehensive and well received.

The Chairman thanked Chris McMullen for his report.

95	**Operation Uplift - update**

Chris McMullen – Director of People and Change, OPCC presented a report which outlined the Operation Uplift Update.

Points made included:

- That as raised within the previous paper presented at the June Panel meeting, the national Uplift programme was 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.

- That the service had been asked to introduce 2,000 extra officers by March 2020, rising to 6,000 extra officers by March 2021.

- That Wiltshire had been allocated 49 extra officers by March 2021. High level assumptions continued to be made on financial and workforce plans for beyond March 2021, which suggested that a total number of 147 extra officers by March 2023. |

		• That in order to achieve the uplift numbers, in addition to maintaining the numbers required due to officers leaving the organisation, Wiltshire would be required to recruit over 400 officers up to March 2023. It was 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 was a huge requirement. It was agreed that Chris McMullen would have further discussions with Cllr Richard Britton re the "total established figure". The report was noted. The Chairman thanked Chris McMullen for his report.
96		**Progress of Estates Strategy - update** Kieran Kilgallen - Chief Executive, OPCC outlined a report which provided an update on progress in delivering the PCC's Estates Strategy 2017-2021. It provided a comprehensive summary of progress across all sites as well as those identified for change in the Estates Strategy. Points made included: • That the PCC's Estates Strategy was published August 2017 outlining the plans for the police estate. This strategy was based on operational requirements from Wiltshire Police and approved by the Chief Constable and the Force ELT. • The strategy addressed long standing issues including significant underutilisation following policing model changes. The introduction of technology had been successful in reducing the need for staff to be in offices. • That the initial parts of the strategy were to develop a clear delivery plan and establish projects to deliver the new estates model, the strategy objectives as well as maintaining smooth operational delivery. • The operational demands placed on the Estates team and Wiltshire Police due to OP Fairline and Fortis delayed delivery of this strategy by approximately 9 months. Currently the estate strategy was also being delayed due to COVID and the impact on the construction market and supply chain. This was a risk included on the OPCC risk register. • That the Estates Strategy set the direction for police estate to meet The Police and Crime plan 2017-21 and supported the efficient and effective delivery of policing. Its delivery was included within the Police and Crime

		Plan 2017-2021.
		It was agreed that a Capital Budget report would be provided for the December meeting.
		The report was noted.
		The Chairman thanked Kieran Kilgallen for his report.
97		Members Questions
		The Members Questions contained in the agenda pack were noted.
		Cllr Jonathon Seed asked re his question contained in the agenda pack
		"Avon and Somerset will receive £400,000, Devon and Cornwall £546,781 and Dorset £266,357 – a total of £1,213,138. There is no extra funding in this round for Gloucestershire or Wiltshire.
		Did Wiltshire PCC or CC bid for this funding and if not why not? If they did bid why were they not successful"
		OPCC – That Wiltshire did not meet the funding criteria.
		Cllr Jonathon Seed asked a question
		"Should the Commissioner be pushing for more Automatic Speed Cameras"
		OPCC – It was felt that Automatic Speed Cameras should not be seen as a replacement for the Speedwatch scheme. A business case was being put together for interventions that would include fines and speed awareness courses.
98		Future meeting dates
		The future meeting dates of the PCP were noted.

Police and Crime Panel 10th December 2020

Quarter 2 -2020/2021
Performance Overview – by exception

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Priority One:
Prevent crime and keep people safe

Crime Volume

crime rate per 1,000 population

FORCE	Result	MSG	Index
Wiltshire	54.56	68.97	0.79

Number of forces in England & Wales with an increase in this category — **5**

- Crime volume (PCP Measure)

|	Wiltshire		43,833	39,404	- 4,429	- 10.1%

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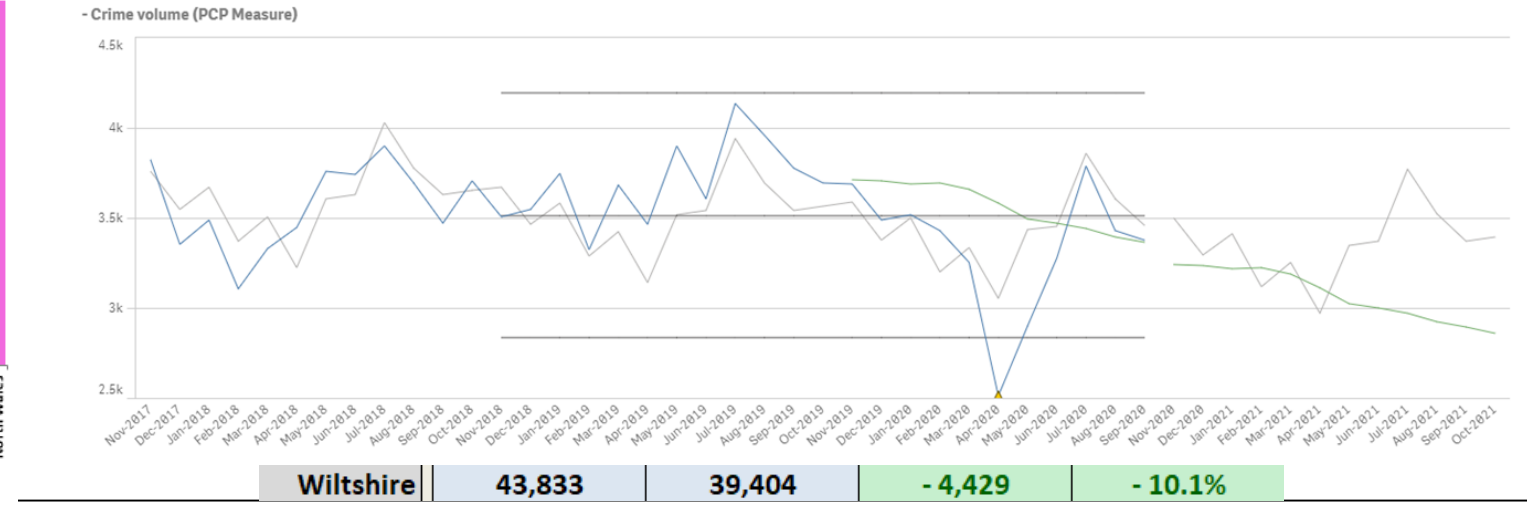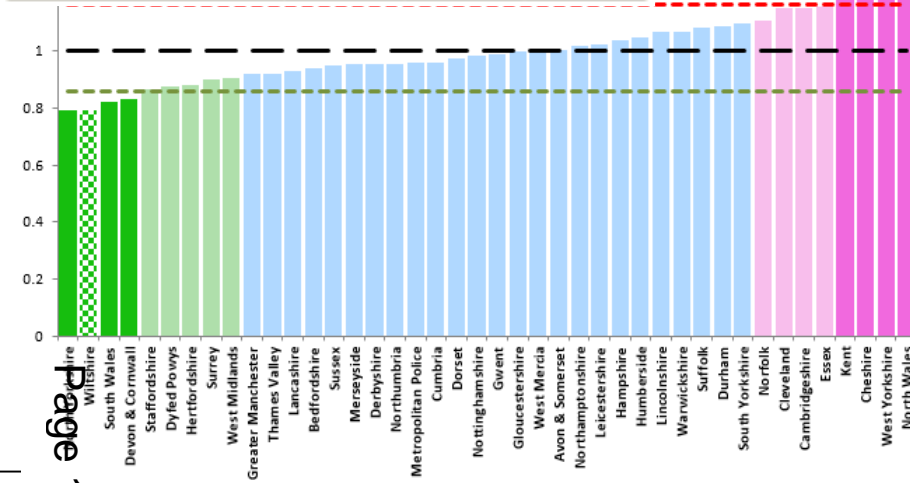
Executive Summary *(reporting period 12m to Sep-20)*

→ Volume of Crime for Wiltshire in terms of national position remains low

→ On average, for Wiltshire 54.56 recorded crimes per 1000 population, significantly below the Most Similar Group average of 68.97

→ Average reported national decrease is 6.9%; South West Region average reduction of 5.5%; MSG average reduction of 5.6%. Just five forces nationally reported an increase within the same time period

→ Wiltshire Police reported a 10.1% reduction in volume of crime for the 12 months to Sep-20 compared to the previous 12 months

→ All crime groups are being reported within the volumes of what is considered to within the bounds of statistically normal

→ Wiltshire's crime commission is demonstrating a long term decreasing trend with no recent monthly exceptions since the first government lockdown March-2020

→ Crime recording compliance for Sept-20 was 93.9% for quarter 2 2020/2021 and remains consistently high

→ Positive Outcome rate have returned to statistically normal levels at 16.7% for the rolling 12 months to Sep-20

Hate Crime

- Volume of Hate Crime (PCP Measure)
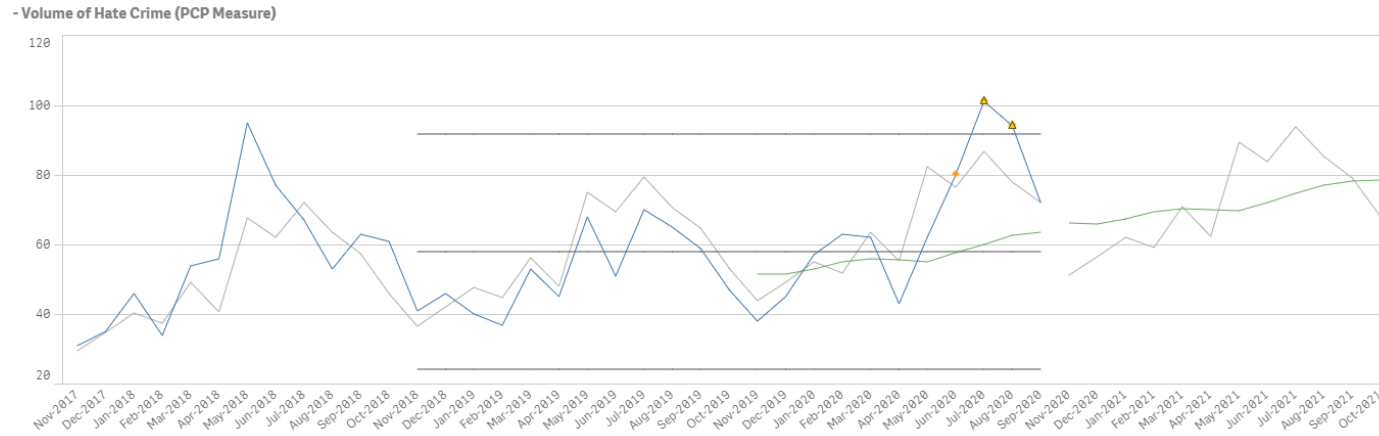
Executive Summary

→ In quarter 2 of 2020/21 Jul-20 and Aug-20 highlighted as statistically high volume of reported Hate Crime. Over the period June, July and August this was considered a three month exceptional high. The 12 month detection rate to Sep-20 is 16.5%.

→ This recent increase has had an impact on the long term trend and forecast which is now showing as slightly increasing

→ For the month of Jul-20, 98 Hate Crimes were reported and Aug-20 there were 89. These were the highest volumes reported since May-18. Of the 187 that were reported 143 (76.5%) were recorded as being racially motivated

→ For July-20 increase in reports were experienced in Swindon, whereas Aug-20 they were experienced within the county council part of Wiltshire

→ The majority of hate crimes still remain to be racially aggravated. However, there has been a rise in the number of sexual orientated hate crimes. On average last year, there were 7 sexual hate crimes per month, for the year ending Aug-19. This year, there have been on average 9 per month.

→ Hate Crime Advisors – As of July-20 there were 89 trained Hate Crime Advisors in Wiltshire Police, a further 19 were trained in Aug-20

→ Scrutiny of Hate Crime Investigation Standards - Wiltshire are establishing an internal scrutiny panel to enable files to be reviewed for quality assurance of investigative standards. Alongside an regional offer from the Hate Crime lead to send a review team into force to dip sample cases and offer feedback

→ External Scrutiny Panel - Wiltshire are exploring the opportunity to investigate whether the current BAME IAG would look to form an external panel looking at samples of hate crimes

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Hate Crime

Total Crimes	DetectionStatus
785	
227	15: Police - named suspect, victim supports but evidential difficulties
172	18: Investigation complete no suspect identified
114	16: Victim declines/withdraws support - named suspect identified
88	New
49	1: Summonsed/postal requisition
36	1: Charged
21	1A: Alternate offence summonsed/postal requisition
19	20: Other body/agency has investigation primacy
14	14: Victim declines/unable to support action to identify offender
11	15: CPS - named suspect, victim supports but evidential difficulties
9	1A: Alternate offence charged
5	11: Named suspect below age of criminal responsibility
4	3: Adult caution
4	10: Police - formal action not in public interest
4	21: Police - named suspect, investigation not in the public interest
3	8: Community resolution
2	17: Suspect identified but prosecution time limit expired
1	3A: Alternate offence adult caution
1	9: CPS - prosecution not in public interest
1	12: Named suspect too ill to prosecute

Executive Summary

→ **How many victims there have been in the last 12 months?**
In the 12 months ending October 2020, there were 785 victims of recorded hate crimes in Wiltshire.

→ **what types of hate they were subject to?**
In this period, the majority (72%, n=565) were subject to racially motivated hate crime. Followed by, victims of sexual orientated hate crimes (15%, N=122).

→ **what the outcomes were in terms of prosecutions/ASBOs/OOCD etc?**
29 per cent (N=227) of the crimes reported were given an outcome 15 - this is Police named suspect, victim supports but there are evidential difficulties. Followed by no suspect identified (N=172). Please see to the left outcomes for the recorded hate crimes in the year ending October-20. These outcomes are based on the Reported month year period, therefore this is their current outcome status.

Hate Crime - Support for Victims

The effects of hate crime can last for a long time, especially if people have suffered repeatedly.
All victims of hate crime are automatically contacted and offered commissioned support services and/or the support of a Hate Crime Advisor. A vulnerability assessment process is in place to identity and manage vulnerable victims. This automatic offer of support is an enhanced pathway for victims and works well.

Commissioned services provide:
- A listening ear in in confidence
- An information service
- Practical help and emotional support
- Support to contact and help to navigate the criminal justice system
- Information about compensation claims if the crime is reported to the police
- Information to help with a range of organisations, such employers, housing agencies and schools

Horizon also offers support and assistance with the criminal justice process and with courts through the work of the Victim and Witness Liaison Officers.

- Contact via Horizon Victim and Witness Service 01380 861157
- Email on Horizon@wiltshire.pnn.police.uk
- Contact Victim Support on 01380 738 878
- wiltshire@victimsupport.org.uk

Special Constable Hours Deployed

- Hours Delivered by Specials (PCP Measure)
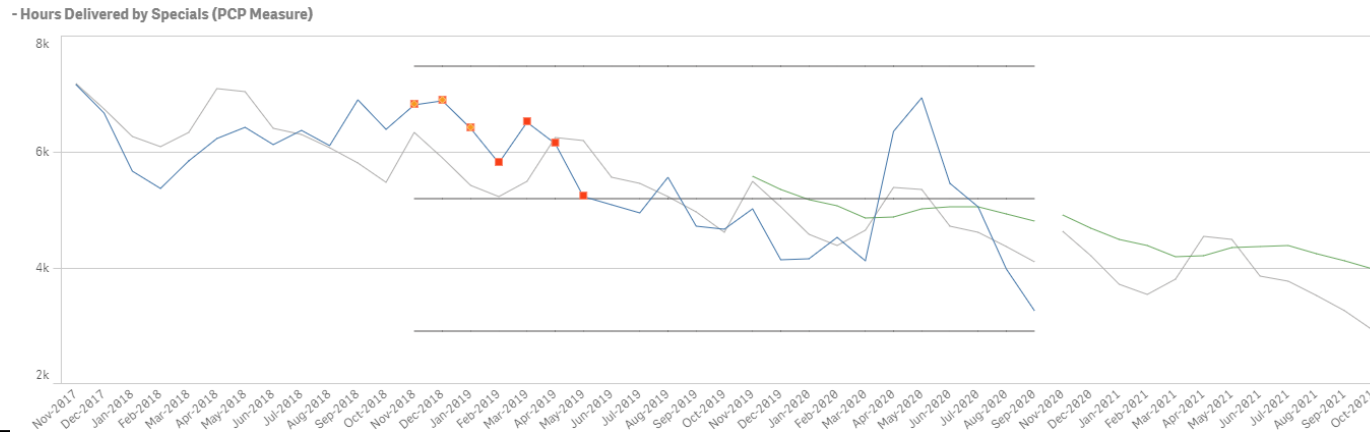
Executive Summary

→ Hours Delivered by Specials showed a one month statistically low volume in Sep-20, equating to a reduction of 5hrs per Special Constable per month. Also reflected in the Local Policing hours delivered by specials.

→ Much of the public are or have returned to work following the ease of government restrictions which affects those that have volunteered during the March 2020 Lockdown

→ Op Uplift continues recruitment and gives opportunity to those specials seeking to become a regular, impacting on the headcount of specials and inevitably those hours deployed

→ Conversely, of those remaining specials there has been a noted increase of specials that have qualified to become independent.

→ As a force we continue to proactively housekeep our inactive special constables

→ On the 5th of October the rank structure for specials was removed. The effects of this are to be assessed in Jan-21

→ Recruitment for Specials has been paused until April-2021

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Call Answers Rates

- CRIB call - avg wait to answer (PCP Measure)

- CRIB abandonment rate (PCP Measure)

- 999 call - avg wait to answer (PCP Measure)
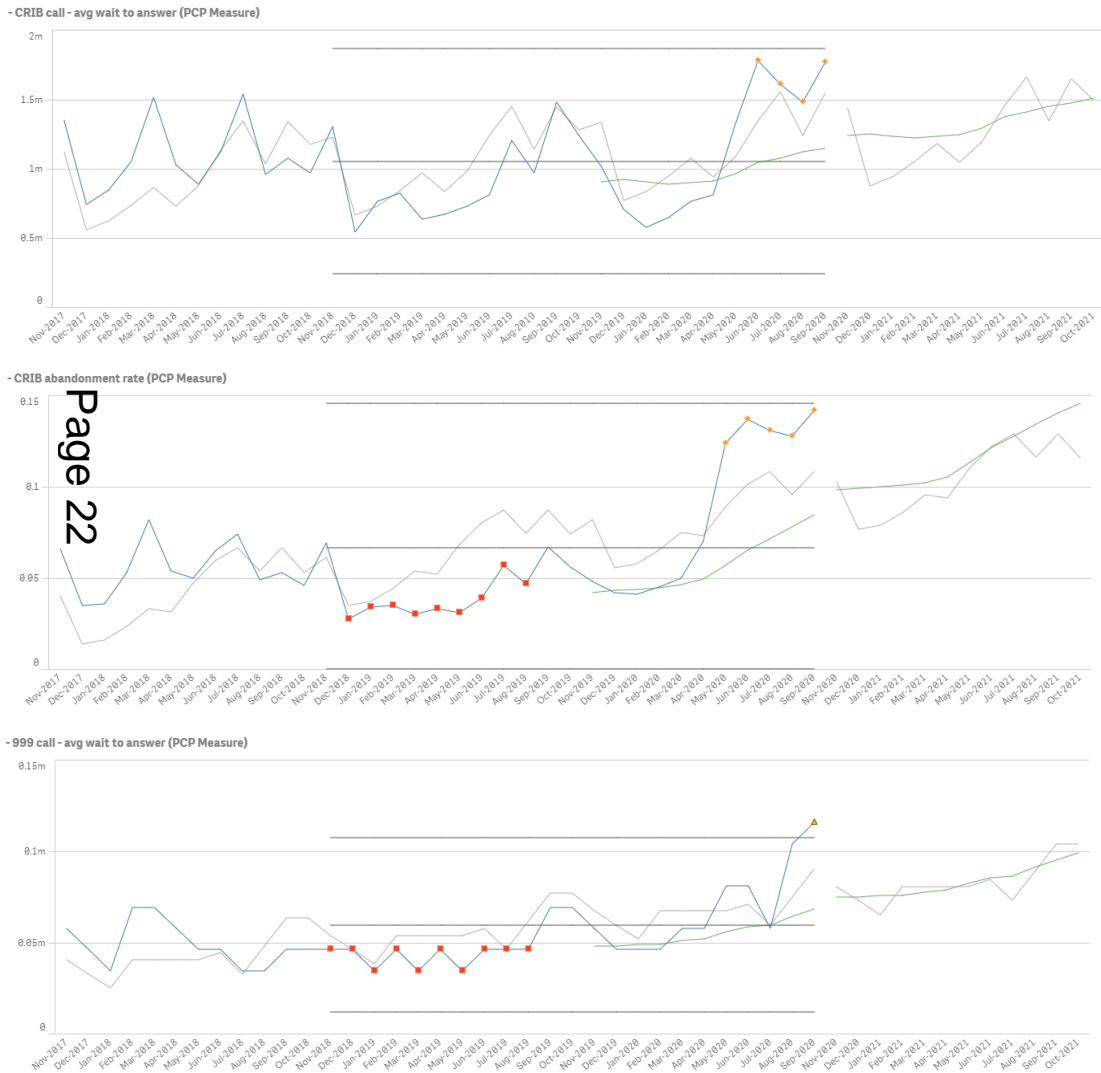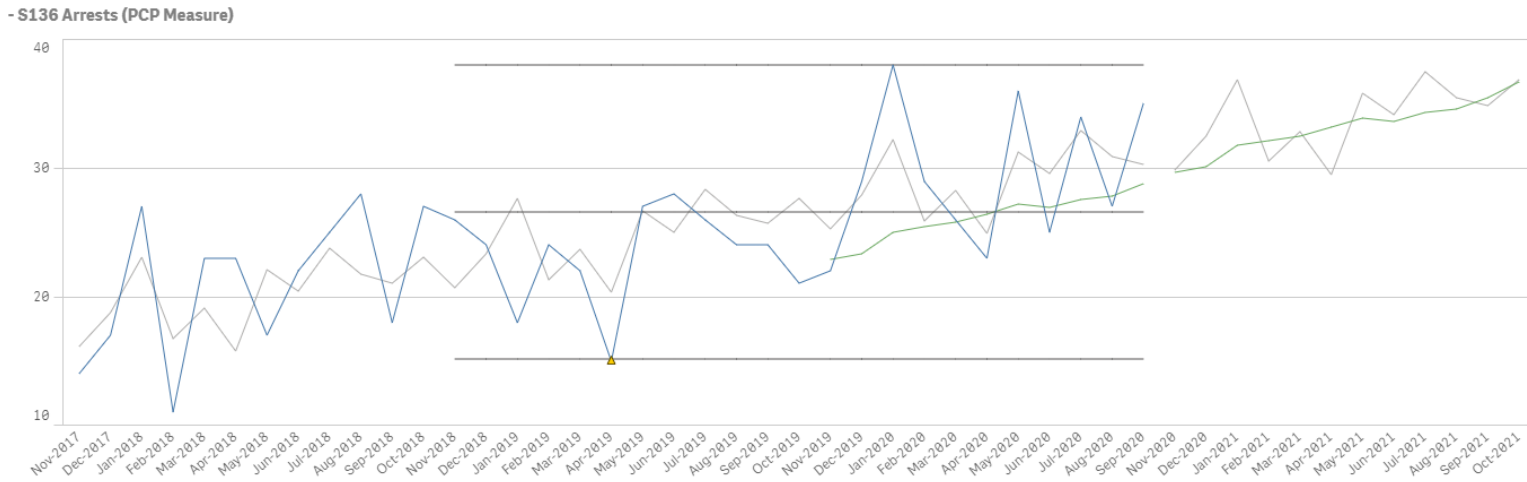

EXECUTIVE SUMMARY

→ Staff in the Crime and Communication Call Centre continue to work over several sites to ensure social distancing measures continue to be adhered to and ensure the safety of staff whilst carrying out their duties

→ Additional covid-19 secure measures have been assessed for staff to return to one site and are to be implemented of the coming 12 weeks, inclusive of covid-19 secure screens

→ The current working arrangements continue to impact operators ability to monitor incoming calls and wait times for those working in locations other than Devizes Headquarters, where there is a wallboard for monitoring by supervisors and operators. Additional supervisors have been recruited and their impact on performance is to be assessed in the coming months

→ The average CRIB abandonment for Quarter 2 was 13.3% and the CRIB average wait to answer was 2m20secs. The measures share a strong relationship, from previous experience we know that as call waiting times increases so will the abandonment rate

→ ACC Deb Smith is currently holding a bi-weekly Gold meeting to monitor call performance. Increased wait times and abandonment have previously effected Victim Satisfaction with ease of contact, which is being closely monitored

→ 999 average wait to answer for Sept-20 was 10 secs on the limit of our service level agreement.

→ 999 call taking is currently being effected by staffing issues and at present is being backfilled with the use of overtime

→ Summer demand for incoming calls is now showing decline as we move into the winter months

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Priority Two:
Protect the most vulnerable in society

Section 136 Arrests

- S136 Arrests (PCP Measure)

EXECUTIVE SUMMARY
→ S136 arrests volumes have not highlighted as statistically high at any point during Quarter Two. However, for the 12 months to Sept-20 Wiltshire Police has experienced an increase of 21% (n=60) compared to the same period last year.
→ Whilst overall numbers of mental health incidents remains a steady demand on the force during COVID, there has been an increase in the level of acuity presented when officers are in attendance increasing the need for use of S136
→ Places of safety current capacity is good, however there are ongoing challenges with spaces being used for out of area placements
→ Mental health report has been written focusing on the activity during COVID, also encompassing future demand. This was presented at the Health and Wellbeing board for Swindon and Wiltshire in October-20
→ Predictive analysis, led by CCG, continues to explore what mental health demand may look like following COVID (0-5 years). There is no solid evidence or basis to support the 30% figure previously quoted by NHS England, which is now being reviewed.
→ Wiltshire police have invested in the training of 9 Mental Health tactical advisors which will be launching imminently
→ Wiltshire Police have one dedicated Community Engagement Demand Management Officer that works to support people with Mental Health issues that place a high demand on Police and we are exploring delivery models to offer this outreach to other areas

Priority Three:
Put victims, witnesses and communities at the heart of everything we do

Satisfaction with being kept informed

- Satisfaction with being kept informed (PCP Measure)
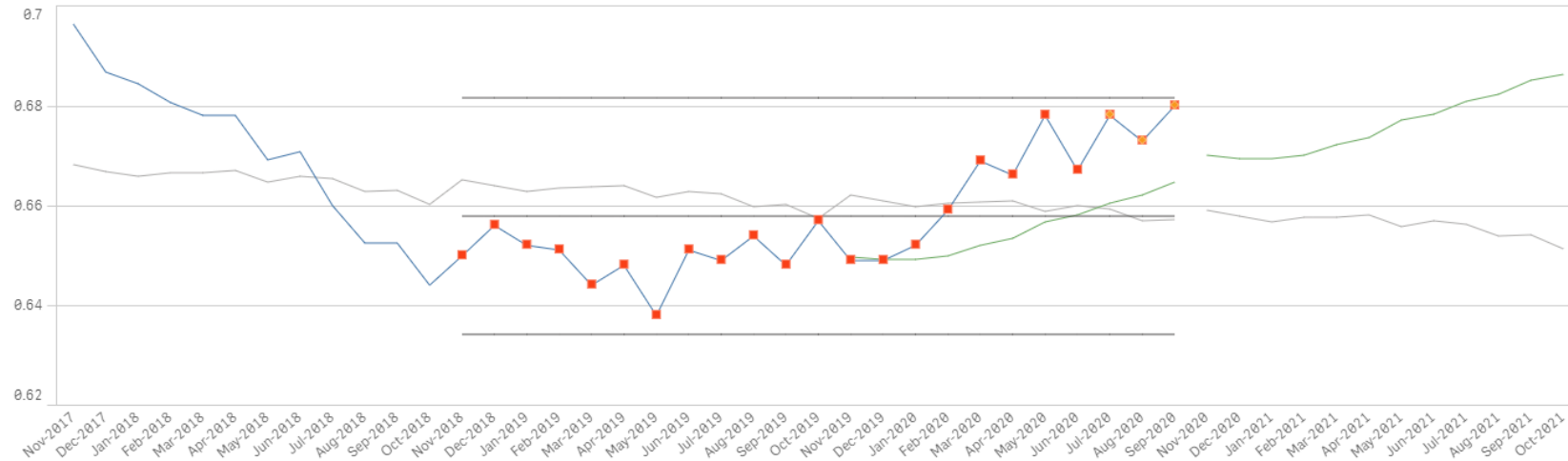
EXECUTIVE SUMMARY
→ Overall victim satisfaction with the whole experience remains consistently improved and now showing levels of 'new normal' with the figures being reported
→ Satisfaction with being kept informed showing a sustained increase within Quarter 2 2020-2021. The average for the quarter was 67.7% and 66.5% for the 12 months to Sept-20
→ My office continues to lead on the review and procurement of a survey with HMCTS, horizon and police to produce a survey that enables understanding of satisfaction through the whole system

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Domestic Abuse MSG Position

iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents
Wiltshire
Domestic abuse flag
01 Oct 2019 - 30 Sep 2020

OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for
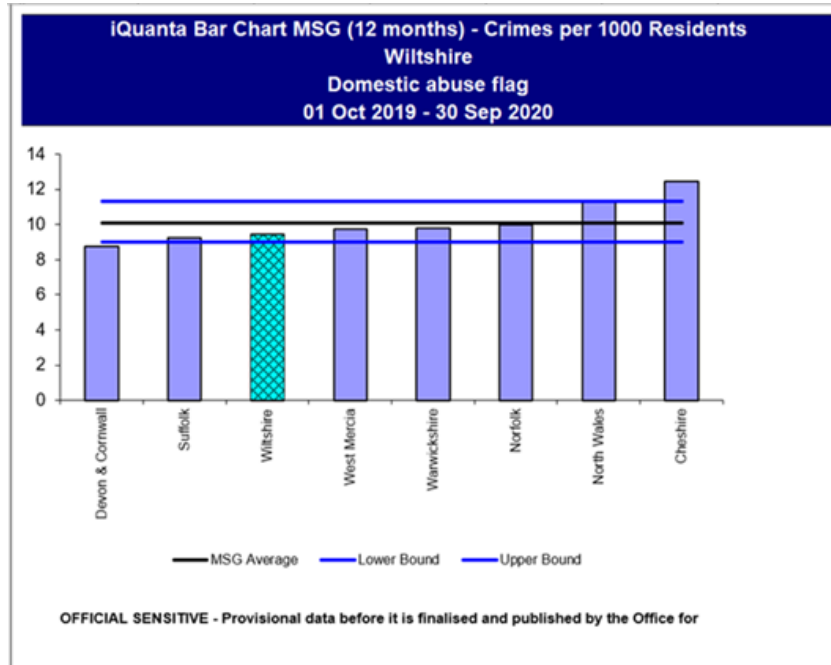
This chart will be blank unless a force and a crime type other than domestic abuse flag have been selected.

iQuanta Domestic Abuse Flag Chart (3 month rolling average) - Proportion of crimes with a
Domestic Abuse flag
Wiltshire
Crimes
01 Oct 2017 - 30 Sep 2020

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

Previous Quarter			Current Quarter		
01 Apr 20 - 30 Jun 20			01 Jul 20 - 30 Sep 20		
23.38%	Down 4.09 percentage points		19.29%		
Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20
25.56%	23.25%	21.33%	17.86%	19.77%	20.26%

EXECUTIVE SUMMARY

- The chart on the left above demonstrates Wiltshire's DA position against its Most Similar Groups (MSG). This shows that for the 12 months to Sept-20 Wiltshire's volume of Domestic Abuse per 1000 population is in line with its peers and below average.
- The chart on the right demonstrates the proportions of our crimes that are DA tagged. Again, this shows Wiltshire below its peers, until Feb-20 to June-20 where we become in line.
- IQuanta have kindly worked with Wiltshire on a one to one basis to provide the above information due to recent technical issues. The national publication will be uploaded the week of 30th Nov-20 which will be able provide additional context on our national position

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Volume of Domestic Abuse

- Volume of DA Crime (ACPO defined) (PCP Measure)
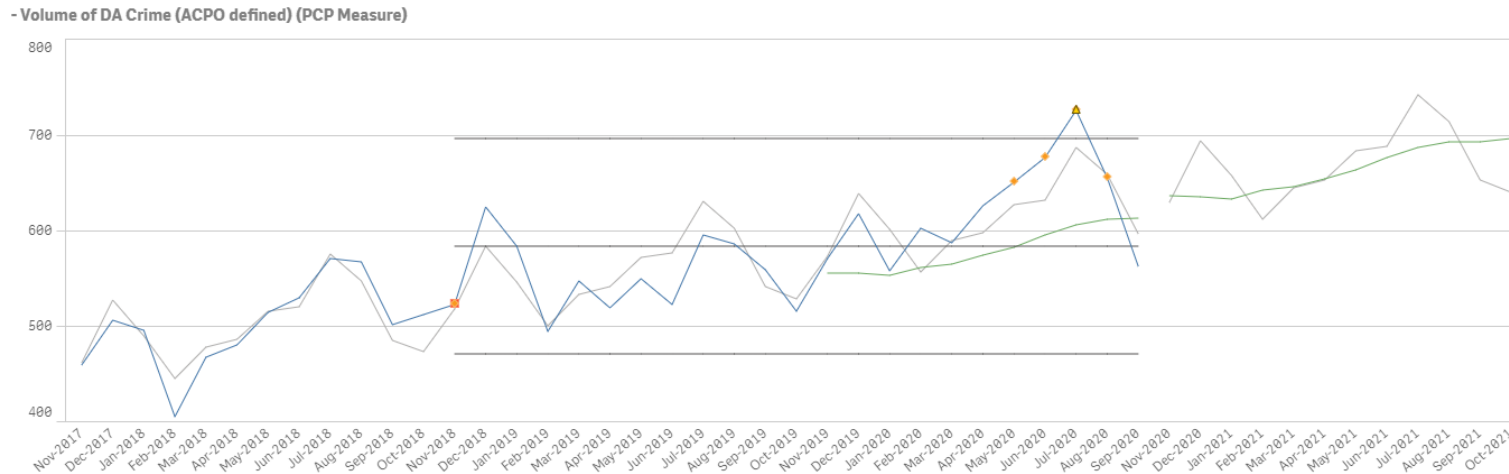
EXECUTIVE SUMMARY
→ The long term trend for Domestic Abuse crime in Wiltshire continues to increase in line with the national trend. In quarter 2 July and August are demonstrating a statistically high volume. During this time period Domestic Abuse related Public order offences and Violence without injury were driving the increases.
→ The Vulnerability Action Meeting meets monthly with a standing agenda item to promote awareness and encourage reporting by victims
→ Domestic Abuse repeat victims are demonstrating an increase in trend, contributing to the rise in overall Domestic Abuse volumes. This is where an individual has been a victim 5 or more times in the last year. This gives reassurance in public confidence to report
→ Some of our highest repeat victims have very complex needs and are receiving support from several agencies and are often monitored through the MARAC.
→ DA risk levels changed during the first national lockdown. There were more standard risk and fewer high risk cases, but these are now returning to pre-covid levels. It reassuring to see that with levels returning to normal those at risk are being supported by the police in their time of need
→ Wiltshire Police have now established an arrest scrutiny panel which now sits and reviews the DA arrest rate to identify areas of improvement, which dovetails into the Vulnerability and Force Operations board chaired by both ACC's to drive local performance management and monitoring with a feedback process to officers regarding decision making

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Priority Four:
Secure a quality police service that is trusted and efficient
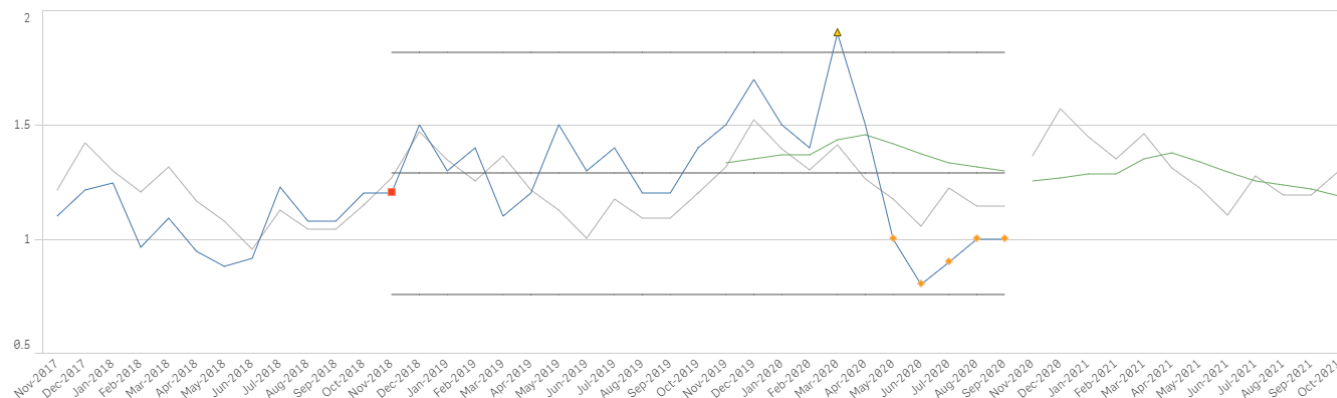
Number of Actual Sickness Days lost per person

Dorset 12	Sickness Days Lost	% sickness
Psychological Disorder	2,244	36.5%
Miscellaneous	1,055	17.2%
Musculo/Skeletal	954	15.5%
Cardiac/Circulatory	395	6.4%
Respiratory Conditions	299	4.9%
Infectious Diseases	292	4.7%
Digestive Disorder	241	3.9%
Headache/Migraine	235	3.8%
Genito-Urinary	131	2.1%
Nervous System Disorders	126	2.0%
COVID-19	107	1.7%
Ear/Eye Problems	56	0.9%
Skin	15	0.2%
Total	6,150	100.0%

Psychological breakdown	Sickness days lost	%
Stress	884	39%
Depression	674	30%
Anxiety	413	18%
Bereavement Distress	273	12%
Total	2244	100%

- Number of actual sickness days lost per person All Staff (QVD) (Performance Measure)

EXECUTIVE SUMMARY
- Psychological disorders are broken down by a number of sub categories which include; Depression, Anxiety, Stress, Bereavement Distress, Shock and Nerves. Within Q2 a total of 2,244 sickness days were lost to psychological disorders with 39% attributed to Stress. Of the 2,244 sickness days lost, 56% are attributed from support staff and 44% from police officers. Over a 24 month period (ending September 2020) – there is a slight increase of 5%.
- Within this time period, 255 Occupational Health referrals had been received, of which 89 specifically relate to psychological disorders. Referrals are categorised into three areas – Work related, Personal or both and 29% solely relate to work. Of the 89 referrals, 16 have some connection to COVID-19.
- Pro active work continues around monitoring the Forces sickness which includes preventative interventions such as risk based medicals, trends and hot spot areas and reports back to various meetings including the Strategic People Board and the People Intelligence Board

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Complaint Cases Recorded / % within 10 Working Days / Avg days to record

- Complaint cases recorded (PCP Measure)
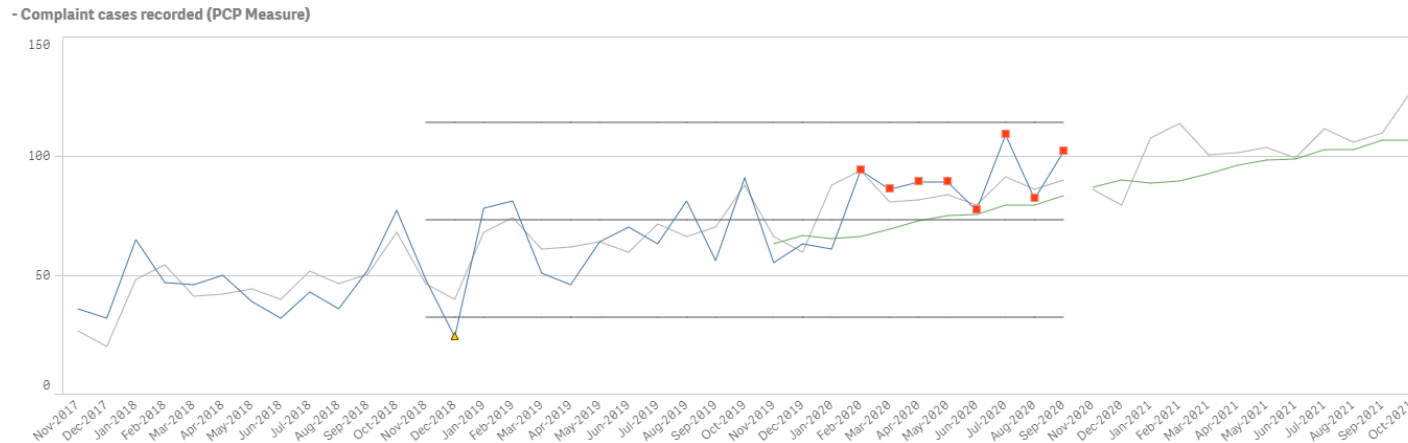
EXECUTIVE SUMMARY
→ In Quarter 2 2020/2021 there were 293 complaints recorded, with an average of 97.3% across quarter two being recorded within 10 working days
→ In July-2020 Wiltshire Police recorded its highest volume of complaints at 109
→ For quarter two it took an average of 6 days to record complaints, 4 days inside the 10 working days recommended by the Independent office for police conduct
→ Superintendent Cox commented from regional meetings that Wiltshire is not an outlier in relation to the increase in its recorded complaints, this is being experienced nationally.
→ National figures have been delayed to forces for Quarter 4 2019/2020 due to legislation changes and systems problems and intend on be released later this year. Quarter 1 2020/2021 will not be produced.
→ The recording of complaints has been through recent legislative changes. As a force we need to bring ourselves in line with the changes, development within our data tool Qlik Sense has begun to readjust this measures accordingly

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Additional areas of note

Crime Volume – Lockdown 5ᵗʰ Nov

07/11/2019 to 21/11/2019

Number of Crimes

1,810

05/11/2020 to 23/11/2020

Number of Crimes

1,383

COVID related

Number of Crimes

13

Page 33

Year on Year Numerical change to September-2020
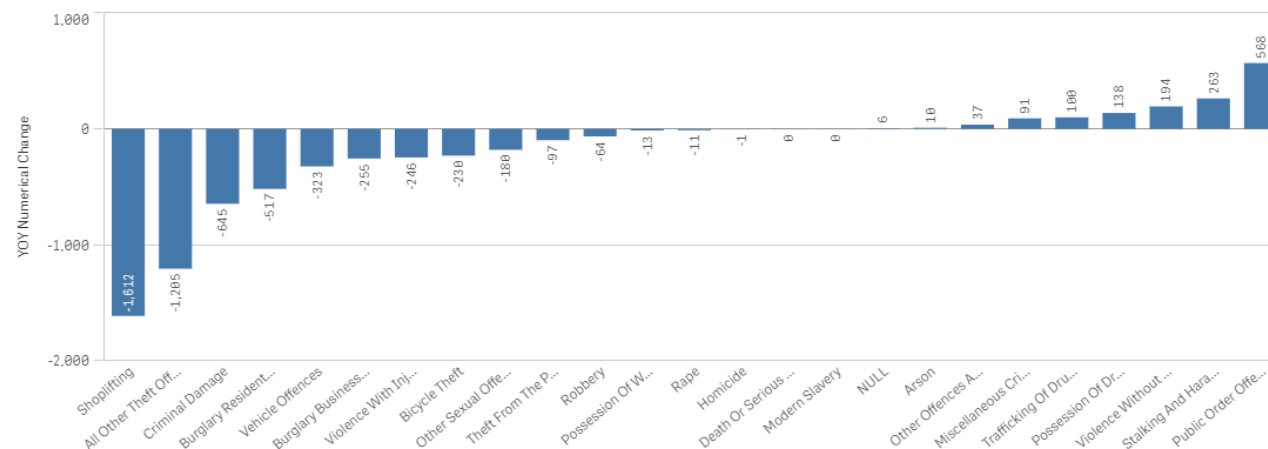
Numerical reduction year on year:
1. Shoplifting
2. All other theft offences
3. Criminal Damage
4. Burglary residential
5. Vehicle offences

Numerical increases year on year:
1. Public order offences
2. Stalking and Harassment
3. Violence without injury

Executive Summary *(reporting period 5/11/2020 to 21/11/2020 compared to the same period last year)*
→ On the 5ᵗʰ of November 2020 the government enforced its second lockdown in England
→ Within the comparison period mentioned above Crime Commission reported a reduction of 23.9% (n=427)
→ The top 5 numerical decreases experienced are shoplifting, all other theft offences, violence with injury, criminal damage and violence without injury
→ When comparing year on year crime changes the most significant decreases have been experienced in shoplifting, all other theft offences, criminal damage, burglary residential and vehicle offences, which is known to be directly impacted by government restrictions relating to COVID-19

Operation Adamo

On 21st September of 2020 the Chief Medical Officer and Chief Scientific Advisor to the UK Government advised that the public that there had been a marked increase in infection rates and as a result there was a real threat of a 'second wave' of infections.

The Prime Minister addressed the public on 22nd September 2020 and advised that it was the intention of the Government to amend the regulations to minimise the risk and threat of a second wave of COVID infections.

The Police are a key member of the multi-agency partnership in managing the COVID response.

Operation Adamo relates to the operational policing response to the public health emergency Coronavirus and COVID-19, particularly focussing on the proactive Engagement and Encouragement of the public to comply with the COVID-19 Health Protection Regulations and where appropriate take enforcement action.

Whilst this operation sets out a requirement for dedicated staff, it should be highlighted that all Officers and PCSO's are responsible for playing their part in managing the response to Coronavirus.

Police Officers on CPT-R may be tasked to support Op Adamo dedicated units where required.

Op Adamo – 4E Approach

Engage, Explain, Encourage, Enforce – applying the four 'E's

Policing will adopt a four-phase approach

This is guidance to help officers put the **four 'E's** into practice – it's a suggested approach.

The **four 'E's** are based on evidence that people are more likely to comply after a police encounter if they feel they have been treated fairly, have received an explanation, and have been given the opportunity to give their view. This idea of procedural justice to support police legitimacy has been quite well tested and fits with the policing by consent model – it's founded on building public cooperation.

1 Engage – officers speak to people and try to establish their awareness and understanding of the situation. They may ask people about their circumstances if they are out in public. Officers give people the opportunity to express their views. They listen and take people's responses into account.

2 Explain – officers try to educate people about any personal risks they are taking, they will explain the social distancing regulations and highlight the responsibilities we all share. Officers treat people with dignity and respect. They highlight their trustworthy motives by explaining wider social factors, such as the risks to public health and the NHS by not sticking to social distancing.

3 Encourage – officers may need to guide individuals, suggesting they return home. Officers can encourage people to act reasonably, emphasising that staying alert and safe (social distancing) saves lives. They demonstrate consistency in their approach and are willing to explain why they are requesting a certain course of action.

If an officer has been explicit in their request for someone to take action, has explained the risk and encouraged people to be reasonable to save lives and they have refused, then it may become necessary to:

4 Enforce – officers may, as a last resort, remove a person to the place where they live, using reasonable force only if it is a necessary and proportionate means of ensuring compliance. They may also fine individual(s) for breach of the Regulations.

The enforcement powers are afforded to officers by **The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020**. Officers should only use these powers if the **Engage, Explain** and **Encourage** phases are unsuccessful.

Officers will employ their judgement, make sensible decisions and continue to use all other powers as usual.

What it means for the public

- People may only leave the place where they are living if they have a reasonable excuse, examples are included in the Regulations. Anyone in public without a reasonable excuse may be committing an offence and may face a fine. Individuals who continue to disregard these requirements may face further fines.

- If a public gathering includes three or more people who are not from the same household, officers may instruct the gathering to disperse and may remove people to their home(s), exceptions apply.

- Police can issue a fixed penalty notice of £100, which will be lowered to £50 if paid within 14 days. Police can then issue further penalty notices, the fine increasing on each repeat offence (up to a maximum of £3,200). Refusal to pay will lead to proceedings in the magistrates' court.

C08OI0520

Covid-19 Engage, Explain, Encourage and Enforce
27th March – 25th November 2020

→ Wiltshire's Police and Crime Commissioner has approved a process to provide scrutiny and oversight of the legality and proportionality of FPNs. A Scrutiny Panel meets regularly to review and test all pro-forma templates issued in Wiltshire and Swindon with an option to rescind unlawful and/or disproportionate notices.

→ A second scrutiny panel has been put in place to specifically oversee disproportionality. The group is chaired at Superintendent level, and has representation from the OPCC, it reviews every FPN issued to members of the BAME community, it ensures a consistent approach and allows for both feedback to officers at the individual level but also has the authority to amend policy should any corporate issues be highlighted.

These reviews also ensure learning is captured at an organisational and individual level. As part of the scrutiny, disproportionality is considered and, if appropriate, local Inspectors will be tasked to engage with their local Independent Advisory Groups (IAGs).

During this timeframe, Wiltshire Police have created 9,827 COVID-19 logs. 7,273 of those COVID-19 logs were reported in April and May-2020 during the first national lockdown. This reports also included online reports relating to COVID-19. Out of these logs, Wiltshire Police received 75 calls for assistance to help enforce the face covering legislation from businesses and concerned members of the public, of which 18 were 999 calls

→ **261 interactions** have been recorded in this period. This is when our officers approach individuals to **Engage, Explain and Encourage** compliance with COVID guidelines. Of these interactions, 112 were regarding individuals not wearing a mask, 138 related to large groups and 11 for failure to isolate.

→ In addition, during the same period, Wiltshire Police officers have issued **411 COVID warnings**. A warning is issued when an individual does not comply with officer's instructions and guidance when engaging in the first 3Es. 57 of the warnings issued relate to businesses not complying with COVID-19 regulations.

→ Wiltshire Police have issued a total of **245 FPNs** in this time period, 137 relate to failure to comply with environmental restriction, 105 related to unlawful group gatherings, 2 related to failure to self-isolate and 1 related to an individual not wearing a face mask

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Force Priority	Measure	MonthYear	Oct-2019	Nov-2019	Dec-2019	Jan-2020	Feb-2020	Mar-2020	Apr-2020	May-2020	Jun-2020	Jul-2020	Aug-2020	Sep-2020
Prevent crime and keep people safe	Quality of Full Files (error rate)		0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Positive Outcome Rate (rolling 12 month)		14.9%	15.6%	18.0%	17.1%	14.4%	16.7%	22.1%	21.0%	19.3%	16.9%	12.7%	14.7%
	999 call - avg wait to answer		00:00:06	00:00:05	00:00:04	00:00:04	00:00:04	00:00:05	00:00:05	00:00:07	00:00:07	00:00:05	00:00:09	00:00:10
	ASB volume		1442	1194	1157	1102	934	1257	1761	1690	1606	1833	1742	1415
	CRIB abandonment rate		5.6%	4.8%	4.2%	4.1%	4.5%	5.0%	7.0%	12.4%	13.7%	13.1%	12.8%	14.2%
	CRIB call - avg wait to answer		00:01:47	00:01:28	00:01:01	00:00:50	00:00:56	00:01:06	00:01:10	00:01:55	00:02:34	00:02:19	00:02:08	00:02:33
	Crime Recording Compliance		-	-	-	89.4%	92.1%	92.9%	91.4%	91.8%	93.3%	-	-	93.9%
	Crime volume		3692	3686	3489	3518	3431	3252	2513	2902	3279	3788	3428	3379
	CSEW Confidence		-	-	77.1%	-	-	76.9%	-	-	-	-	-	-
	Hours Delivered by Specials		4671	5021	4146	4162	4530	4123	6348	6937	5459	5045	3984	3259
	Immediate response time		00:11:17	00:10:30	00:10:56	00:10:27	00:10:51	00:10:28	00:08:59	00:09:29	00:09:44	00:08:38	00:10:48	00:12:00
	KSI- Casualties		23	26	25	19	-	-	-	-	-	-	-	-
	Most Serious Violence		12	16	17	1	11	9	14	12	17	19	16	11
	Number of Watch Scheme Volunteers		-	-	-	-	-	-	-	-	-	1076	1218	1218
	Overall Volume of Cybercrime		223	196	207	256	273	255	221	222	280	292	254	256
	Priority response time		00:58:12	00:55:33	00:52:51	00:47:40	01:01:04	00:54:46	00:41:33	00:47:04	00:49:11	00:52:45	00:59:08	01:00:40
	Total Out of Court Disposals		128	148	142	116	142	132	115	127	168	127	118	106
	Volume of Hate Crime		47	38	45	57	63	62	43	62	80	101	94	72
	Volume of Knife Crime (Home Office - ADR160)		-	-	58	-	-	60	-	-	60	-	-	70
	Volume of Rural Crime (Key word + tags)		70	71	90	64	41	75	52	76	61	56	45	62
	CPT Establishment Level													
	Percentage of CPT Staff at Work													
	Percentage of CPT Officers able to Respond to Crime													
Protect the most vulnerable people in society	S136 Arrests		21	22	29	38	29	26	23	36	25	34	27	35
	Volume of CSE Crimes		8	6	6	7	8	11	8	12	11	11	8	12
	Volume of repeat Missing Incidents U18		8	4	5	2	11	9	5	6	5	9	10	10
	Volume of Fraud													
	First Time Entrants into the Criminal Justice System													
	Number of Reoffences per Reoffender over time													
	Frequency of Reoffending per Reoffender													
	Recall Rate due to Reoffending													
	Overall Mean Reoffending Risk Score													
Put victims, witnesses and communities at the heart of everything we do	% Overall Convictions		88.7%	88.4%	89.9%	87.4%	90.4%	86.3%	76.2%	83.1%	76.0%	81.4%	92.6%	87.4%
	Outcome for Domestic Abuse		14.9%	14.6%	14.5%	14.8%	14.6%	14.7%	14.4%	14.0%	13.5%	13.6%	13.5%	13.9%
	Outcome for Sexual Offences		10.1%	10.4%	9.9%	9.9%	9.0%	8.9%	8.3%	9.2%	9.2%	9.9%	8.9%	8.9%
	Satisfaction of victims with the whole experience		77.5%	76.7%	76.7%	77.3%	77.8%	78.2%	78.2%	78.7%	78.4%	78.4%	77.5%	77.6%
	Satisfaction with being kept informed		65.7%	64.9%	64.9%	65.2%	65.9%	66.9%	66.6%	67.8%	66.7%	67.8%	67.3%	68.0%
	Satisfaction with ease of contact		94.8%	93.5%	93.6%	93.9%	93.8%	94.0%	93.9%	94.4%	94.2%	94.1%	94.0%	93.7%
	Satisfaction with treatment		90.1%	89.5%	89.4%	89.6%	89.5%	89.6%	89.2%	90.7%	90.4%	90.6%	90.0%	89.9%
	Volume of DA Crime (ACPO defined)		515	571	618	558	602	587	626	651	676	726	655	563
	Volume of Sexual Offences (Recent / Non Recent)		112	102	94	121	132	104	61	109	127	163	151	128
	Domestic Abuse Conviction Rate (as proportion of offences)													
	Sexual Offences Conviction Rates (as proportion of offences)													
	Percentage of Unsucessful Domestic Abuse and Sexual Offence Convictions due to Victim Issues													
	Average days report to trial													
Secure a quality police service that is trusted and efficient	% - BAME workforce (FTE)		2.2%	2.1%	2.1%	2.1%	2.1%	2.0%	2.1%	2.2%	2.3%	2.2%	2.3%	2.3%
	% Complaints Recorded within 10 working days		99.0%	98.0%	98.0%	97.0%	91.0%	94.2%	99.0%	96.6%	100.0%	97.0%	99.0%	96.0%
	% of Force appeals Upheld		0.0%	0.0%	50.0%	17.0%	50.0%	33.0%	0.0%	0.0%	33.0%	0.0%	0.0%	0.0%
	Avg number of days to record a Complaint		3	4	4	7	3	3	2	2	6	11	3	4
	Complaint cases recorded		91	55	63	61	94	86	89	89	77	109	82	102
	Updated number of actual sickness days lost per person All Staff (QVD) (look		1.4	1.3	1.5	1.5	1.4	2.5	1.2	1	0.8	0.8	0.9	1
	Overall staff satisfaction		-	-	-	-	-	-	-	-	-	-	-	-

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Meeting	Police and Crime Panel
Date	10 December 2020
Report Title	PCC Risk Register
Presented by:	Angus Macpherson, Police and Crime Commissioner
Author:	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 26 November 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 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 Summary of Risks

3.1 Table 1 below shows where each risk sits on the scoring matrix and which risks are considered to be a major risk (red) or a moderate risk (orange).

3.2 Table 2 provides further information on the risk, listing the risk event and the strategic owner for that risk.

3.3 Paragraph 4 looks at those risks considered major or moderate in more detail.

Risk	Description	Owner
T12	Impact of Covid-19 on policing and criminal justice	PCC
T13	Reduced resources in 2020-21 impacting baseline and ability to deliver a policing service	CFO
T3	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	CC
T1	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	CFO
I8	ICT services are not resilient and transformational to support effective and efficient policing	CFO
I6	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	PCC/CC
I9	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	CX

4.0   Key Risks to Consider

4.1   *Risk T12: Impact of Covid-19 on criminal justice capacity and backlog*
The Criminal Justice Board, which is chaired by the Commissioner, leads on the recovery of the criminal justice system and is linked into the Local Resilience Forum and recovery groups. A Wessex CJS Recovery Group meets weekly and all CJS partners at senior levels are represented. Plans are in place to respond to key issues such as court capacity and the backlog of cases within the criminal justice system. Additional resources have been identified to assist with the Magistrates backlog and it is anticipated that, with this resource, the backlog will return to pre-Covid19 levels by mid-February 2021. Scoring is maintained at 48.

4.2   *Risk T13: Reduced resources in 2020-21 impacting baseline and ability to deliver a police service*
Details of the Comprehensive Spending Reviewed was announced by the Chancellor on 25 November 2020. Highlights included a public sector pay freeze for the majority of staff in 2021 and that PCCs would be given flexibility to increase the policing precept by up to £15 per year for a Band D property. The Chief Finance Officer is currently working through the detail and working on a draft Medium Term Financial Strategy in advance of the financial settlement which is currently expected mid-December. Scoring is maintained at 36.

4.3   *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. Wiltshire has agreed to take on the assurance role as from 1 April 2020 which will provide greater insight into emerging issues.

4.4   *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire*
The score is maintained at 24. The review of the Funding Formula has been delayed as a result of Covid19 but there is no indication yet on when this will now take place.

4.5   *Risk I8: ICT services are not resilient and transformational to support effective and efficient policing*
ICT services are due to transfer from Wiltshire Council by 31 March 2020. Progress on this huge piece of work is being made but it has been identified that not all services may be ready to be transferred by this date. Weekly governance meetings are taking place to oversee this, manage the risk and aid the decision making progress. As a result, the likelihood score has been increased from 2 to 3, increasing the overall score to 24 (from 16).

4.6   *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*
The Resilience cells which had been established by both Local Authorities worked well and have morphed into Recovery cells. Good and effective partnership working is still taking place.

4.7   *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*
Scoring is maintained at 18 and the risk continues to be monitored through the Tri-Force and regional collaborations operations and strategic boards.

5.0 New Risks

5.1 One new risk has been identified as follows:

Risk T14: Impact of Covid19 on health and welling of OPCC and Force workforce means P&C Plan is not delivered

Although this is low scoring and considered an 'acceptable' risk there is a need for this to be recognised. The OPCC and the Force are providing regular communications to staff highlighting the importance of good mental health and encouraging staff to make use of the tools available to them so they can support themselves (eg. support from Occupational Health, access to online mindfulness material, exercise programmes). Staff morale will be gauged through a staff survey and sickness is closely monitored.

6.0 Future Reviews of Risk Register

6.1 This report and version of the Risk Register will also be considered at the Joint Independent Audit Committee meeting on 14 December 2020.

7.0 Staffing Implications

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

8.0 Financial Implications

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

9.0 Legal Implications

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

10.0 Sustainability

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

11.0 Diversity Issues

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

12.0 Contribution to the Police and Crime Plan 2017-2021

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

13.0 Recommendations

13.1 The OPCC ELT is invited to note the content of the report and the risk register.

Appendices:

Appendix A – PCC Risk Register
Appendix B – Glossary

ACRONYM	MEANING
ACCs	Assistant Chief Constables
APAC^{2}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

ACRONYM	MEANING
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

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

						Residual Risk Score					
ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary

Inherent Risks

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
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	• Failure to discharge role of PCC • Reduced public and partner satisfaction and confidence in PCC and OPCC • Damage to partnership relationships • Criticism from Government / HMICFRS and adverse media attention	Financial Legal Operational Delivery Performance Reputational	• P&C Plan integral part of planning cycle • Quarterly reporting to the Panel on performance against plan • Publication of annual report summarising progress made against priorities and P&C Plan • Continue to receive 'good' grading in HMICFRS PEEL inspections • CC has clear plans to deliver P&C Plan and manage performance of Force • CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan • OPCC Delivery Plan overseen by Chief Executive and updates PCC on progress (includes all aspects of OPCC responsibilities including commissioning of services) • WCJB (chaired by PCC) has strategy and delivery plans aligned to P&C Plan - performance managed at WCJB • OPCC staff working alongside force and partner colleagues to identify and resolve performance issues • Integrated OPCC and Force planning cycle ensures changing demand and financial pressures are considered as part of strategic planning	2	2	4	16	26-Nov-20	**Maintain** - risk and score will be fully reviewed once full year of planning cycle is completed (June 2021)
I2	15-May-17	Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	• PCC and OPCC failure in statutory obligations • Unable to commission required services or provide enough funds to CC to provide efficient and effective police service • Unable to deliver P&C Plan priorities • Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided • Look at borrowing money options – would no longer be debt free • Negative impact on future budgets and reserves • Impact on Wiltshire public through the services they receive and setting	Financial Legal Operational Delivery Performance Reputational	• HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO • Member of APCCs / APAC2E / PACCTS • Horizon scanning database referenced • Fortnightly finance meetings between PCC and CFO • Continual review and update working closely with CC • Collaborations / projects require financial sign-off at CMB • MTFS being drafted • Mindful of impact of Risk T13	2	2	4	16	26-Nov-20	**Decreased** (previously 24) - CSR announced and more detail known
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	• Insufficient resources available • Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives • Failure to maximise performance • Failure to secure value for money • Stifle innovation and creative / effective solutions • Failure to comply with legal requirements on procurement • Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act	Reputational Operational delivery Performance Legal	• Commissioning Strategy in place • Commissioning Performance Board monitors delivery of commissioning plans (linked to OPCC Delivery Plan) (including risk management and service delivery) • Commissioning intentions and budget planning included in joint planning cycle, draft plans in place for 2021-22 including service reviews and recommissioning of services • Partnership agreements / grant letters issued for each commissioned service outside of the police • Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings	2	1	3	6	26-Nov-20	**Maintain** - business as usual
I4	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	• Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media	Reputational	• Fortnightly CMB meetings with CC and weekly briefings • CC has clear plans to deliver P&C Plan and manage performance of Force • CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan • Regular review of force spend • PCC/DPCC engagement with public through Area Boards and partners to understand requirement and needs • Development of P&C Plan and objectives in consultation with the CC • Continue to receive 'good' grading in HMICFRS PEEL inspections	1	2	4	8	26-Nov-20	**Maintain** - business as usual
I5	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies	• Justice processes become inefficient and not joined up • Justice outcomes, victim satisfaction, and care declines • Reduced satisfaction and confidence in criminal justice process by victims of crime • Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners	Reputational Operational delivery Performance	• PCC Chair of WCJB and Chair of two WCJB sub-groups • WCJB Strategy, action plan and performance dashboard established and being delivered by sub-groups aligned to P&C Plan • RASSO areas of performance concern across Wessex - Dorset, Hampshire and Wiltshire forces and CPS requested support from OPCCs in improving services, OPCCs commissioning external support to hold CJS partners to account (Wiltshire leading) • Covid response has led to significant improvements in collaboration and joint management of CJS in Wiltshire, Wessex and nationally • Links to Risk T12	2	2	3	12	26-Nov-20	**Maintain** - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I6	18-Aug-15	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	• Missed opportunities to collaborate / save money / provide a more efficient and effective service • Unexpected detrimental impact on the PCC's ability to deliver the P&C Plan objectives • Unexpected detrimental impact on policing affecting funding and police officer time • Increase demand on PCC and OPCC staff • Increased demand on policing services • Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process • Negative reaction from the public / media	Reputational Operational Delivery Performance	• OPCC building relationships through regular engagement with LAs, public, private and third sector leaders and managers • OPCC attendance at strategic boards with partners • OPCC engagement with partners and stakeholders and attendance at relevant tactical and operational boards • numerous forums for political and executives to discuss changes in service including Covid19 recovery, OPCC executive meetings and monthly meetings with MPs and LA Leaders • Fortnightly meetings of CMB discuss emerging developments with partners • Updating and monitoring of Horizon Scanning database • OPCC working to co-ordinate commissioning of services across local government, health and CJS	3	3	2	18	26-Nov-20	**Maintain** - partnerships are working well
I7	31-Jan-17	PCC estate fails to enable effective and efficient policing	• Unnecessary maintenance of surplus buildings and associated utility costs • Waste of resources maintaining surplus estate • Damage to community relationships • Negative impact on CPT and provision of local policing • Negative comments from public / local media • Underestimate estate requirement and dispose of too much estate • Sub-optimal estate provision is ineffective use of resources • Loss of opportunity to share properties and associated costs with local partners / communities	Financial Reputational Operational Delivery	• PCC's Estate Strategy published and key stakeholders (including the public) notified • Estates strategy governance in place and appropriate Boards • Significant progress in delivery strategy (almost completed) • Covid19 has had positive impact on cultural benefits of remote working, these will be embraced by the OPCC / Force to ensure they remain • Negative impact of Covid19 puts pressure on available space due to social distancing requirements • CC reviewing operational requirement for short term Covid19 impact • PCC holding officers to account for delivery of strategy • Acquisitions and Disposal Board overseeing commercial aspects • Wiltshire Police Estate Board overseeing Force estate programme operations	2	3	2	12	26-Nov-20	**Reduced** (previously 18) - Estate Strategy is being delivered
I8	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	• ICT vulnerable to cyber attack • ICT is out of date, fails and is unsupported • Missed opportunities of improvement technology • Impacts upon delivering P&C Plan objectives • Use of older / out of date equipment limits capability • Criticism from Government / HMICFRS and adverse media • Reduced public and partner satisfaction and confidence in PCC and OPCC	Financial Operational Delivery Performance Reputational	• ICT project delivery overseen by the Digital Programme Board with risks central to discussions • The independent accreditation review has seen a reduction in the risks open to the joint service • The introduction of the National Management Centre under NEP will bolster security • Frequent contact with national police ICT departments surrounding requirements and resilience • Cloud technology is more secure and resilient than on premises solutions • Resources identified to deliver improvements and efficiency - reviewed in line with national programme rollout • Tactical Transition Board established and meets fortnightly • Work being undertaken to finalise design of ICT operating model • Local risk registers in place for Tactical Transition and NEP projects - reviewed monthly at Digital Programme Board • Due to transfer all services from WC by 31 March 2021, progress and improvements being made but risk that not all services will transfer by this date • Weekly governance meetings taking place to oversee project, manage risk and decision making process	3	2	4	24	26-Nov-20	**Increased** (previously 16) - due to increase risk that not all services will be transferred to the Force by 31 March 2021
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	• Collaborative partners do not wish to pursue collaborative opportunities • Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public • Reduced influence of PCC to provide local accountability • Effective and efficient service not delivered • Reduced public and partner confidence and satisfaction in PCC and police • Negative reaction from the public / media • Criticism from Government / HMICFRS • Damage to partnership relationships	Financial Operational Delivery Performance Reputational	• Governance arrangements outlined in all collaborative agreements • Performance, finance, and strategic risks are managed at Strategic Board • Collaborative arrangements standing agenda item on CMB • Governance arrangements have been reviewed for all collaborative agreements • Specialist operations have been brought back under local control save for Firearms Training (at Black Rock); Counter Terrorism Firearms Command; Major Crime Investigation • Quarterly meetings taking place for all collaborations • Composite funding agreement across all PCCs/Forces to be agreed	3	3	2	18	26-Nov-20	**Maintain -** funding agreement to be agreed across all PCCs/Forces

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
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	• Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Damaged relationship and reputation as an employer	Reputational	• Membership of APCC, APAC^{2}E, and PACCTS • All HMICFRS reports considered and responded to • Appropriate staffing structure in place with clearly defined roles and responsibilities • SSOs ensure PCC and Executive Team are briefed on policy changes	1	2	2	4	26-Nov-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	• Failure to deliver statutory responsibilities • Failure to support the PCC to fulfil his role and responsibilities • All risks in every aspect will increase	Legal Reputational	• Annual review of OPCC delivery demands • Policy and horizon scanning for changes in PCC statutory responsibilities • Discussions with PCC and partners on anticipated direction and requirement for officers • Comparison of resources with other OPCCs • Review national guidance (APCC/APACE) • OPCC benefits from sharing support services with Force (ie. ICT, performance, information governance) • OPCC resource requirements form part of joint planning with Force (PCC advised of requirement, benefits and risks enabling a decision to be made on resources required)	1	2	3	6	26-Nov-20	**Maintain -** business as usual
Topical Risks											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	• PCC and OPCC failure in statutory obligations • Not able to provide enough funds to Chief Constable to provide an efficient and effective police service • Unable to commission required services due to reduced funding • Unable to deliver P&C Plan priorities • Further savings would need to be identified • Reduction in reserves • Reduced satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention	Financial Legal Operational Delivery Performance Reputational	• HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO • 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 • Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review • Additional resources for policing will mitigate risk, but not resolve disparity in funding • Review expected Autumn 2020 but now anticipated to be delayed • One year CSR announced Nov 2020	2	4	3	24	26-Nov-20	**Maintain -** review likely to be delayed as a result of Covid-19
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	• ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) • Commons Public Accounts Committee has been told that ESN will be running in September 2020 • Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown • Negative reaction from the public / media • Damage to reputation of PCC, OPCC, and Force • Limited control due to national programme	Financial Operational Delivery Reputation	• PCCs represented on HO Oversight Group • National meetings taking place at which police forces are represented • Situation reviewed by the Public Accounts Committee and has national profile • Potential for significant cost increases • Funding allocated in capital plan • Wiltshire CC appointed NPCC National Lead • Full business case expected in the New Year • National decision taken to change covert radios due to delays in delivering via ESN programme • Wiltshire has agreed to take on assurance role as from 1 April 2021 • New costing model produced but number of unknowns remain (including what costs to PCCs will be)	4	3	2	24	26-Nov-20	**Maintain -** new business case awaited
T6	13-Feb-18	Unable to provide adequate frontline policing	• Decline in force performance • Decline in force morale • Damage to reputation of PCC, OPCC, and Force • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Service quality decreases and visibility falls	Operational delivery Performance Reputational	• Joint planning cycle enables PCC and CC to receive outline detailed advice on resource requirements, demand and risks to ensure delivery of an efficient and effective police service • Evidence based on FMS informs integral part of planning in preparation for revised P&C Plan, MTFS and changes in policing delivery • CC has clear plans to deliver P&C Plan and manage performance of Force • CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan • Ongoing recruitment of additional 75 police officers by April 2021 and maintain PCSO numbers • CPT resource and officer deployability scorecard developed and used by force, PCC and PCP • Increased resources available to frontline due to Covid-19, crime and demand has decreased although offset by Covid-19 incidents • Deployability has been maintained to date throughout Covid-19	2	2	4	16	26-Nov-20	**Maintain -** Covid-19 has not impact on deployability

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T12	16-Mar-20	Impact of Covid-19 on criminal justice capacity and backlog	• Significant impact on BAU • Staff absences due to illness, self-isolating, or caring responsibilities • Impact on partner BAU and resources • Decline in Force performance • Failure to deliver statutory responsibilities • Delays for victims, defendants and system Increased demand in system as holding capacity is required • Reduced service provided by those services commissioned by the PCC • Public loss of confidence in CJS	Financial Reputational Operational Delivery Performance Legal	• Criminal Justice Board lead on recovery of CJS system and into LRF & recovery groups • Wessex CJS Recovery Group meets weekly to manage CJS performance (co-chaired by Wilts PCC and Hamps police) • CJS partners across Wessex at senior level are represented (PCC, Police, CPS, Courts, Probation, Prison, YOT and Legal Aid Agency) • Regular communications from PCC to CJ partners and stakeholders • Regular communication from PCC and CC to whole force three times a week (was five) • Fortnightly calls are held with all PCCs and Home Office and Ministry of Justice ministers • Plans in place responding to issues of court capacity, criminal justice backlog, local recovery plans, ensuring victims and witnesses are supported through Covid19 recovery • Resource increase negotiated to manage backlog in Wiltshire Magistrates (moved from elsewhere in South West to Wiltshire) - five additional court days a week now in place and looking to increase to six in December, anticipated Magistrate court backlog would return to pre-Covid19 levels by mid-February • Crown Court backlog is at pre-Covid19 levels, Wessex Group monitoring any impact created by increase in Magistrates capacity - waiting time for trials may increase as more Magistrate cases are processed	3	4	4	48	26-Nov-20	**Maintain -** risk will be fully reviewed pending completion of Magistrate backlog (February/March 2021)
T13	25-Jun-20	Reduced resources in 2020-21 impacting baseline and ability to deliver a policing service	• PCC will have to reduce funding provided to the Chief Constable and for commissioning • CC will have to consider what services he can deliver and make difficult recommendations to the PCC which may have political ramifications • PCC will need to review these recommendations and decide on the strategic approach	Financial Reputational Operational Delivery Performance	• CSR announcement made 25 Nov – no increase in general grant and no pay award for majority of staff (positive impact on funding) • MTFS being drafted • PCCs given flexibility to increase precept up to maximum of £15 per year for 2020-21	3	4	3	36	26-Nov-20	**Maintain -** at the time of reviewing this risk register (26 November), full consideration had not yet been given to the details of the CSR announcement. A number of meetings are planned between now and the announcement of the financial settlement where this will be done.
T14	26-Nov-20	Impact of Covid19 on health and welling of OPCC and Force workforce means P&C Plan is not delivered	• Low staff morale • Increase in levels of sickness / absences through long-term sickness • Reduced staff levels to delivery plans on page, ultimately leading to P&C Plan priorities not being delivered		• Regular communication to staff highlighting importance on good mental health • Promoting services offered by OHU and how to access these • Where possible staff offered flexibility on hours worked to assist homeschooling / shielding scenarios • OPCC and Force working collaboratively to conduct regular engagement with staff (including staff survey)	2	3	2	12		**NEW**

Meeting	Police and Crime Panel
Date	10th December 2020
Report Title	Community Policing Model - Resource Measures
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

PURPOSE OF REPORT

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

METHODOLOGY

2. This report uses the following to strategically monitor CPT resources:

   a) CPT staff budget (Establishment)
   b) Total CPT officers and staff "At Work" (as against establishment)
   c) Police Constables allocated to respond to 999 (as against establishment)

5. A number of factors affect these overall measures and are included to assess planning and management of CPT resources. These include:

   - CPT vacancies
   - Long term sickness in CPT
   - Maternity leave
   - Suspension
   - Posting outside of CPT
   - Short & medium term absences such as annual leave and sickness

6. As the organisation brings more officers in under Operation Uplift, it is anticipated that the number of vacancies will increase. The scorecard will also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.

7. This report continues to assess working days "lost" to short- and medium-term sickness and annual leave and calculates how many FTE posts this equates too.

8. The methodology for this is to count the total number of days lost to sickness and annual leave within the last three months. This results in a "days lost" figure which is then divided by 48, which is the average number of shifts (working days) for officers across a quarter. This provides an indication regarding the number of posts lost to sickness and annual leave (capacity of 1 post = 48 "days lost" over 3 months).

9. Calculating short-term reasons (less than 27 days) for absence within CPT is complex and subject to more variance than longer term reasons.

COMMUNITY INVESTIGATION TEAM

10. As reported in previous papers on CPT resourcing (March 2020), eight PCs were moved into the 'Early Resolution Unit', in order to centralise and build upon the CPT support function, providing an effective desktop investigation and filtering process where Police Officers on recoup duties can continue to assist with demand and support the frontline.

11. This unit is now called the 'Community Investigations Team' (CIT) to represent the vital role they play within the Community Policing model. The team forms a key first response to improve investigative and resolution standards, ensuring that crimes are resolved at the earliest opportunity, the public receives an outcome quicker and deployable CPT officers can focus on local priorities and the highest levels of threat, harm and risk. The CIT consistently manages and resolves between 40% – 46% of reported crime in Wiltshire and Swindon. As a comparative, CPT Support (the preceding structure before CIT) managed just 28% of crime. The Community Investigations Team is based in the Crime and Communication Centre at HQ, with a satellite location in Gablecross, Swindon.

12. In addition to the eight posts, a maximum of 20 transient officers who are recovering from absence, are posted into the CIT to support this function, resulting in a maximum unit of 28 PCs. The dual purpose of these officers is to prevent inappropriate demand reaching the frontline, and supporting officers to get better and return to their post within CPT. In previous reports, this was demonstrated through the second-from-last column entitled "Number of PC allocation to Early Resolution Team".

13. Through a recent review, it was identified that to provide an accurate reflection of abstraction and the development of CIT, eight additional CPT posts should be moved from the CPTs to the CIT. This reflects the recoup levels and provides an accurate number of resources CPTs can deploy as fully operational officers.

14. This means the CIT will have 16 officers in total conducting desktop investigations, supported by a maximum of 12 transient officers recovering from absence. Additional resources into the Community Investigations Team means that over 40% of crime can be more consistently resolved and increases the likelihood of an improved service and outcome for the victim. It is important that the eight additional posts are removed from the most appropriate location rather than where the existing vacancy is. An analysis of demand and resources therefore identified moving resources from the following locations:

	FTE
Swindon CPT	2
RWB CPT	2
Chippenham CPT	1
Trowbridge CPT	1
Warminster CPT	0
Devizes CPT	0
Amesbury CPT	2
Salisbury CPT	0
TOTAL	8

Figure one: Addition CIT resource locations

This adjusts the CPT resourcing model as follows:

	FTE
Swindon CPT	293.5
RWB CPT	41
Chippenham CPT	67
Trowbridge CPT	96
Warminster CPT	46
Devizes CPT	58
Amesbury CPT	48.5
Salisbury CPT	82
CIT	16
TOTAL	748

Figure two: resulting CPT resource distribution

15. It is important to highlight that the eight constables moving permanently into the CIT are currently restricted officers sat within the CPT establishment and that there will be no impact on CPT capability/deployability when these moves take place. The public would be reassured that this migration of officers from CPT to CIT would provide value for money in respect of a more direct contribution to frontline demand and service to the public.

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CPT RESOURCING SCORECARD

Measure	Quarter 3
CPT establishment	460 police constables (staggered through Uplift and precept, anticipate reaching this figure in March 21) 131 police community support officers
Percentage of CPT "at work"	75.5%
Percentage of police constables in CPT "available to respond"	72.8%

Figure three: CPT Resourcing Scorecard

16. The percentages above have been influenced by increased abstractions within the model due to vacancies and officers acting up to carry out Duty Inspector cover. In addition to this, increased annual leave took place throughout the summer period. This was expected to happen due to seasonality and the gap within the recruitment schedule before most of the recruitment takes place within the latter part of the financial year.

17. Removing uplift vacancies increases the percentage 'at work' to 83.6%, and the PCs in CPT 'available to respond' to 82.6%.

18. Figure three below presents the strategic measures and supplementary measures by staff roles and by each community police team.

19. Although there are a lot of officers currently being recruited and trained, it does take roughly a year from recruitment to an officer being out of training and tutorship. The impact on the training team and the process to support officers through is outlined in more detail in a separate paper for the Police and Crime Panel.

20. The current intakes and 'landing' dates are as follows:

Start Training	Officers	Landing in teams	Finish Tutorship
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
Jun-21	40	Nov-21	Jan-22
Oct-21	20	Apr-22	Jun-22

Figure four: Officer intake timeline

21. CPT have lost the capacity of 53 posts across CPT over quarter two to short and medium-term sickness and annual leave. The combination of COVID absence and normal absence was higher at the start of the financial year, with the reduction through to the end of June. As COVID absences reduced throughout July and August, we saw annual leave understandably

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increase. Within September, COVID absences began to increase slightly, in addition to general sickness due in part to schools restarting and interactions increasing.

22. As a result of this, the following breakdown of resources by CPT is:

		CPT RESPONSE AND NEIGHBOURHOOD MEASURE									DEMAND REDUCATION AND DEPLOYABILITY	
	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level Includes CPT Response and Neighbourhoods	Number of PC temporarily allocated to Community Investigation Team	PC's allocated to respond to 999
Swindon CPT	293.5	75	36	4	4	2	17	18	81	72.6%	3	71.9%
RWB CPT	41	30	7	0	0	0	0	3	10	76.0%	0	73.5%
Chippenham CPT	67		4	2	1	0	3	5	15	77.8%	1	80.3%
Trowbridge CPT	96	24	7	0	1	1	2	8	20	80.7%	1	76.3%
Warminster CPT	46		2	0	0	0	6	4	12	73.7%	1	73.2%
Devizes CPT	58	14	3	1	0	0	4	4	12	79.0%	3	59.3%
Amesbury CPT	48.5	38	6	1	0	0	4	4	14	71.5%	0	68.8%
Salisbury CPT	82		4	1	1	0	5	6	17	78.8%	0	76.8%
CIT	16										9	
TOTAL	748	181	69	9	7	3	41	53	183	75.5%		72.8%

Figure three: CPT resource detail by area

23. Compared to previous reporting periods, the proportion of resources 'at work' remains strong at over 70%. This is understandably due to the COVID impact and fewer leavers.

24. The overall process for measuring vacancies, sickness, maternity leave, suspensions and abstractions remains exactly the same as previous reports.

25. The columns in figure three detail the number of staff within each area by category and then details an "At Work" level. The second section looks at a Neighbourhood capacity which will include Early Intervention Officers and Community Tasking Teams who form part of a preventative and proactive focus. The last section measures the number of recoup Officers reducing demand within our Early Resolution Unit and then finally the number of PCs able to and allocated to responding to 999 calls.

26. The figures below provide a further breakdown by rank and role, and then by CPT area.

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	51	8	0	1	0	3	3	15	70.0%		
PC (Response)	372	37	9	3	1	21	23	94	75.2%	9	72.8%
PC (Proactive)	29	0	0	1	0	0	3	4	85.5%		
SGT (CPTN & R)	68	6	0	1	1	4	4	16	76.8%		
LCI	80.5	13	0	1	0	9	7	30	63.4%		
PCSO	131.5	5	0	0	1	4	13	22	83.3%		
CIT	16										
TOTAL	748	69	9	7	3	41	53	181	75.5%		

	Number	Hours (Apr - Jun)	Hours per person per
Specials	181	11158	20.55

Figure four: CPT resource detail by role

Swindon

Swindon	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	26	8	0	1	0	0	1.0	10.0	61.5%		
PC (Response)	148	19	4	1	1	6	8.2	39.2	73.5%	3	71.5%
PC (Proactive)	12	0	0	1	0	0	1.4	2.4	80.0%		
SGT (CPTN & R)	23	2	0	0	0	0	1.2	3.2	86.1%		
LCI	34.5	6	0	1	0	8	2.4	17.4	49.6%		
PCSO	50	1	0	0	1	3	3.7	8.7	82.6%		
TOTAL	293.5	36	4	4	2	17	17.9	80.9	72.4%		

	Number	Hours (Apr - Jun)	Hours per person per month
Specials	75	5342	23.74

RWB CPT

RWB CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	2	0	0	0	0	0	0.2	0.2	90.0%		
PC (Response)	18	4	0	0	0	0	1.3	5.3	70.6%	0	70.6%
PC (Proactive)											
SGT (CPTN & R)	6	0	0	0	0	0	0.3	0.3	95.0%		
LCI	5	3	0	0	0	0	0.3	3.3	34.0%		
PCSO	10	0	0	0	0	0	1.2	1.2	88.0%		
TOTAL	41	7	0	0	0	0	3.3	10.3	74.9%		

	Number	Hours (Apr - Jun)	Hours per person per month
Specials (RWB + Chippenham)	30	2643	29.37

Chippenham CPT

Chippenham CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	4	0	0	0	0	1	0.1	1.1	72.5%		
PC (Response)	36	0	2	1	0	1	2.3	6.3	82.5%	1	79.7%
PC (Proactive)											
SGT (CPTN & R)	7	1	0	0	0	0	0.5	1.5	78.6%		
LCI	6	2	0	0	0	1	0.4	3.4	43.3%		
PCSO	14	1	0	0	0	0	1.8	2.8	80.0%		
TOTAL	67	4	2	1	0	3	5.1	15.1	77.5%		

	Number	Hours (Apr - Jun)	Hours per person per month
Specials (RWB + Chippenham)	30	2643	29.37

Trowbridge CPT

Trowbridge CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	5	0	0	0	0	0	0.3	0.3	94.0%		
PC (Response)	51	6	0	1	0	1	3.3	11.3	77.8%	1	75.9%
PC (Proactive)	7	0	0	0	0	0	0.3	0.3	95.7%		
SGT (CPTN & R)	7	1	0	0	1	1	0.4	3.4	51.4%		
LCI	9	0	0	0	0	0	1.4	1.4	84.4%		
PCSO	17	0	0	0	0	0	2.0	2.0	88.2%		
TOTAL	96	7	0	1	1	2	7.7	18.7	80.5%		

	Number	Hours (Apr - Jun)	Hours per person per month
Specials (Trowbridge + Warminster)	24	1518	21.08

Warminster CPT

Warminster CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	2	0.5	2.5	16.7%		
PC (Response)	25	1	0	0	0	3	1.7	5.7	77.2%	1	73.2%
PC (Proactive)											
SGT (CPTN & R)	6	1	0	0	0	1	0.3	2.3	61.7%		
LCI	5	0	0	0	0	0	0.8	0.8	84.0%		
PCSO	7	0	0	0	0	0	0.8	0.8	88.6%		
TOTAL	46	2	0	0	0	6	4.1	12.1	73.7%		

	Number	Hours (Apr - Jun)	Hours per person per month
Specials (Trowbridge + Warminster)	24	1518	21.08

Devizes CPT

Devizes CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0.4	0.4	86.7%		
PC (Response)	30	3	1	0	0	3	2.2	9.2	69.3%	3	59.3%
PC (Proactive)	1	0	0	0	0	0	0.1	0.1	90.0%		
SGT (CPTN & R)	6	0	0	0	0	1	0.4	1.4	76.7%		
LCI	6	0	0	0	0	0	0.4	0.4	93.3%		
PCSO	12	0	0	0	0	0	0.7	0.7	94.2%		
TOTAL	58	3	1	0	0	4	4.2	12.2	79.0%		

	Number	Hours (Apr - Jun)	Hours per person per month
Specials	14	701	16.69

Amesbury CPT

Amesbury CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0.1	0.1	96.7%		
PC (Response)	23	2	1	0	0	3	1.8	7.8	66.1%	0	66.1%
PC (Proactive)	2	0	0	0	0	0	1.0	1.0			
SGT (CPTN & R)	6	0	0	0	0	0	0.4	0.4	93.3%		
LCI	5	2	0	0	0	0	0.1	2.1	58.0%		
PCSO	9.5	2	0	0	0	1	0.5	3.0	68.4%		
TOTAL	48.5	6	1	0	0	4	3.9	14.4	70.3%		

	Number	Hours (Apr - Jun)	Hours per person per month
Specials (Amesbury + Salisbury)	38	954	8.37

Salisbury CPT

Salisbury CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	5	0	0	0	0	0	0.7	0.7	86.0%		
PC (Response)	41	2	1	0	0	4	2.5	9.5	76.8%	0	76.8%
PC (Proactive)	7	0	0	0	0	0	0.4	0.4	94.3%		
SGT (CPTN & R)	7	1	0	1	0	1	0.3	3.3	52.9%		
LCI	10	0	0	0	0	0	0.7	0.7	93.0%		
PCSO	12	1	0	0	0	0	1.8	2.8	76.7%		
TOTAL	82	4	1	1	0	5	6.4	17.4	78.8%		

	Number	Hours (Apr - Jun)	Hours per person per month
Specials (Amesbury + Salisbury)	38	954	8.37

Figure five: CPT resource detail by area and role

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27. The number of vacancies can still be seen within the CPT Neighbourhood roles and the Force continues to recruit into these posts.

28. The number of hours contributed by Specials has reduced in the second quarter of the financial year as many volunteers returned to their normal place of work following the first national lockdown. This has reduced the average from 29 hours per person per month to 20.6 hours. This continues to be above the expected 16 hours per month average.

29. It is important to note that % calculations are based on budget posts that include all 49 posts assigned as part of Op Uplift. As recruitment is lengthy, a number of these posts will show as "vacant" on the frontline, however, will be filled by a student officer in training. Percentage statistics may therefore appear lower until new recruits are physically out in CPT within posts.

30. The % of "PC's allocated to respond to 999" compares current available resource against the budgeted posts assign to <u>CPT Response only</u>.

AREAS OUTSIDE CPT

31. Resources within the Force are distributed based on changes in demand identified during the budget build process and are built into the current year's budget. However, they are regularly reviewed against important mechanisms throughout the year such as:

- Corporate Risk Register
- Performance against the Police and Crime Plan
- Force Management Statement
- HMICFRS Inspections
- Continuous Improvement Reviews
- Legislative and statutory changes.

32. This review then concludes with the development and publication of the Medium-Term Financial Statement (MTFS). Information on the resources that Wiltshire Police has and how they are distributed, compared to other Forces in the Country, is available through the below link:

https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/

33. This uses the current data through an online interrogation tool called Power BI. For access to the previous PDF version, which was conducted in 2017, please use the below link:

https://www.justiceinspectorates.gov.uk/hmicfrs/publications/wiltshire-2017-value-for-money-profile/

34. The current distribution of resources across the Force is published through the PCC website and available through the following link:

https://www.wiltshire-pcc.gov.uk/how-your-money-spent/payments-over-500/

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

36. Below is Quarter 2 data, which shows the % at work.

Department	Budget FTE	% at work
Contact Management	206.75	82.0%
Crime Standards and Justice	168.24	86.8%
Specialist Operations *just includes officers	93	81.1%
Dogs	13	84.3%
Firearms	55	83.1%
Roads	25	75.2%
PPD and Safeguarding	153.69	68.6%
Geographical Crime (CID)	105	76.9%
Intelligence	106.19	91.6%
HQ Crime	142.16	94.0%

Figure 6 - '% resources at work'

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

38. The large majority of areas have seen an increase in the % at work which is again due to the reduced levels of sickness and annual leave taken during COVID.

39. It should be noted that some changes to the FTE have been reported compared to previous reports due to recording and calculating differences in budget and establishment. As the organisation continues to improve the level of awareness of resources, particularly outside of CPT, there is likely to be some fluctuation which will continue to be monitored.

IMPROVING RESOURCING LEVELS

40. Previous reports have covered the extent that the Force is aiming to improve resource levels. This has included the Force's approach to sickness management, amending the CPT model, Operation Uplift and recruitment along with local responses through the Resource Management Panel.

41. Through the COVID crisis, the sickness levels have reduced significantly as staff are able to get back into work at home and contact is reduced. At the March meeting, a presentation was provided on sickness and resilience structures during COVID. The sickness levels, although increasing seasonally through September, have continued to be very low with sickness rates generally being the lowest since 2017.

42. However, it is likely to see some longer-term latent sickness as a result of COVID, especially psychological disorders which has become prevalent within police staff roles. A distinct and tailored wellbeing strategy for COVID has been implemented and has had positive feedback. The challenge will now be to support the organisation to adjust to the new normal and ensure support and prevention is in place to best manage sickness.

STAFFING IMPLICATIONS

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

FINANCIAL IMPLICATIONS

44. There are no financial implications.

LEGAL IMPLICATIONS

45. There are no legal implications.

SUSTAINABILITY

46. There are no sustainability implications.

DIVERSITY

47. There are no diversity or equalities implications.

CONTRIBUTION TO THE POLICE AND CRIME PLAN 2017 - 2021

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

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

RECOMMENDATIONS

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

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

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

Appendix

Technical notes on measures

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

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

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

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

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

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

Assessment of 'deployability': In previous reports, the term deployability was used which have now changed to 'at work'. It should be noted that this information is used for internal planning purposes and may be different to national reporting mechanisms provided by the HMIC where the term deployability is sometimes used.

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Meeting	Police and Crime Panel
Date	10th December 2020
Report Title	Operation Uplift Update
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

Purpose of report

1. This report provides an update on the progress of Operation Uplift.

2. The Force remains on track to deliver the requirements of Uplift and increase the number of officers in Wiltshire Police. Plans are in place to achieve the first phase of the requirement by the end of 2020/21, and assessments by the national programme team place Wiltshire in a good position.

Introduction and background information

3. As raised within the previous paper presented at the September Panel meeting, the national Uplift programme is an opportunity to increase resourcing and re-invest in policing further to a ten-year period of austerity and a fall in police officer numbers.

4. The service has been asked to introduce 2,000 extra officers by March 2020, rising to 6,000 extra officers by March 2021.

5. Wiltshire has been allocated 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. This is likely to change as more information becomes available about regional and national functions receiving a proportion of the officer uplift.

6. 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 approximately 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.

7. The current intakes and 'landing' dates are as follows:

Start Training	Officers	Landing in teams	Finish Tutorship
Jun-20 (first PEQF)	40	Dec-20	Feb-21
Oct-20	20	Apr-21	Jun-21
Jan-21	40	Jul-21	Sep-21
Mar-21	20	Aug-21	Oct-21
Jun-21	40	Dec-21	Feb-22
Oct-21	20	Apr-22	Jun-22

Figure one: Officer intake timeline

8. At the September panel meeting, it was requested that the overview of intakes, attrition and budget were provided. The below graph shows what the Force uses to plan and project recruitment for police officers against budget.
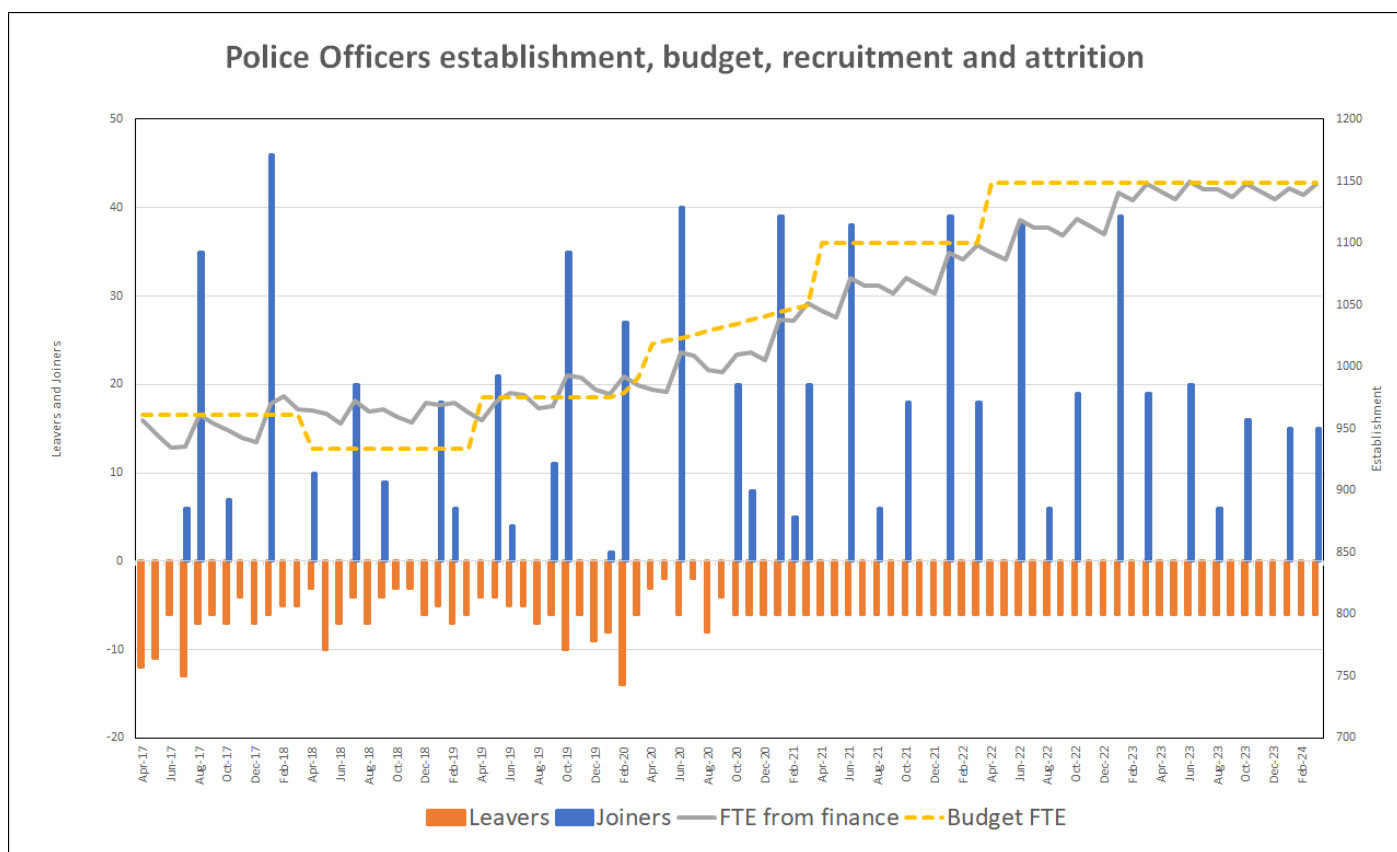
Figure two: Recruitment Plan

9. This shows the volume of officers leaving or projected to leave the organisation (red bar facing down), against the volume and frequency of new officers coming into the organisation (blue bar facing upwards). The red bars are temperamental and, in many ways, uncontrollable as officers transfer to other Forces or retire. With months seeing large fluctuations in 'leavers' and 'joiners', it makes it more challenging to deliver recruitment to the required levels.

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10. The yellow dotted line on the graph is the budget line, and the grey filled line is the current establishment. It is the intention that these two lines match each other.

Equality, Diversity and Inclusion

11. Having a Police Force which is reflective of the community it serves is a vital pillar of British Policing. The planned 20,000 uplift in police officer numbers announced in 2019 offers policing a once-in-a-generation opportunity to dramatically improve the diversity of its police officer workforce. Many suggest that diversity in policing must be addressed urgently if forces are to retain the confidence of minority communities.

12. Wiltshire Police's Equality, Diversity and Inclusion Team have been a key function to work with communities and break down barriers to full representation across the organisation. Through the work that has been done to date, it is clear to recognise just how challenging it is to make quick progress in this area.

13. The team have been extensively supporting protected characteristics which are under-represented within the organisation (BAME and/or Female) and carrying out a range of support mechanisms from explaining what Policing is about at engagement events, to outlining and supporting the process of the SEARCH assessment to applicants.

14. To make a real difference in the make-up of the organisation, we must start at the beginning by understanding the current barriers and encourage people from protected characteristics to join Policing. We know that there is a long period of time between application and joining an intake as a Student Officer and so this means that significant efforts can take a long time before they are realised.

15. Nationally, workforce statistics for all Forces are being collected and scrutinised closely in relation to representation against protected characteristics. This will include comparisons to local demographics, similar Forces and previous trends. Forces will be highlighted by the Home Office.

16. I continue to be encouraged with the mind-set, leadership and activity to address diversity within Wiltshire Police, and recognise that this is a strand of work which requires long term commitment. We are starting to see some positive movement in the volumes of applicants within the most recent campaign in March 2020, and this is expected to continue throughout the Uplift Programme.

Current officers in training

17. It was reported previously that the College of Policing communicated an ability for Forces to derogate training, ensuring accreditation for an initial period of three months until 18th June 2020. This has been extended to the end of the calendar year to enable Wiltshire to deal with subsequent backlogs of training.

18. The amount of training the Force can do was previously increasing, however due to the recent lockdown, is limited to mandatory refresher courses and key operational training requirements. All face-to-face training is conducted in a COVID secure environment, with adapted course content to ensure COVID secure practice. Online training continues for Student Officers and Student PCSOs, with planned role-play exercises and essential in-person training taking place towards the latter part of the training programme.

19. Currently there are 60 officers in training, which includes 40 from the June 2020 intake, and 20 from the October 2020 intake. The June intake are passing out on Friday 4th December. We are now preparing to receive 40 officers who are starting on the 11th January 2021.

20. The PEQF programme continues to be implemented successfully and preparation is taking place to build the courses for PCSOs and Special Constables in 2021. Information on the PQF is available in previous reports.

21. The student officers that have been released early through the initial stages of lockdown have been under close support and monitoring since leaving the People Development department. Local officers, the assessment team and HR advisors have been supporting this and providing any feedback on the cohorts that have been released early, indicating any patterns of performance (adverse or positive) as a result of their early release from training. At this time, no notable exceptions have been identified.

SEARCH Assessment

22. 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.

23. An online 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 of Policing have guaranteed the online assessment until July 2021 and it is due to be reviewed in March 2021.

24. 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 when needed.

25. Wiltshire Police launched a campaign on the 9th March which aimed to bring in 300 applicants to support the next phase of Uplift recruitment. This was achieved within 5 days. Following initial checks and withdrawals, this has reduced to 217 applicants who went through the online SEARCH process on 9th November. The online assessment is positive for Wiltshire in relation to ensuring enough places can be confirmed for candidates, as there was always a challenge to get enough spaces on the assessment and ensure travel was not an issue for candidates. However, we have also seen some candidates experience technical difficulties which has reduced the number of people completing the assessment.

26. As this is a new process, there are unknown elements as to what proportion will succeed, however, from previous figures we may expect between 45%-50% to pass the SEARCH assessment. The pass rate will be confirmed week commencing 14th December 2020.

27. Wiltshire currently has 88 applicants who have previously passed the SEARCH processes and are awaiting finalisation of checks before they will be given intake dates. The Force predicts that this will provide enough student officers through to March 2021, when candidates from the March

2020 campaign will start joining under PEQF. This effectively means that the next time the Force will be recruiting again for student officers will be in the middle of 2021. Plans are already underway to deliver an innovative and effective campaign in 2021.

28. 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.

Summary

29. 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, most amendments have supported Forces to continue recruiting new officers, and in some cases provided new opportunities.

30. Wiltshire continues to be meeting the planned intake volumes and expects to meet the Uplift numbers required.

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pcc
Police & Crime Commissioner
for Wiltshire and Swindon

Meeting	Police and Crime Panel
Date	2 December 2020
Report Title	Update on organisational impact of COVID 19
Presented by:	Angus Macpherson, Police and Crime Commissioner
Author:	Naji Darwish, Deputy Chief Executive

1.0 PURPOSE OF REPORT

1.1 To provide a brief update on the organisational impact of COVID 19 on Wiltshire Police, the Office of the Police and Crime Commissioner (OPCC) and victim services, since the previous Police and Crime Panel (PCP) on 3 September 2020.

2.0 INTRODUCTION AND BACKGROUND INFORMATION

2.1 At the request of the PCP chair, this paper provides a short update of the organisational changes to enable effective and efficient delivery of across the Force, the OPCC and victim service providers. This report focuses on the mitigation and changes put in place organisationally. To avoid duplication, other impacts such as performance, risk and policing policy are not included within this summary.

3.0 WILTSHIRE POLICE AND OPCC

3.1 The joint organisational approach to deliver COVID recovery and response has continued to be refined with frequency and timescales adjusted to match the level of the pandemic. Recognising the cross-over with both response and recovery work required, both response and recovery work has continued in tandem.

3.2 All GOLD, SILVER and BRONZE structures remain in place to manage response elements and recovery (Restart) continues covering:

- Organisation;
- Operations, Community and Partnerships;
- Learning and Innovation;
- Finance and Efficiency and;
- Communications and engagement.

3.3 Highlights of this work include:

- Information is collected daily on both workforce's sickness, (COVID and other, incl. self-isolation)

- Frontline policing delivery remains largely unchanged operating from CPT hubs and police estate. Implementing COVID legislation and regulations continues to be a key part of response work
- Surge contingency plans have been developed to ensure the force can continue to deliver critical functions if COVID reduces deployable officers and staff
- PPE supplies continue to be in place and used at anticipated levels
- COVID related enforcement is reviewed by senior officers to ensure actions are appropriate, proportionate.
- Reviewed and implementing plans to return CCC operations to a single site at HQ
- Police estate is COVID secure with mandatory use of facemasks in police estate and vehicles
- Organisational understanding of which enabling, and support services must be delivered on police estate in preparation for future restriction e.g. elements of staff training
- All other services continue to be delivered from home. Utilising the benefit of agile technology and ICT. The ongoing roll-out of National Enabling Programme Laptops increases this functionality with MS Teams.
- Whilst from a productivity perspective technology has ensured that service delivery continues, the limited social and work contact has impacted health and wellbeing.
- Staff who have an identified occupational health need have been accommodated in police estate, with appropriate COVID secure settings
- The wellbeing strategy is being reviewed to consider COVID impact, risks and mitigations
- Both the OPCC and Force have agreed revised business principles in response to working days losing structure and many staff spending long hours on screens. These practical changes include length, frequency and timings of meetings and ensuring appropriate breaks. These principles have been shared with other organisations locally and across policing.
- Temporary suspension of internal Force governance boards moving to exception reporting during response period to allow enabling services to balance support with response and BAU. The OPCC governance mechanism, assurance and joint planning work continues.
- Health and wellbeing continue to be a priority, recognising the impact of isolation, reduction in face-to-face contact and office setting can have on mental and physical health
- Both the benefits and challenges of working from home have been raised by staff through internal surveys and focus group work. This informs the work of both response and recovery.
- The OPCC and Force have developed a shared organisational blueprint to understand, develop and embed the learning and benefits as a result of COVID, whilst balancing against the gap and challenges identified.
- A significant amount of this relates to future workforce offer, employer offer (health and wellbeing support, agile working and use of technology), employment policies and staff feedback on benefits and challenges. This work will continue throughout 2021 as longer-term implications of COVID and working practices in the wider economy change.
- Wiltshire has been part of the HMICFRS national inspection on response to COVID. This will form part their national report. The informal feedback has been very positive, with Wiltshire providing outstanding work and areas of best practice for policing.

4.0 VICTIMS SERVICES

4.1 Performance management of these services continue in the OPCC with regular contractual and informal meetings with providers. Victim services continue to be determined as essential services. The impact of COVID in the first half of 2020 resulted in adaptation in delivering services and continues to pose challenges due to uncertainty with demand from victims.

4.2 Where possible, services have developed alternative approaches utilising online delivery where face-to-face group work was previously provided. This is not suitable for all support,

so all providers meet COVID secure requirements in their buildings and any face-to-face support in the community.

4.3   Progress through the Criminal Justice continues to impact on the level of demand in victim services (WCJB update circulated to PCP for information). Backlogs created in early 2020 mean victim caseloads increased and some services have seen increased referrals e.g. domestic abuse.

4.4   The PCC has agreed an additional staff member in Horizon Victims and Witness to meet the additional demand caused by CJS delays.

4.5   The extraordinary funding of £302,000 for victim services was provided by the Ministry of Justice and administered by the OPCC in August 2020 until November to mitigate the immediate risks to third sector providers and to meet additional demand. The Ministry of Justice has just announced an allocation of further additional funding of £180,000 to support victim services until March 2020.

4.6   All services are performing well and frequent monitoring, risk management and performance management is completed to ensure services continue to be provided during COVID.

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Members Questions – 2020

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R: 06.01.20

S: 06.01.20

A: 13.01.20

Cllr Richard Britton

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

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

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

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

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

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

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

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

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R: 09.01.20

S: 09.01.20

A:16.01.20

Cllr Jonathon Seed

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

A decision was made in September 2019 to temporarily pause intake number 26 of Special Constables for a number of reasons: There were relatively low numbers getting to the training stage in the previous few intakes and Wiltshire Police wanted an opportunity to review the processes to ensure they were 'fit for purpose'; A move to focus on quality recruitment rather than quantity; A Continuous Improvement (CI) Review was completed, which made a number of recommendations to improve the special constabulary. These options are currently being considered with a view to which should be agreed and progressed. A decision was made in December 2019 to continue with the pause (i.e. intake 27 also) to allow for the Continuous Improvement Review to be considered.

With regards to current numbers, intake 25 is still ongoing for training and this cohort will go to the front line in April 2020. In terms of impact of the pause on the current

number of specials, this would not be realised until late 2020. To clarify, it takes on average 9 months from initial paper sift to the completion of training of specials before they get on the front line. Therefore for example intake 26 would not have been complete until June 2020. The impact of these pauses has no bearing on the current number of specials.

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

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

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

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R: 29.01.20

S: 29.01.20

A: 03.02.20

Anna Richardson - Independent co-opted member

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

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

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

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

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

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

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

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

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

R: 29.01.20

S: 31.01.20

A: 03.01.20

Cllr Vinay Manro

I have a question from a Haydon Wick resident.

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

Are these 40+ on top of existing open vacancies?

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

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

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

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

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R: 04.02.20

S: 05.02.20

A: 11.02.20

Cllr Vinay Manro

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

There are important and useful reports available:

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

https://www.wiltshire.police.uk/article/4487/Priorities-for-Swindon-South

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

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

R: 06.02.20

S: 06.02.20

A: 11.02.20

Cllr Junab Ali

Dear Councillor Ali

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

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

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

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

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

Thank you for your interest

Andrew Martin

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

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

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

The consultation exercise was undertaken between Monday 6th January and Friday 31st January 2020 and commenced before the Home Office announced its police funding settlement for 2020/21. The Home Office settlement was made on 22nd January and granted PCCs in England flexibility to increase local funding for 2020/21 by setting the council tax limit to £10 per annum (i.e. for a typical Band D property).

This was approved by the Wiltshire Police Crime Panel at its meeting on 6th February when members voted unanimously to the £10 per annum increase.

The 2019/20 precept increase has enabled me to provide an additional 43 police officers who are currently in tutorship and are starting to become visible in communities, as part of their ongoing training. As one would appreciate it takes time for new recruits to be trained and become

fully operational in our communities. The additional funding has also secured two cyber-crime teams which focus on online fraud and child sexual exploitation. Investment amounting to £500,000 was also made towards crime prevention with a particular focus on early intervention.

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

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

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

R: 21.07.20

S: 21.07.20

A: 05.08.20

Cllr Richard Britton

Please could you tell the Panel what budget, plans and targets does the force have to reduce its carbon footprint?

The Office of the Police and Crime Commissioner and Wiltshire Police are currently embarking on a joint Environmental Strategy and are currently procuring a specialist consultancy service to assist with this work. The consultancy service is being

procured via the ESPO contract framework, as recommended by Blue Light Commercial.

The Terms of Reference are included as follows. An evaluation of the specialist companies who have submitted proposals is currently underway with a view to an appointment and commencement of the work in September/October 2020.

The Carbon Reduction Commitment Energy Efficiency Scheme Procedure is also included as follows. This tracks the journey of carbon reduction from the Introductory Phase of the CRC Scheme until the Concluding Footprint Report year of 2018/19, at July 2019. This document includes activity and efforts undertaken to reduce carbon emissions.

The carbon footprint associated with electricity and gas consumption as reported in the 2018/19 footprint report was 2,434 carbon tonnes. This represents a 54% reduction compared to the period 2010/11 when the carbon footprint was recorded at 5,328 tonnes.

Energy efficiency is central to all current and future planned maintenance and capital investment schemes and the procedure provides an overview of what the PCC/Wiltshire Police does in consideration of reducing its carbon footprint.

With regards to Wiltshire Police's fleet service and its efforts to reduce energy/carbon footprint, 5 electric vehicles (EV's) were purchased in 2019/20 with a further 5 to be added as part of the 2020/21 Fleet Vehicle Replacement Plan.

In addition to this, plans are in place for the installation of 10 EV charging points at the Devizes HQ and Gablecross sites. Depending on potential delays caused by the Covid-19 pandemic, the plan is to have the additional 5 EV's and charging points in 2 place by the end of 2020. Once the project has produced meaningful data, a further expansion of electric vehicles will be considered.

R: 30.07.20

S: 31.07.20

A: 05.08.20

Cllr Jonathon Seed

Government has announced that three police forces in the South West are to receive extra funding as part of the government's £25million Safer Streets Fund.

Avon and Somerset will receive £400,000, Devon and Cornwall £546,781 and Dorset £266,357 – a total of £1,213,138. There is no extra funding in this round for Gloucestershire or Wiltshire.

Did Wiltshire PCC or CC bid for this funding and if not why not? If they did bid why were they not successful

A bid was not submitted by the Police and Crime Commissioner or Chief Constable to the Government's Safer Street Fund 2020/21.

Consideration was given to submitting a bid and a number of partners were involved, including Swindon Borough Council and Wiltshire Council. However on close examination of the criteria set by the Home Office, it became clear that Wiltshire was significantly below the minimum crime level required to access the grant funding.

The Home Office's Prospectus for the Safer Streets Fund emphasised that prospective bids should meet specified eligibility criteria. Such criteria was set "to ensure the Safer Streets Fund meets its objectives and that there is sufficient consistency between areas that receive funding for the purposes of the overall fund evaluation".

One of the benchmarks in place intended bids to demonstrate a minimum level of crime that areas must meet in order for bids to pass the eligibility threshold. Whilst working up a possible bid submission it became clear that Wiltshire was significantly below the minimum crime level required to meet the criteria and therefore access the funding.

There was some considerable work undertaken with partners to scope out and further a potential funding application and such work will be incorporated into ongoing Community Safety Partnership plans to reduce acquisitive crime and the Police and Crime Commissioner will seek to support this as it develops.

The Office for the Police and Crime Commissioner is continually seeking to bring in additional resources to the area and has been successful in obtaining £458,921 in external funding to help victims of domestic abuse and sexual assault over the last six months.

R: 13.08.20

S: 13.08.20

A:

Cllr Richard Britton

With many third sector organisations under threat because of their funds drying up during Covid is the continuity of any of the services which you commission from such third sector organisations under threat?

R: 18.08.20

S: 19.08.20

A: 25.08.20

Cllr Jonathon Seed

What direction has the PCC given to the Chief Constable regarding actions on the four main causes of KSI listed in the report: Driving using mobile phone; drink/drug driving; not wearing seat belts; speeding.

Bearing in mind that one criticism the report makes is the lack of coordination between various agencies (especially local authorities and the police) does Wiltshire's Road Safety Partnership still exist?

PCC Response:

As part of the process to refresh my Police and Crime Plan which resulted in the publication of the PCP Update 2020 in June, I discussed at length with the Chief Constable my commitment to road safety. As a result the Update included the following objectives which the Chief Constable fully endorsed:

1.5 MAKE OUR ROADS SAFER
Speeding and road safety affects all our communities. Anti-social driving and speeding will be tackled in order to keep both road users and pedestrians safe. I will continue to ensure Wiltshire Police and partners:

1. *Improve the safety of our roads by coordinated action through safety improvements and education for drivers and enforcement where necessary*

2. *Support and invest in systems to improve Community Speedwatch schemes including support by our specialist Roads Policing Unit, local policing teams and the Special Constabulary*

3. *Increase mobile enforcement and use of driver safety awareness education programmes, in collaboration with our partners.*

I continue to invest in and foster a multi-agency partnership approach to policing our roads. Following the disbanding of the Tri-Force arrangements with neighbouring forces in 2018, roads policing came back to the control of Wiltshire Police which has meant the number of roads policing assets in the county has increased thereby bucking the national trend. Wiltshire Police has made great strides to improve the way our roads are policed. This has included continued investment in the Community Safety Partnerships and developing a strategic road safety group with our partners to ensure a joined up approach.

During the lockdown period and whilst the Community Speedwatch schemes were temporarily suspended (schemes resumed from early last month) there was an increase in the number of reports about poor or dangerous driving. As a 2 consequence Wiltshire Police undertook a number of initiatives and campaigns aimed at proactively targeting those who are intent on speeding or driving in dangerous manner on our roads.

As published in the previous month, during the second quarter of this year there was a significant fall in serious or fatal road traffic collisions on the roads of Wiltshire and Swindon. As Commissioner I undertake regular reviews of road traffic incidents where there is death or serious injury and figures for the last quarter are down by 55%. At the time of reporting, sadly 10 people aged between 17 and 84 have lost their lives on our roads in Wiltshire and Swindon this year with an average age of just 56.

The recent tragic accident involving the four young men who died in collision on A4 near Calne is still being investigated as a team of collision investigators carrying out thorough enquiries to understand exactly what happened. Our deepest condolences have been extended to the families and ongoing support.

In recent weeks the Roads Policing Unit have been supporting a number of national and local initiatives that make up the Fatal Four and the forthcoming planned campaigns are being reviewed in light of the recent tragic accident involving the four young men.

In addition to the local planned campaigns to raise awareness of the Fatal Four I will be promoting the APCC's Roads Safety Portfolio forthcoming national public survey which aims to understand the general public's view on general road safety and roads policing, including fixed penalty notices, and local enforcement. This survey follows after the recent HMICFRS Roads Policing: Not Optional thematic inspection, PACTS Report into Roads Policing, and the Government review into roads policing.

The Strategic Road Safety Group (SRSG) which forms part of the Community Safety Partnerships for both Wiltshire Council and Swindon Borough Council has in the past six month's been reinvigorated. I provided the direction to the Chief Constable for the SRSG to be refreshed and strengthened and I can confirm that it is currently chaired by ACC. Deb Smith. Despite lockdown the group has continued to function and has drafted a revised strategy document and has good input from a range of partners including both local authorities, the PCC and OPCC, Dorset and Wiltshire Fire and Rescue Service, Public Health and Highways England.

The next planned meeting on 14th September will consider both recent HMICFRS report "Roads Policing: Not optional - An inspection of roads policing in England and Wales" in addition to the Department For Transport's "Roads policing review: call for evidence". Responses will be made to both HMICFRS and DFT in due course.
I can also confirm that the Deputy Police and Crime Commissioner is part of the Association of Police and Crime Commissioners Roads Safety and Roads Policing Portfolio and attends the monthly meetings.

With regards to the specific actions in connection with the "fatal 4" I can confirm the following:

Speeding – I have directed the Chief Constable to increase enforcement operations and a new capability to do so should be in service by the end of this year, having been delayed by Covid during implementation. As referred to above, during the Covid suspension of Community Speedwatch the Chief was invited to increase visible enforcement operations to provide a deterrent. The 120 CSW schemes operated by approximately 1200 volunteers brings local people together to act on their own concerns and monitor speeding in their communities. They provide Wiltshire Police with useful intelligence and work closely with Community Policing Teams (CPTs), supported by the Special Constabulary Roads Policing Unit.

Drink/Drug Driving – I have requested that the Chief Constable ensures that his officers target this type of offence, particularly since the easing of lockdown and the subsequent reopening of licensed premises. A greater number of positive roadside tests have taken place since and public information campaigns continue.

Seatbelts – This is being targeted through opportunity enforcement and public information campaigns.

Use of Mobile Phones and other Distractions – This is most difficult to enforce. I have raised the issue of use of new technology in this respect with the Association of Police and Crime Commissioners. Enforcement takes place on an opportunity basis, reinforced by public information campaigns.

Both the latter two issues are specifically targeted by Op Tramline which uses an adapted HGV to target offenders on the strategic road network.

25.08.20 Panel
Members Question.p

R: 17.09.20

S: 18.09.20

A: 12.10.20

Cllr Jonathon Seed

In June, following protestors in Bristol being allowed by Avon & Somerset Police to gather illegally in large groups and vandalise the area, the Home Secretary told the Chief Constable in a "firm conversation" that he must uphold the law. The incident caused public outrage at the failure of Officers to stop antisocial behaviour and the large illegal gathering during the worldwide pandemic. Residents, quite rightly, questioned the quality of the leadership of the force and the failure of incident commanders and senior decision makers to police the incident appropriately.

On Sunday 13 September, Wiltshire Police Officers failed to break up an illegal gathering in Trowbridge choosing instead to watch the 500 people, some 470 more than the legal limit for an outside gathering, and the non compliance with social distancing rules. The local police commander said that, "it would have been unsafe for Officers to break up the gathering" and "in line with the way we police large gatherings, Officers monitored the incident…". This was followed swiftly with a further incident of an illegal gathering in Royal Wootten Bassett involving over 200 people. Again police failed to break up the gathering.

Could the PCC explain, given the fixed penalty notices that have been given to residents in the county for holding significantly smaller gatherings, and given the expectations of the public and the Home Secretary for the law to be upheld a) which senior officer took the decision not to attempt to disperse the group and uphold the law, b) why the tactics of policing large legal gatherings were used in this particular incident, which was clearly an illegal gathering, c) the number of fixed penalty notices that were given to attendees, d) when we can expect to be informed that the organiser has been issued with the maximum £10,000 fine in line, for example, with the 19 year old in Devizes who held a large house party, e) what reassurance the PCC is going to provide to the public that this failure to deal with illegal gatherings will not happen again during this time when the Government has been very clear of the expectations of the public and the police, f) what confidence the public should have in reporting illegal activity when they know that even during a global pandemic for which specific laws have been brought in that Wiltshire Police are not consistent in upholding those laws.

When can Wiltshire residents expect robust and consistent policing of the COVID regulations?

PCC Response:

Dear Jonathan

Firstly can I thank you for your question on this matter. Delivering balanced and fair policing during this unprecedented internal pandemic is providing the service with one of the biggest challenges it has faced. Policing during COVID has placed policing on the frontline in keeping our communities safe and ensures the lives of citizens can continue as much as possible.

To support all police forces in the enforcement of COVID regulations the National College of Policing has developed comprehensive and proportionate guidance built around four stage of Engage, Explain, Encourage, Enforce (4 'E's). Decisions officers make are based on dynamic assessments, managing significant risk that can cause damage and injury as well as applying the legislation within the discretion that parliament gives to every police constable.

All reports of person(s) not adhering to the COVID-19 regulations are considered, investigated and actioned accordingly to their individual circumstances, following a robust assessment.

This guidance has been consistently used since COVID legislation was issued earlier this year and continues to be successfully used by Wiltshire Police. It guides officers in working through the situation they face and allows them to use their professional judgement based on many factors including the severity of the breach, the context and factors of the situation, the response by individuals being dealt with by the Police and if this is a persistent pattern of behaviour.

Recognising that consistency and balance are key considerations, given the severity of restrictions COVID legislation places on citizens, Wiltshire Police and my office work hard to ensure there is the consistency you outline. There is no COVID specific incident management process. All significant COVID related events follow the same escalation process including review by the Force Incident Manager / duty inspector, as well as escalation to duty Supt and Chief Officer if required. After any significant events there is a review with all COVID FPNs issued undergoing a robust scrutiny led at Superintendent level, involving my office and a summary report is regularly published. The role of both the Force and my office is to ensure that police action is proportionate and complies with the law.

To best respond to your questions raised through the Police and Crime Panel (17th September) and the letter in the Salisbury Journal (25 September), I have asked the Chief Constable to outline a summary of his officers' rationale and actions during the two incidents mentioned.

Trowbridge Incident - 13th September 2020
Reports were received regarding vehicles gathering and the public's main concerns were regarding excessive noise.

Police officers attended the scene and identified the organiser, having previously reviewed social media reports promoting the event. The principle decision makers for this incident were the local Sergeant and Duty Inspector. The organiser was spoken to and the officers requested that the cars should disperse and this was complied with. Officers observed that most attendees were in cars with approximately 15-20

persons standing around vehicles in groups no more than six. One group of 7 within a smaller group. The group were asked to disperse from the vicinity and 'policed' from a distance thereby reducing the risk to officers' safety. Officers stayed at the location until a large number of cars vacated the carpark.

Officers decided that it was not appropriate to use the specific COVID-19 powers given the specific circumstances of the gathering. The event did not amount to people being in close proximity to one another as occupants remained in their vehicles plus the vehicles were in the open air which the Government has stated minimises the risk of transmission. There was no evidence to indicate persistent breaches of social distancing.

No Fixed Penalty Notices were issued at this incident. In line with existing processes the actions have been reviewed by senior officers and the Chief Constable is satisfied that this incident was successfully dispersed, with officers operating both proportionately and within guidelines.

b) Royal Wootton Bassett incident 15th September 2020
Reports were received regarding a large gathering in the High Street of Royal Wotton Bassett. Intelligence indicated that the gathering related to a funeral for a well-respected member of the travelling community.

Officers attended and sought to engage the 4 E process (i.e. Engage, Explain, Encourage, and Enforce) but their efforts were ignored.

A risk assessment was undertaken by the Force Incident Manager. This concluded that should police officers intervene, there was a potential for a breach in peace, in addition to a high risk to the safety of officers. Having considered such extenuating circumstances, the decision was taken to direct officers to engage with the attendees and attempt to disperse numbers. It was deemed not viable to move to enforcement, given the significant numbers of people and the nature of the gathering.
No Fixed Penalty Notices were issued at this incident. In line with existing processes the actions were again reviewed by senior officers and the Chief Constable is satisfied that the incident was proportionately policed in line with the principles of the 4E's and against the national decision making model. The Chief Constable remains satisfied that operationally any further escalation would have been disproportionate, would likely have presented as a high risk to officer safety and to that of the wider community.

I am pleased to say that the majority of people in Wiltshire and Swindon comply with the regulations and are playing their role in keep everyone safe. However as we know there are a few people who do breach the rules and this is creating additional demands on policing. Levels of COVID in Wiltshire remain low and the Force and my office continue to work with LRF partners. The public have been supportive in alerting the police when COVID breaches do occur and I am delighted that the government has recognised the additional pressure Forces are under by providing £60M for policing and funding for Local Authorities. Wiltshire Police will receive £247,000 specially to fund police action related to COVID-19, which will be used to fund 8 PCSOs tasked solely to respond to COVID breaches, conduct patrols across Wiltshire and Swindon. Working with local authority partners we will continue to

conduct joint operations to ensure businesses and licensed premises are complying with COVID legislation.

As illustrated operational decision making is dynamic and complex, often under changing circumstances and with a wide range of factors. The Chief Constable is operationally independent and it is not for politicians to influence who faces police action and what action is taken. It is for the Chief Constable and his officers. However it is for me to hold the Chief Constable to account for the delivery of policing services and ensure the robustness of governance is in place to actively scrutinise outcomes the Force are achieving.

Since the simplification and strengthening of COVID legislation the four 'E's remain in place however given the wide understanding of COVID restrictions the steps will move through more quickly as there is less mitigation for breaches.

From both perspectives of the Home Secretary and the public of Wiltshire there is a recognition that this is an exceptionally challenging issue and policing must continue to balance policing by consent, principles of proportionality and enforcing the law. I recall you both publically and within panel meetings, vocally supporting the positive police response during the pandemic particularly in relation to other forces that were focusing on enforcement. I am disappointed that you seem to suggest a wholesale failure in policing mere weeks since this praise. Of course incidents, are often compared without the full operational context and background. I hope this response reassures that I have robust governance in place to hold the Chief Constable to account. This is in addition to the governance I have in place for COVID and the force more generally which we have presented to the panel at previous meetings.

Yours sincerely
Angus Macpherson MBE
Police and Crime Commissioner
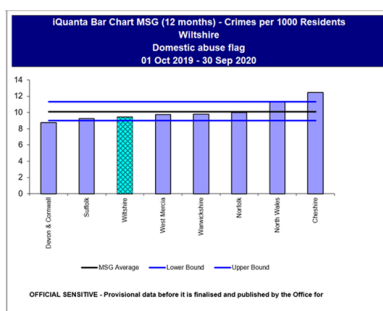**For Wiltshire and Swindon**

Panel Question by
Cllr J Seed - respons

Questions from the Police and Crime Panel Members

1. Received at the Panel meeting on 3rd September 2020

Volume of Domestic Abuse: It was agreed that the OPCC would email the panel members with statistics highlighting - How does Wiltshire Police compare to its MSG.

Domestic Abuse MSG Position

The chart on the left above demonstrates Wiltshire's Domestic Abuse position against its Most Similar Groups (MSG). This shows that for the 12 months to Sept-20 Wiltshire's volume of Domestic Abuse per 1000 population is in line with its peers and below average.

The chart on the right demonstrates the proportions of crimes recorded by Wiltshire Police that are Domestic Abuse tagged. The chart shows that Wiltshire is below its peers until the period between Feb-20 to June-20, where the volumes align (see the alignment of both lines in the chart).

Both charts are included in the '*Q2 – 2020/2021, Performance Overview – by exception*' which will be presented to the members of the Police and Crime Panel on 10th of December.

Number of Actual Sickness Days lost per person: It was agreed that the OPCC would email the panel members with statistics outlining - why 42% of sickness is classified as psychological.

During the last Police and Crime Panel Crime meeting, the members were informed that Wiltshire Police classified 42% of all sickness as psychological disorders (2,789 sickness days).

This category is further broken down by a number of subcategories which include:

- Depression,
- Anxiety,
- Stress,
- Bereavement Distress,
- Shock and Nerves

The below table provides a summary of sickness days lost to psychological disorder per each subcategory within Q1:

Reason	Sickness days lost	%
Stress	1,430	51%
Anxiety	617	22%
Depression	574	21%
Bereavement Distress	168	6%

The total number of Occupational Health Referrals received within Q1 for psychological disorders were 84, of which 22 relate to Covid-19.

Within Q2 a total of 2,244 sickness days (36.5%) were lost to psychological disorders with 39% of those days attributed to Stress. This is detailed within the table below. Of the 2,244 sickness days lost, 56% are attributed from support staff and 44% from police officers. Within this time period, 255 Occupational Health referrals had been received, of which 89 specifically relate to psychological disorders. Referrals are categorised into three areas – Work related, Personal or both and 29% solely relate to work. Of the 89 referrals, 16 have some connection to COVID-19. These data are also included in the 'Q2 – 2020/2021, Performance Overview – by exception' which will be presented to the members of the Police and Crime Panel on 10th of December.

Psychological breakdown	Sickness days lost	%
Stress	884	39%
Depression	674	30%
Anxiety	413	18%
Bereavement Distress	273	12%

I would like to re-assure the members that pro-active work continues to monitor the Forces sickness. Chris McMullin, Director of People and Change chairs the Strategic People Board, receives regular updates and reports to ensure that preventative interventions can be taken. The board is also attended by my Office. In addition, the members have been receiving updates under the agenda item 'Community Policing Model' also known as 'Deployability report'.